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RESOURCE ALLOCATION AND ORGANIZATIONAL PRODUCTIVITY OF THE
STATE DEPARTMENT OF YOUTH AFFAIRS IN KENYA

Naomi Wanjiru

MBA candidate, School of Business and Economic, ST. Paul's University, Limuru, Kenya.

Contact: mbadist964518@spu.ac.ke

Mr. Robert Abayo

Lecturer, School of Business and Economics, ST. Paul's University, Limuru, Kenya

Dr. Charity Muraguri

Lecturer, United States International University

Author Note

Naomi Wanjiru, Department of Business Administration, St. Paul's University

Correspondence concerning this paper should be addressed to Naomi Wanjiru, Department of
Business Administration, St. Paul's University, P.O Box Private Bag Limuru, Kenya

Abstract

The global challenge of Youth unemployment has drawn consideration attention from various Governments, stakeholders and other players in diverse sectors. Notably, there has been a continuous stream of scholarly publications suggesting various approaches to curb the ever-growing trend of the unemployment. As a response to reverse the rising challenge of unemployment among the youth, Kenya has instituted programs aimed at boosting chances of their employment through the State Department of Youth Affairs. Consequently, the primary motivation of the present paper was to explore how allocation of resources has impacted on productivity in the Department. In order to answer the research question, the study was underpinned by the theoretical perspectives of Resource Based Theory. Descriptive research design was used to aptly describe the relationship between the study variables. A sample size of $n = 53$ respondents was drawn from a target population of $N = 226$, which comprised of Top management, County management, Field management and support staff. Data was collected by self-administered semi structured questionnaires. The results from a simple linear regression analysis show that resource allocation significantly predicted productivity. The study findings will expand the knowledge of how resources allocation can have an influence on the productivity of organisations, particularly in the context of Public sector.

Keywords: *Resource Allocation; Productivity.*

1. Introduction

The question of productivity in the context of organizations has received considerable scholarly attention especially with a wider discussion focusing on what aspects of the organizations need to be mobilize as to realize and improvement in organizational productivity. For instance, studies have shown that efficient utilisation of organisational knowledge plays an important role in the realisation of improved organisational productivity (Davila, Varvakis & North, 2019). Moreover, it has been shown that the ability for organisations to innovate is an important factor that can lead to an improvement in the productivity of the organisations (Ferreira, Coelho & Weersma, 2019). Additionally, Pestana, Pereira and Moro (2020) contend that utilization of technological innovations especially in managing information resources within organisations plays a pivotal role in attainment of improved organisational productivity.

Subsequently, studies have widely documented various conceptualization of the notion of organisational productivity. For instance, it has been articulated in that productivity is a situation where there is efficient as well as effective use of resources for production (Tabibi, Vahebi & Noornejad, 2019). Productivity also refers to the extent to which a firm efficiently performs its core functions (Ko & Choi, 2019). In addition to that, productivity can be viewed from the perspective of efficiency of production within organisations (Peter, 2020)

Progressively, a wide array of publications has provided much focus on the need for organisations to embrace the concept of productivity so as to realise overall organisational objectives. This stand point has been supported by some studies especially identifying the

aspects of productivity from employees as an important component in meeting organisational objectives (Pourmola, Bagheri, Alinezhad & Nejad, 2019). This line of argument is also in agreement with proposals by Pestana, Pereira and Moro (2020) who put much emphasis on the importance of tools such as dashboards in order to keep track of key performance indicators (KPIs) of organizational productivity

Studies from around the world have provided different perspectives regarding as a need to leverage organisational productivity. For instance, a survey conducted in the US by Holguin-Moreno (2019) presented the idea that proper communication channels within organizations can go a long way towards improving organizational productivity. Substantive research studies from Asian countries have also shared various perspectives on the notion of organisational productivity. For instance, it has been shown in some studies in Pakistan that organisations that pay much attention on the training of the employees realize an improvement in productivity of the organisations (Hussain, Onyema, Masood & Nwoye, 2020). In Iran, Soleimani and Mirzaee Daryani (2020) stressed on the importance of managing various aspects of human resources in order to guarantee improved organisational productivity. In addition to this, a study in India by Jain (2020) cited well-being of the employees as critical in ensuring improvement in productivity within organisations.

