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Material Resource Administration and Organizational Productivity in Public Corporations in Cameroon: A Case Study of the Cameroon Development Corporation and PAMOL Plantations PLC

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Abstract: Material resource administration continues to shape productivity outcomes in Public Corporations, particularly in developing economies where weaknesses in implementation often undermine operational efficiency. This study investigates how lapses in material planning decisions and material organizing and distribution affect organizational productivity in the Cameroon Development Corporation and PAMOL Plantation Plc. The analysis is grounded in Policy Implementation Theory and Administrative Management Theory, which together explain how failures in translating planning and organizing functions into effective action can weaken performance outcomes. A mixed methods design was employed, combining questionnaires, interviews, and observation, with quantitative data analyzed using descriptive statistics and the Chi-Square test. The findings indicate that ineffective material planning disrupts production schedules and task completion, while weak organizing and distribution systems constrain employee output and coordination. The study concludes that implementation deficiencies in core administrative functions significantly undermine productivity in public agro-industrial corporations. Strengthening internal planning mechanisms and organizational coordination is therefore critical to improving performance and sustainability.

Keywords: Material Resource Administration, Organizational Productivity, Public Corporations, Cameroon Development Corporation, PAMOL Plantations Plc.

1.1 INTRODUCTION

Over the past decades, the administration of material resources has become a central concern in both public and private sector management due to its critical influence on operational efficiency, cost control, and organizational productivity. The pressure on businesses has been to find better ways of adding value to their products especially in a highly competitive business environment. As a result of this, firms needed to develop more effective ways of managing materials in order to adopt sound administrative policies and business strategies. However, agriculture and agricultural establishments remains a fundamental driver of economic growth, employment generation, poverty reduction, and food security in many developing economies, particularly in sub-Saharan Africa. Among the most prominent of these are the Cameroon Development Corporation and PAMOL Plantations Plc. which have played significant roles in the production of palm oil, rubber, bananas, seeds production to name but a few (Kimengsi J, 2008: 5-13).

Globally, effective material resources administration has been recognized as a key determinant of organizational productivity, particularly in manufacturing and agro-industrial settings, inputs such as seeds, fertilizers, chemicals, spare parts, and processing materials were considered essential for ensuring operational continuity and quality output. Ramakrishna (2005:42) observed that materials often accounted for more than 50% of the annual turnover in manufacturing firms. This finding highlighted the importance of prioritizing proper materials management in organizations to prevent unnecessary expenditures, reduce waste, and improve overall productivity. However, with the process of an open economy, the market **changed drastically**, which **forced** manufacturing companies to devise strategies to minimize production costs in order to remain competitive. Since then, materials administration **was recognized** as a source of opportunities to reduce production costs and **was treated** as a profit-centre, Indian Institute of Materials Management.

According to Coyle, Bardi, & Langley, (2014:48) effective materials management ensures that organizations obtain the right materials, in the right quantity and quality, at the right time and cost, thereby supporting efficiency and competitiveness. Sunil Chopra and Peter Meindl (2016:35) argue that material planning and supply chain integration significantly influence productivity and cost reduction in large-scale production systems. Similarly, however, according to Prajogo, Oke, & Olhager, (2016:225), Organizations invested considerable capital in materials. Because this investment was large, firms had to plan carefully, organize resources, control material flow, and apply other administrative measures to minimize waste since waste could harm their performance and profitability. According to Kipruto, Omwenga, and Uzel (2016:68), public corporations played an important role in promoting economic growth and development. They helped strengthen state capacity and supported national development efforts, in modern organizational management, achieving high productivity remained a major concern for most organizations.

Tang and Lee (2022:18-22), in their study found that real-time inventory monitoring and supply chain visibility significantly enhance operational performance and reduce disruptions in production systems. A recent study by Ngouapegne et al. (2024:4-6) demonstrated that firms implementing sustainable material management practices recorded higher productivity and reduced operational losses due to resource optimization. Coyle, Bardi, and Langley (2014:12) said material administration must be carried out first before finished goods were processed and distributed to customers.