Studies in African countries have also published various ideas with regard to the question of organisational productivity. This is evidenced for instance in a survey in Nigeria by Igboeche (2019), who stressed on the need of paying attention on human resource factors such as motivation as critical in enhancing organisational productivity. In the same context studies on Nigeria public sector identified training of manpower as one of the important factors that would lead to improved organizational productivity (Adeyori & Fajebi, 2019).

Reports have shown that Youths constitute a large percentage of the world population yet they experience a high rate of unemployment. Some studies have shown that globalisation has brought about new challenges to the youths towards sustaining the livelihood (Holmarsdottir, 2017). The UN world youth report (2018) noted that the youths' agendas should be well articulated in the 2030 agenda for sustainable development goals. The report emphasizes that the population of 1.2 billion are youths who account to 16% of global population and their involvement in sustainable development would do away with worse threat and challenges among them. Furthermore, the report indicated that areas that need to be given priority in coming up with the youth programs include education, employment and policies for the youths within the age bracket of 14-24.

The situation of global youth unemployment is also articulated in a report by International Labour Organization, ILO (2019), which indicated that youths are over unemployed and dependency ratio is rising every now and then, majority of the youths are in the informal economy and the aging society keeps influencing the labour market hence the need for them to be assisted to transit to work environment and beyond.

Similarly, Youth in Kenya have not been exempt from these set of challenges. In a study by Kempe (2012), it was argued that the youths in Kenya present a large asset currently and, in the future, but they are facing a lot of challenges. The Author further noted that appropriate strategies should be developed and implemented to mitigate the risks and challenges that they face. Engaging the youths is not a choice but an imperative in development process because it could lead to major economic, political, cultural and social consequences. The youths will remain a significant share of Kenyan population.

In the face of the staggering statistics on Youth unemployment, together with the realisation that Kenyan Youth constitute almost 75% of the population of which less than 35% is employed (Kenya National Bureau of Statistics, 2019; Kenya National Bureau of Statistics, 2019), Kenyan is among the Countries that have taken measures aimed at addressing this challenge. In particular, the Government introduced State Department of Youth Affairs that was aimed at addressing challenges faced by Kenyan Youths. These include among others Uwezo fund, Youth Enterprise Development Fund (YEDF), Ajira program, Kenya Youth Employment Opportunity Project (KYEOP), Tujiajiri program etc. The mandate of the State Department of youth affairs is to manage youth policy, to oversee management of NYS, youth empowerment, developing youth talents for national development, mainstreaming youth in national development, managing and promoting engagement with youths and collaborating with stakeholders in promoting youth activities (State Department of Youth Affairs, 2018).

On the basis of the critical role played by the State Department of Youth Affairs in engaging youth in a range of programs, the present paper explored how allocation of resources in the Department have influenced productivity, notably on the areas of organisational performance, employee retention, accountability, and employee turnover rate.

1.2 Review of Related Studies

1.2.1 Theoretical Review

Resource Based Theory

Resource Based Theory, which was initially proposed by Barney (1991) articulate the need for organisations to mobilise available resources so as to attain competitive advantage. Subsequently, it has been articulated that the main preoccupation of the theory is that the limited resources can be exploited so as to create opportunities within organizations (Sivathanu & Pillai, 2019). The arguments presented also is in agreement with what was observed in the recent studies indicating that the resource-based theory envisages a situation where organisations can fully utilise their resources with the aim of getting a competitive advantage (Kim, 2020; Fukawa, 2020). In addition to this, a study in Indonesia by Marchyta and Semuel (2020) captured the

importance of the theory from the perspective that organisations can make use of resources, especially intellectual ones so as to gain a competitive advantage.

Further, a study conducted in the Banking sector in Ghana by Agyemang (2020) also added to the debate on the importance of Resource Based Theory from the perspective of utilising organisational resources to achieve a competitive advantage. Locally, studies have also cited the importance of resource based theory especially from the perspective of a resource mobilization to guarantee competitiveness in organisations (Ojiambo, Francis & Joseph, 2020; Cheraisi & Busolo, 2020; Githae, Ogada & Mwagandi, 2020). The theory therefore found relevance in the present paper especially with the view that proper and efficient allocation of resources can be served as an important determinant of organisational productivity in State Department of Youth Affairs in Kenya.