At the African level, empirical studies points to the fact that weak procurement systems, poor storage facilities, and inefficient logistics remain key constraints to agricultural and industrial productivity. The African Development Bank reported that post-harvest losses and inefficiencies in material handling reduce productivity and profitability in agricultural enterprises across sub-Saharan Africa. The report emphasized that improved material planning, logistics, and inventory management could significantly enhance agricultural performance and reduce resource wastage (ADB, 2023: 42-45). Similarly, the Food and Agriculture Organization observed that inadequate storage, transportation, and procurement coordination remain major barriers to agricultural productivity and food security in Africa (FAO, 2022: 60-63).

Furthermore, recent empirical evidence in African agribusiness highlights the importance of supply chain integration and digitalization. Adusei and Asamoah (2023:45-49) found that procurement efficiency and supply chain collaboration significantly improve operational performance and competitiveness in African agribusiness firms. Similarly, Osei and Ackah (2024) demonstrated that digital inventory management systems enhance productivity, reduce delays, and improve cost control in agricultural organizations. These findings underscore the growing importance of modern material resource administration practices in improving performance and sustainability in African agro-industrial enterprises.

In Cameroon, public corporations function within a clearly defined legal and institutional framework that shapes how they are governed and held accountable. The Cameroon

Development Corporation (CDC) and PAMOL Plantation Plc were established as strategic agro-industrial enterprises to promote large-scale agricultural production, generate employment, stimulate rural development, and contribute to national revenue through export and domestic supply of agricultural products (Konings, 1993:58; Nkongho, 2014:112). To ensure that these objectives are achieved efficiently and transparently, the government introduced a structured governance framework under Law No. 2017/011 of 12 July 2017, which defines their management, oversight, and accountability responsibilities.

However, despite this legal foundation, empirical evidence indicates that weak enforcement of procurement procedures, poor inventory control, and ineffective internal monitoring continue to hinder effective material resource administration (Mbaku & Nchofoung, 2019:45; Tametong, 2021:14). These implementation lapses disrupt production cycles, increase operational inefficiencies, and ultimately undermine the developmental and economic mandates for which these corporations were originally created. Consequently, examining how shortcomings in the implementation of material resource administration affect organizational productivity is both timely and necessary for strengthening performance in Cameroon's agro-industrial public enterprises.

1.2 Statement of the Problem

Persistent inefficiencies in material resource administration continue to weaken productivity in public agro-industrial corporations in Cameroon, nurturing serious concerns about the effectiveness of existing administrative and procurement outlines. Public agro-industrial corporations in Cameroon were conceived as deliberate policy instruments for driving post-colonial economic transformation. The Cameroon Development Corporation and PAMOL Plantation Plc were established to anchor large-scale plantation agriculture, stimulate rural economies, absorb labor, and generate foreign exchange through export-oriented production (Konings, 1993:58; Nkongho, 2014:112). Beyond their commercial mandates, these enterprises were expected to function as developmental institutions however balancing profitability with social responsibility, regional development, and national economic stability. Their creation reflected the broader developmental-state philosophy in which public enterprises were positioned as catalysts for structural transformation.

To strengthen oversight and improve performance, the Cameroonian government introduced a comprehensive governance regime through Law No. 2017/011 of 12 July 2017. This reform sought to modernize public enterprise management by clarifying the roles of Boards of Directors, reinforcing financial accountability, institutionalizing performance evaluation, and promoting efficient resource utilization (Tametong, 2021:9). In principle, this legal framework provides a structured system within which material, financial, and operational resources should be planned, allocated, monitored, and controlled to ensure optimal productivity.

However, a growing body of empirical evidence suggests that the mere existence of governance frameworks has not automatically translated into improved organizational outcomes. Studies highlight recurring deficiencies in procurement procedures, inventory management systems, material planning processes, and internal control mechanisms across public enterprises in Cameroon (Mbaku & Nchofoung, 2019: 45). In agro-industrial corporations, where production cycles depend heavily on the timely availability of fertilizers, seedlings, spare parts, and processing inputs, weaknesses in material administration create operational bottlenecks. Delays in procurement can interrupt planting or harvesting schedules; poor warehousing may result in spoilage or wastage; inadequate monitoring can encourage inefficiency and resource misallocation. These lapses are therefore not isolated administrative shortcomings but systemic inefficiencies that undermine productivity and erode institutional effectiveness.