1.2.2 Empirical Review

Resource Allocation and Productivity

Unfolding works of scholarly literature in strategic management circles have to a considerable extent sought to interrogate how productivity within organisations can be influenced by aspect of resource allocation.

To begin with, a study in the US by Harrison, Hall Jr and Nargundkar (2017) identified allocation of financial resources as critical any realisation of organisational productivity. The findings also largely agree with yet another survey in the same context by Subramony, Guthrie and Dooney (2020) that shed much light on the linkage that exists between allocation of resources and productivity in organisations. Moreover, studies in the South American countries have also indicated the importance of utilisation of organisational resources to realise improved productivity. For instance, an empirical survey in Brazil established that efficient allocation of resources, particularly in the utilisation of knowledge is integral in the realisation of organisational productivity (Davila, Varvakis & North, 2019).

Moreover, studies in European countries have given an indication of how resource allocation plays an important role in enhancing organizational productivity. This is captured in the findings of a survey conducted on small and medium Enterprises in Portugal by Ferreira, Coelho and Weersma (2019), where the findings indicated that allocation of resources play a central role in improving productivity in the organizations. Further more a Study conducted in Germany by Kröll and Nüesch (2019), put much emphasis on the allocation of human resources especially so as to realise improved productivity, particularly in terms of reduction in turnover rates of the employees.

Additionally, studies in Asia have also contributed much on the linkage that exists between allocation of organisational resources and productivity. This is evidenced in a survey

conducted in China by Yang and Li (2019), where the findings showed that aspects of resource allocation within insurance industry can have an influence on organisational productivity. Viewed from public health perspective, studies in the same context have given an indication that efficient allocation of resources can lead to an improvement in service delivery and overall organisational productivity (Qin & Wang, 2020). Moreover, organisational as well as technological innovations have an important role in guaranteeing improvement in the organisational productivity (Chen, Wang & Huang, 2020).

In the Middle East, studies have reaffirmed existence of a positive relationship between allocation of organisational resources and productivity. This was recently evidenced in a survey in Iraq that showed that efficient allocation of human resources can have an effect on the improvement of organisational productivity (Zeebaree, Shukur & Hussan, 2019). Furthermore, studies in the United Arab Emirates have indicated that utilisation of technological resources and innovations especially in the use of big data play an important role in the realisation of improved organisational productivity (Singh & Del Giudice, 2019). Similar studies conducted in the Iranian Healthcare sector by Bastani, Ketabi, Maddahi and Ahari (2020) illustrated the importance of resource allocation in the realisation of improved organisational performance in terms of service delivery and overall efficiency.

In line with study findings from other parts of the World, empirical findings in Africa have also proven that efficient allocation of organisational resources have the effect of stimulating organisational productivity. For instance, this was ascertained in a survey conducted on Congolese Healthcare institutions by Lufungula and Borromeo (2019) whose findings exhibited a positive correlation between allocation of human resources and organisational performance. In addition to that a survey conducted in Zambia by Chifuti and Kasongo (2020), put much emphasis on the importance of resource allocation especially so as to realise improvement in the performance of organisations, notably from the perspective of procurement. Further, a survey conducted on Tanzanian Saving and Credit Cooperatives (Saccos) by Ndiege and Kazungu (2020) established a positive linkage between allocation of resources and performance of the organisations. In Uganda, a study on manufacturing Industries by Mugerwa (2019), stressed on the importance of management of financial resources especially so as to realise an improvement in their organisational performance.

Recently, studies in Kenya have attempted to bring into perspective the question of resource allocation and how it affects performance within organisations. For instance, it has been captured that allocation of a human resources can have an influence on productivity of the organisations (Kilile, Munga & Were, 2019). Additionally, Wanyama and Nyaga (2019) in their study on Equity Bank established a positive correlation between resource allocation and organisational performance, which obviously forms an important component of organisational productivity. Furthermore, an empirical survey conducted on Tana River County Government by Hantiro and Maina (2020) establish among other factors resource allocation plays an important role in the realisation of improvement in organisational productivity.

1.3 Statement of the Problem

There is high rate of socio-economic challenges amongst the youths that the government has been trying to address since devolution of power. Youths form the largest segment in Kenyan population with majority of them not employed even though with basic education skills. Many youths have failed to transit from education level to employment level due to high population growth rate that has led to lack of employment opportunities in the country.