The core problem, therefore, lies not in the absence of policies or legal provisions, but in the gap between policy formulation and policy implementation. Although CDC and PAMOL operate within a legally codified governance framework, questions remain regarding how effectively material resource administration policies are executed at the operational level and

how such execution or lack thereof affects measurable productivity outcomes. This disconnects between institutional design and functional performance represents a critical but underexplored dimension in the literature on public enterprise governance in Cameroon.

Against this backdrop, this article aims at filling that gap by critically examining the relationship between lapses in the implementation of material resource administration and organizational productivity within CDC and PAMOL, through sSpecific components of material resource administration such as effectiveness of material planning, and strength of material organizing distribution through internal monitoring mechanisms against productivity variables of task completion rate and output produced per employee.

1.3 Research Questions

The following questions guided the research study:

To what extent does ineffective implementation of material resource administration affect organizational productivity in public corporations in Cameroon?

Specific Research Question

1. What impact does poor implementation of material planning strategies have on task completion in the Cameroon Development Corporation (CDC)-Bota-Limbe and PAMOL Plantation?
2. To what extent does poor material organizing affect output produced per employee in the Cameroon Development Corporation (CDC)-Bota-Limbe and PAMOL Plantation?

1.4 Research Objective

Main Research Objective

To examine the extent to which lapses in the implementation of material resource administration affect organizational productivity in public corporations in Cameroon, with specific focus on the Cameroon Development Corporation (CDC) and PAMOL Plantation Plc.

Specific Objectives

1. To examine the effect of ineffective implementation of material planning strategies on task completion rate in the Cameroon Development Corporation (CDC) and PAMOL Plantation Plc.
2. To evaluate the effect of poor material organization and distribution on output per employee in the Cameroon Development Corporation (CDC)-Bota-Limbe and PAMOL Plc.

1.5 Research Hypothesis

1. **H_o1** Ineffective implementation of material planning strategies does not significantly affect task completion rate in the Cameroon Development Corporation and PAMOL Plantations Plc

H_11 Ineffective implementation of material planning strategies significantly affect task completion rate in the Cameroon Development Corporation and PAMOL Plantations Plc.

2. **H_o2** Ineffective material organization and distribution does not significantly affect output per employee in the Cameroon Development Corporation and PAMOL Plantations Plc

H_12 Ineffective material organization and distribution significantly affect output per employee in the Cameroon Development Corporation and PAMOL Plantations Plc

1.6 Scope of the Study

Geographical Scope

The study was carried out in the South West Region of Cameroon, specifically in Fako and Ndian divisions. These two divisions were selected because they are major state-owned agro-

industrial corporations whose operations are highly dependent on effective material resource administration. They operate under the same national governance framework.

Time Scope

The 2016-2026 timeframe was deliberately selected to capture a critical and transformative period in the operational history of both the Cameroon Development Corporation (CDC) and PAMOL Plantation Plc. The year 2016 represents the final phase of relative operational stability before the escalation of socio-political unrest in the South-West Region in 2017, which significantly disrupted plantation activities, labor deployment, logistics systems, and supply chains in both corporations. Importantly, this period also coincides with the enactment and implementation of Law No. 2017/011 of 12 July 2017, which introduced strengthened governance, accountability, and performance oversight mechanisms for public enterprises in Cameroon. Since both CDC and PAMOL operate under this same legal and regulatory framework, examining productivity within this timeframe allows for an evaluation of how material resource administration policies were implemented during a period characterized by institutional reform and operational stress. While 2026 is the period the research ended.

2.1 Literature Review

This literature review examines how weaknesses in the implementation of Material Resource Administration (MRA) affect organizational productivity in public corporations. It focuses on key operational areas such as planning, procurement, warehousing, and internal control systems. The review seeks to understand how gaps in these areas disrupt the effective use of materials required for smooth production and service delivery. In particular, it analyzes how inadequate resource allocation, poor coordination among departments, weak accountability mechanisms, and limited managerial supervision create inefficiencies within organizations. When materials are poorly planned and organized over time, these problems reduce output levels and weaken overall performance. Drawing on empirical and comparative studies in public sector management, the review identifies the main ways in which implementation lapses contribute to productivity challenges in state owned enterprises. The evidence suggests that productivity problems are often not due to the absence of policies, but rather to weaknesses in how those policies are put into practice.

2.2 Empirical Review

The review was structured around the two specific objectives of the study. Relevant empirical studies were discussed under each objective to show how each independent variable influenced productivity. This structure ensured a clear and rational presentation of empirical evidence related to the study.

2.2.1 The effect of poor material planning strategies on task completion rate.

In a study carried out by Ofori D. (**2013:14)**, he investigated how planning as a management practices affected the delivery of large and public projects in developing country contexts. Using Ghana as his primary example, Ofori examined how weak planning, poor estimation, inadequate material planning and limited technical capacity contributed to slow progress and frequent overruns on large construction projects. He described the construction environment in Ghana as one where project planning practices were often incomplete, where contractors and clients sometimes lacked the skills to prepare realistic material and lead time plans, and where frequent policy or government changes disrupted funding and continuity. His method was largely a developing country perspective and literature based synthesis, supported by Ghanaian examples and prior empirical work. From that review he concluded that shortcomings in material planning and supply management were recurring causes of delays and cost increases. Ofori also highlighted that human resource gaps (insufficient technical skills among contractors and project teams) and weak contract procurement systems made accurate material forecasting and timely deliveries difficult. These weaknesses, he said, often caused idle labour, lost productivity, and poor work progress on large projects. Relating this to our case study, because

CDC/PAMOL are involved in production exercise, such setbacks were bound to occur where material planning and technical capacity were weak, material lead times were underestimated or procurement processes were slow, CDC/PAMOL operations were delayed and labour productivity declined, as Ofori reported in the case of Ghana. The findings revealed that tasks were repeatedly suspended because workers could not continue without the required materials. The study concluded that poor material planning directly delayed task completion and prolonged project duration (Ofori, 2013:88).

In a related study by Nyekpunwo, Elemchukwu, and Vurasi (2019:63-81) on the *"Assessment of the Impact of Production Planning and Operational Cost Control in the Beverage Industries"* they examined how **production planning and cost control practices affected operational performance** in selected Nigerian beverage companies. The authors focused on the degree to which production planning and control were applied in decision-making and how these practices contributed to **minimizing operational costs** in the beverage manufacturing firms. They selected three major companies and used structured questionnaires to gather data from production personnel, operations managers, and other relevant staff. The goal was to evaluate the level of implementation of production planning, such as **material requirement planning, scheduling, inventory management, and budgeting,** and to determine the extent to which these practices influenced **operational cost reduction and operational efficiency** in the sampled firms. The study found that the companies **highly applied production planning and control** in their operations, and that production planning significantly contributed to **minimizing operational costs.** The results showed that strong responses on material requirement planning, just-in-time practices, and proper utilization of raw materials indicated **high levels of production planning implementation**. Their investigation also revealed that where production planning and control were effectively implemented, **operational costs and equipment expenses were reduced,** and firms achieved **greater operational efficiency.** The study by **Nyekpunwo, Elemchukwu, and Vurasi (2019:63-81)** relates directly to the **CDC and PAMOL case studies** because *all three contexts involved large operational systems where effective production planning influenced performance outcomes.* Going by the above findings, the case of CDC/PAMOL would not be any different, as the finding of the above authors reveals that **production planning and operational cost control help firms to reduce expenses and improve operational efficiency**. So, careful **planning of materials, scheduling of activities, and controlling operational expenses** helped and avoided waste, reduced idle time, and improved productivity. Where production planning and cost control were weak in CDC/PAMOL, resources such as agro-inputs, spare parts, and equipment might not have been available when needed, leading to delays, high operating costs, and lower organizational performance and eventual productivity.