Many efforts have been put in place by different organizations with an aim of uplifting the youth living standard. The government has not been left behind as the key duty bearers of the nation thus created a docket to enhance support of the youths. Organization productivity is determined by different factors like technology, resources, the process used and the output it gives. For instance, the State Department of Youth Affairs which is clearly documented in various documents like reports from the State Department and also from the treasury who are mandated to release funds in various dockets for the planned activities on behalf of the government. The state department is very dedicated to allocating of enterprise funds to both the youths and women. The funds are meant to start entrepreneurial ventures so as to expand employment in the country. One of the main focus of the state department of youth affairs is consistency. Unfortunately, consistency in allocation of funds to future generation requires prior knowledge of previous allocations and established practices. The current continuous disbursement methods do not allow for adequate analysis of previous disbursement before a current disbursement is done. It is the expectation of every organization to see an impact of every investment that they put in place. The strategies implemented on behalf of the youths should have a beneficial outcome to them. This could be through involvement and commitment towards self-reliant so as to reduce the government burden on sustaining them.

Extensive research in strategic management discipline has shown that resource mobilization has the potential to influence productivity in organisations. In the Middle East, a study by Zeebaree, Shukur and Hussain (2019) provided much insights on how allocation of resources plays an integral role in organisational productivity. In addition to these, similar studies conducted in Nigeria have also demonstrated how resource allocation can influence productivity within organizations (Adeyori & Fajebe, 2019). Studies in Kenya have also added to the debate on how aspect of resource allocation can have an influence on productivity. For instance, a study conducted by Wanyama and Nyaga (2019) observed a positive correlation between resource allocation and productivity within Equity Bank.

Moreover, the Kenyan Government through the State Department of Youth Affairs has invested a significant amount of resources towards transformation and promotion of youth agenda in the country particularly by provision of relevant funds. In spite of the efforts, queries have consistently been raised by various stakeholders relating to utilization of the funds for the intended purposes. The purpose of conducting in the present study therefore was to interrogate

how the government's effort in investment for the youths has translated to productivity within the State Department of Youth Affairs.

To date, the question of allocation of resources and how it influences productivity from the perspective of youth organizations remain widely under researched. Other than filling the relevant research gaps, the present paper aims to make significant contributions both in theory and practice relating to how aspects of resource allocation can add to productivity of organizations, particularly those addressing Youth Affairs.

1.4 Research Objective

To assess the influence of resource allocation on productivity of the State Department of Youth Affairs in Kenya.

1.5 Research Questions

Does resources allocation have influence on productivity of the State Department of Youth Affairs in Kenya?

2. Methodology

2.1 Research Design

The study applied descriptive research design. The design was chosen to help the researcher physically describe various aspects of resource allocation and how they influence organisational productivity in the State Department of Youth Affairs

2.2 Instrumentation

Semi-structured questionnaires were used as instruments of data collection.

2.2.1 Reliability of Research Instruments

Reliability tests were conducted to establish internal stability of research instruments. The results analysis yielded Cronbach's $\alpha = .82$, which was high enough to meet the conditions of reliability.

2.2.2 Validity of Research Instruments

Validity of research instruments was ascertained by use of content validity index (CVI), which was 0.85(85%), which therefore met the threshold of content validity of at least 80%.

2.3 Data Collection

Data was collected by use of self-administered questionnaires within a time span of two weeks.

2.4 Data Analysis

Data analysis was carried out by use of both descriptive and inferential statistics in Stata 14 Software. Descriptive statistics comprised use of arithmetic mean to ascertain the extent to which the respondents agreed to statements relating to resource allocation. Standard deviation was also used to measure the variation of scores from the respondents on various aspects of resource

allocation. On the other hand, inferential analysis was conducted by use of simple linear regression. This was used to measure the strength of linear relationship between resource allocation and productivity in the State Department of Youth Affairs in Kenya.

2.5 Ethical Considerations

The study was carried out within the framework of ethical considerations. Firstly, informed consent was sought from the respondent. At this point, the respondents were shown all the relevant documentation and authorisation to conduct the study. In addition, privacy and confidentiality of the information provided by the respondent was assured.