2.2.2 Effect of Inefficient Material Organizing and Distribution on Output per Employee.

Christopher and Towill (2011:131) conducted an empirical study to examine how logistics system design and distribution efficiency influenced operational performance and workforce productivity in supply chain operations. The authors specifically investigated the effects of material flow, warehouse organization, and distribution pathways on work speed, accuracy, and labor efficiency. They focused on identifying how poor internal organization disrupted the smooth movement of materials, created delays, increased errors, and reduced the productive capacity and output of employees. The study found that poorly organized warehouses and unstructured material flow caused employees to spend excessive time locating items, correcting picking mistakes, and relocating misplaced materials, which increased handling time, created congestion, and reduced output per employee. In contrast, structured material organizing systems such as logical storage classification, and standardized picking and distribution paths improved material flow, reduced unnecessary movement, minimized errors, and accelerated order fulfillment. They concluded that effective material organizing and well-designed distribution paths were impact productivity drivers, as they enhanced labor efficiency, increased

the volume of goods handled, and significantly improved output per employee and overall operational efficiency (Christopher and Towill, 2011:134-136).

Brown and Green (2019:88) conducted an empirical study in the German manufacturing industry to examine how job specialization affected employee productivity and operational efficiency. The study focused on medium- and large-scale manufacturing firms across industrial regions in Germany. A quantitative research design was used and data was collected through structured questionnaires administered to production supervisors, warehouse staff, and line workers. Productivity indicators such as output per employee, task completion time, and workflow interruptions were analyzed using statistical techniques, including correlation and regression analysis. The findings showed that higher levels of job specialization significantly improved employee productivity by clarifying roles and reducing task overlap. They discovered that when workers were assigned specific roles for material organizing, handling, and internal distribution, materials moved more smoothly from stores to production lines, and employees produced more output within the same working time. Contrary, where roles related to material organizing and distribution were poorly defined, workers spent more time waiting for inputs, correcting errors, or duplicating tasks, which reduced output per employee. The authors concluded that job specialization strengthened productivity by improving coordination, accountability, and efficiency in material organizing and internal distribution systems (Brown and Green, 2019:97-100). From the researcher's perspective, with material organizing and distribution, specialization is very vital as it ensured that materials were properly arranged, issued, and delivered at the right time to production units. Specialization being a feature of organizing, if CDC and PAMOL should select their workers based on specialization, then rest assured that output per employee is guaranteed as far as productivity is concerned. This directly affected output per employee because workers could focus on their assigned tasks without interruptions caused by disorganized material flow which enhanced productivity and operational performance.

2.3 Theoretical Considerations

This study adopts the Van Meter and Van Horn Implementation Theory 1975, complemented by the Administrative Management Theory, as its framework for analysis. Together, these theories provide a coherent lens through which the researchers understand how lapses in the implementation of Material Resource Administration (MRA) influence organizational productivity in public corporations in Cameroon.

The Van Meter and Van Horn Implementation Theory was developed in 1975 by Donald S. Van Meter and Carl E. Van Horn. According to Van Meter and Van Horn (1975:447), policy implementation consists of "actions directed toward the achievement of objectives set forth in prior policy decisions." They argue that the performance of a policy depends largely on six critical variables: clarity of policy standards and objectives, adequacy of resources, inter-organizational communication and enforcement activities, characteristics of implementing agencies, the disposition of implementers, and the broader economic, social, and political environment (Van Meter & Van Horn, 1975:462-463). The central contribution of this theory is its shift in focus from policy formulation to policy execution. Van Meter and Van Horn (1975:461) emphasize that even well-designed policies may fail if implementing institutions lack sufficient capacity, coordination, or commitment. In the context of Material Resource Administration, this insight is highly relevant. Public Corporations may possess formal procedures governing planning, procurement, warehousing, and inventory control, yet weaknesses in communication, supervision, or resource allocation can undermine effective implementation. As noted in implementation scholarship, inadequate coordination and insufficient resources frequently lead to performance shortfalls (Sabatier, 1986:22). Over time, such lapses may result in stock shortages, wastage, delays in production, and increased operational costs, thereby reducing organizational productivity.