3. Results and Interpretations

Data was analyzed using both descriptive and inferential analysis. Descriptive analysis was conducted in order to gain critical information regarding allocation of resources in the State Department of Youth Affairs and how this has increased productivity. These were themselves presented using charts and tabulation.

3.1 Descriptive Analysis

The results of descriptive analysis were tabulated in Table 1:

Table 1. Descriptive Analysis for Resource Allocation

Statement	Mean	SD
Finance resources are controlled and evenly distributed to enhance productivity within the State Department	4.83	0.672
Technology is often updated to enhance productivity within the State Department of youth affairs.	4.27	0.96
Employees capacity is often built within the State Department	4.0	1.388
There is recruitment and employment on annual basis within the State Department of youth affairs.	3.57	1.062
Workers expectations are clearly met to enhance employee's productiveness within the State Department of youth affairs.	3.31	1.132
Physical resources are readily available to enhance productivity in the State Department of youth affairs	3.08	1.222

Source: Author (2020)

The findings in Table 1 show that the highest value of arithmetic mean was attributed to the statement 'Finance resources are controlled and evenly distributed to enhance productivity within the State Department', $M = 4.83$, which is followed by the arithmetic mean of the statement 'Technology is often updated to enhance productivity within the State Department', with $M = 4.27$. These findings gave an impression of how the Department has been keen to mobilize both financial and technological resources in order to realise and meaningful productivity among the employees.

Furthermore, the findings also show that the least values of the arithmetic means were attributed to the statements ‘Workers expectations are clearly met to enhance employees productiveness within the State Department’ $M = 3.31$, and the statement ‘Physical resources are readily available to enhance productivity in the State Department’, $M = 3.08$. Obviously, this is an indication that there is much more that needs to be done by the state department in terms of meeting the expectation of the workers in order to realise improved productivity. In addition to that, the findings also imply that there has been a setback in terms of mobilization of physical resources so as to realise improved organisational productivity in the state department.

In order to establish the consistency of the scores given by the respondents on various perspectives of resource allocation, it was established that the least standard deviation was associated with the statement ‘Finance resources are controlled and evenly distributed to enhance productivity within the State Department’, with $SD = 0.672$, implying low variations and therefore more consistency in the scores given by the respondents on this statement. Comparatively, the statement ‘Employees capacity is often built within the State Department’, yielded a standard deviation of $SD = 1.388$, which was the highest implying that the scores given by the respondents were less consistent. This implies that most of the respondents largely agreed with regard to level to which financial resources are distributed in the organisation, which is highly in contrast with the idea that the capacity of the employees is built within the department.

3.2 Inferential Analysis

The results of inferential analysis, which involved the use of simple linear regression analysis were summarised in Table 2:

Table 2. Summary of the Regression Coefficients

Productivity	Coef.	Std. Err.	t	P>t	[95% Conf. Interval]	
Resource Allocation	0.9346	0.2542	3.6800	0.0010	0.4236	1.4457
_cons	0.0207	0.0315	0.6600	0.5140	-0.0427	0.0841

Source: Author (2020)

The summary of the regression coefficient in Table 2 shows that resource allocation significantly predicted productivity, $\beta = .9346$, $t(53) = 3.68$, $p < .05$. The results therefore show that a unit increase in resources allocation was associated with an increase in productivity by 0.9346 units and the relationship was statistically significant at 5% level. These findings are largely in agreement with what was observed in a survey in Portugal by Ferreira, Coelho and Weersma (2019), where the findings exhibited a positive relationship between resource allocation and productivity. Moreover, the findings also corroborate the results of a survey in

China by Qin and Wang (2020), who illustrated a positive linkage between allocation of organisational resources and productivity.

4. Conclusions and Recommendations

Relevant conclusions and recommendations were made in line with the study objective.

4.1 Conclusions

The study therefore conclude that resources play an integral role in productivity of the state department. Thus, the State Department of Youth Affairs in Kenya stands to realise improved productivity if the various forms of available resources are well mobilized.

4.2 Recommendations

Having observed that resource allocation plays a critical role in productivity of the State Department of Youth Affairs in Kenya, the study recommends all the necessary measures to be taken by the government and other stakeholders in the department to ensure all the necessary resources are efficiently and effectively mobilized so as to realise an improvement in organisational productivity.

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