However, the Implementation Theory has attracted criticism. Paul A. Sabatier (1986:21) argues that early top-down implementation models, including Van Meter and Van Horn's framework, tend to assume a relatively linear process and may underestimate the complexity of policy environments. Critics also suggest that the model pays limited attention to informal power relations and organizational culture, which can significantly influence outcomes. Despite these limitations, the theory remains valuable for systematically identifying structural and administrative factors that shape implementation success.

To complement this structural perspective, the study also draws on Administrative Management Theory, developed in 1949 by Henri Fayol. In *General and Industrial Management*, Fayol (1949:13-19) outlined five core managerial functions: planning, organizing, commanding, coordinating, and controlling. He maintained that organizational efficiency depends fundamentally on the proper execution of these managerial activities. Fayol further explained that control involves verifying whether activities conform to established plans, instructions, and principles (Fayol, 1949:107). Applied to Material Resource Administration, Administrative Management Theory provides a managerial explanation for productivity outcomes. Effective planning enables accurate forecasting of material requirements; organizing ensures clear allocation of responsibilities within procurement and warehouse departments; coordination facilitates communication between units; and control mechanisms minimize wastage, theft, and stock mismanagement. Where these managerial functions are weak, inefficiencies are likely to occur, ultimately affecting output levels.

Nonetheless, Administrative Management Theory has also been criticized**.** Henry Mintzberg (1975:50) argues that classical management theories, including Fayol's, present an overly structured and idealized view of managerial work, failing to capture the dynamic and often fragmented nature of real-life management practice. Additionally, later behavioral theorists contend that Fayol's framework gives limited attention to human motivation and informal organizational relationships. Despite these criticisms, Fayol's principles remain foundational in understanding administrative efficiency within formal organizational settings.

In public corporations such as the Cameroon Development Corporation and PAMOL Plantations Plc, productivity is closely tied to how effectively materials are planned, acquired, stored, and monitored. Implementation Theory explains how structural and procedural gaps may arise, while Administrative Management Theory clarifies the managerial functions necessary to ensure effective execution. By integrating both perspectives, the study provides a comprehensive explanation of how lapses in the implementation of Material Resource Administration can translate into reduced organizational productivity in public corporations in Cameroon.

2.4 Knowledge Gap

Previous studies showed that good material management helped organizations complete tasks on time, maintain product quality, ensure accountability, and improve employee productivity. Researchers found that when materials were poorly planned, badly purchased, or poorly stored, work was delayed and employees produced less. However, most of these studies focused on manufacturing or construction firms outside Cameroon and did not reflect the real situation in large agro-industrial organizations.

In the case of the Cameroon Development Corporation (CDC) and PAMOL Plantations, there was little empirical evidence explaining how poor material planning affected task completion and how poor material organization lowered output per employee. This gap necessitated the present study in order to provide evidence that reflected the actual conditions within CDC-Bota-Limbe and PAMOL Plantations. Despite these findings, clear gaps remained in relation to the Cameroon Development Corporation (CDC) and PAMOL Plantations. This lack of context-specific studies justified the need for the present research, which examined material resource administration and their effects on organizational productivity in respect to its specific dependents and independents variable as far as implementation was concerned.

The study suggested possible ways on how these gaps can be closed, for instance, it provided CDC/PAMOL with better ways to improved working condition for its workers in order to increase productivity. Digitalization of its inventory management system; engage in motivational and training projects to encourage personnel better their skills and increased efficiency, so as to increase organizational productivity and motivate/ pay its workers at least, if not month, quarterly.

3.1 Methodology

The article made use of a descriptive correlational research design. The proposed design was used to explain the relationship between material resource administration and organization productivity. This design gave the researcher the opportunity in getting the respondent's own experience. According to Creswell (2014:156), survey designs were commonly used to describe the trends, attitudes, or opinions of a population. The researcher collected data on variables such as material resource administration and organizational productivity without manipulating any of them. Data were gathered from staff of CDC/PAMOL through questionnaires, interview and relevant organizational documents and records. This design helped the researcher to establish whether changes in material resource administration were associated with changes in organizational productivity in CDC/PAMOL, without drawing conclusions about cause and effect. The respondents described trends by indicating the patterns they regularly observed in material planning, organising and distribution. For example, they showed how often materials arrived late, or in lower quality, or whether wastage happened repeatedly. These repeated situations reflected the everyday realities of their work.

Finally, the respondents shared their opinions about what worked well and what needed improvement. They gave their personal views on issues such as the effectiveness of the level of accountability in receiving materials, and the fairness or reliability of distribution processes. Through all these responses, the survey design made it possible for the study to capture a clear and realistic picture of how material resource administration affected productivity in CDC and PAMOL. McCombes, (2019:12), complemented by saying a research design also called a research strategy is a plan to answer a set of questions. It is that framework that includes the methods and procedures to collect, analyse, and interpret data and help the research to describe how the researcher investigated the central problem of the research.

The study was carried out in the South West Region of Cameroon particularly in Cameroon Development Corporation and PAMPL Plantations Plc. Both of which are agricultural establishment out to promote agricultural development in the country. The target population for this study was 11439 and 596**,** making a total of 12,034 workers from CDC and PAMOL respectively. It involved all the workers of both Corporations. These workers were made up of Hourly Rated, supervisory Staff and Management staff.

3.2 Sample Population

Table 1: Sample distribution per Institution

Institution	Number of Persons	Sample Size
CDC	11439	300
PAMOL	596	150

Source: *Researcher's Computation*

3.3 Sample Size.

The sample size for this study was 450 participants. Determining an appropriate sample size was imperative in this study because it influenced the accuracy, reliability, and generalizability of the findings. The total population of the study consisted of 12,034 employees of CDC and PAMOL. So going by Yamane's (1967:196) formula a predictable population was used to determine the minimum required sample size at a 5 % margin of error. The application of this formula produced an estimated minimum sample size of about 390 respondents, which was

considered statistically adequate for the study. However, instead of using only the minimum required sample, the study intentionally adopted a larger sample size of 450 respondents. This choice was made because a larger sample helped reduce sampling error and improved the accuracy and stability of the results, as supported by Creswell and Creswell (2018).

3.4 Instruments for Data Collection

Here data was collected using questionnaires and structured interview guide that allowed the collection of larger quantity of data from a larger number of persons. This was relatively easy through the administration of the questionnaires as it took a shorter period of time with the interview and observation guide. They contained well-structured interview questions that allowed the collection of larger quantities of data from the respondents. This assertion was supported by Miller and Brewer (2003:35) as reported in Etuge (2023:80). A Likert Scale format of five options was used in drafting the questionnaires which was equally used for the study.

4.1 Findings and Discussion

This study examined how the implementation material resource administration in the field of public Corporation influences organizational productivity. The findings incorporate quantitative and qualitative findings from 450 workers from PAMOL and CDC as well as interviews with key workers of both Corporations. The findings are discussed thematically according to the two research objectives, while associating them to broader theoretical and empirical literature on material resource administration on organizational productivity as far as material implementation is concern.

4.1.1 Effect of Poor Material Planning on Task Completion in Public Corporations in Cameroon (CDC/PAMOL)

The findings shows that poor implementation of material resource strategies undermines a successful completion of task within an organization. Over 70% of respondents agreed to the fact that poor implementation of material planning strategies is associated in delay in the general task completion rate. The strong statistical significance ($\chi^2 = 261.2$), was greater than the table value (50.998) at 0.05 consequently, the alternate hypothesis ($\mathbf{H_1}$) has been accepted while the null hypothesis ($\mathbf{H_0}$) has been rejected. This means that poor implementation of material planning strategies was associated with delay in task completion in Public Corporations in Cameroon in general and in particular the case of CDC/PAMOL.

The study's findings were strongly supported by empirical literature from scholars such as Ofori D. (2023:14), Mintzberg (1994:40), Ikon and Nwankwo (2016:12-14), whose scholarly works supports the argument that **sound production and material resource planning** are essential for improving efficiency and profitability in large agro-industrial corporations like CDC and PAMOL. The study further showed that firms with proper production schedules and coordinated supply chains experienced better cost control and higher profit margins compared to firms with weak planning systems (Ikon and Nwankwo, 2016: 16-17). According to Donald S. Van Meter and Carl E. Van Horn (1975:447), successful implementation of policies depends on clear objectives, adequate resources, effective communication, and the commitment of those responsible for carrying them out. When these conditions are lacking, gaps often arise between planned goals and actual outcomes. In material resource administration, such weaknesses may lead to poor planning, especially when material needs are not clearly defined or when managers lack the necessary resources to implement planning decisions effectively.

4.1.2 Effect of Inefficient Material Organizing and Distribution on Output per Employee.

The study found strong evidence that Inefficient Material Organizing and Distribution on Output per Employee as more than 68.9% of the respondents supported the fact that poor material organizing and distribution negatively affects output produced per employee. This is equally backed a calculated $X^2 = 351.55$ greater than the critical X^2 or table value equal 50.998 at 0.05 significance. From the above, since the calculated value was greater than the table value,

H_o was rejected in favour of H_1. Findings from literature reveal that inefficient material organizing and distribution negatively impact output produce. Harold Koontz and Heinz Weihrich (2012:256), studied on management functions emphasized the importance of organizing in achieving organizational goals. According to these authors, organizing involves arranging tasks, allocating resources, and coordinating activities so that organizational objectives can be achieved efficiently. Their findings indicate that organizations with well-structured systems and clearly defined roles are more likely to manage resources effectively and accomplish their goals. Consequently, organizations are encouraged to establish clear structures and coordination mechanisms to enhance efficiency and improve overall performance. Kisioya and Moronge (2019:1232) examined the influence of Material handling practices on performance of manufacturing companies in Nairobi Kenya. It was established that most of the material handling practices indicators have positive impact on a firm's performance. Ernawati et al. (2022:120) conducted a quantitative study to assess how warehouse layout influences work productivity at a company called Perkasa Primarindo. The study involved 25 warehouse employees and utilized non-probability sampling techniques. The study revealed that warehouse layout significantly affects work productivity, accounting for 75.4% of the variance in productivity levels. The t-test results indicated a significant relationship between material organizing in the warehouse and work productivity (t-count = 8.388 > t-table = 2.068). The study concluded that a well-organized warehouse design positively impacts work productivity, emphasizing the importance of efficient material organizing and distribution systems. Efficient material organizing and distribution within the facility layout were identified as key factors in improving employee output.

5.1 Conclusion

In conclusion, this study underscores the importance of effective material resource administration in enhancing organizational productivity within public corporations. The findings reveal that lapses in material planning as well as material organizing and control can significantly weaken operational efficiency. Weak planning systems, limited coordination among departments, and poor resource allocation often lead to delays, shortages of essential materials, and inefficient use of organizational resources. Addressing these challenges is therefore necessary for improving productivity and strengthening the overall management of materials within organizations.

Furthermore, weak material organization and control systems such as poor inventory management, inadequate record keeping, and limited monitoring of material usage often lead to wastage, resource misallocation, and increased operational costs. This suggests that some public enterprises do not sufficiently prioritize effective planning and control in managing material resources. Overall, strengthening planning procedures, improving coordination among operational units, and reinforcing material control systems are essential for efficient resource utilization and improved organizational productivity.

5.2 Policy Implication / Recommendations

The findings of this study indicate that ineffective material planning can significantly reduce organizational productivity in public corporations. Weak planning systems often lead to material shortages, procurement delays, and inefficient use of resources, which disrupt operational activities. This highlights the need for stronger planning frameworks within public enterprises. In line with the implementation perspective of Donald S. Van Meter and Carl E. Van Horn (1975), effective implementation requires clear standards, adequate resources, and proper coordination among implementing units. Strengthening planning structures and coordination between procurement, production, and inventory units should therefore be a key policy priority for improving productivity.

For recommendation, management of public corporations should establish clear and structured material planning systems that define material requirements, procurement schedules, and resource allocation procedures. In addition, regular training should be provided for staff

involved in planning and procurement to strengthen their skills in modern material planning and inventory management practices.

Secondly, the findings also show that weak systems of material organization and control can reduce productivity within organizations. Poor storage practices, inadequate record keeping, and weak monitoring of material use often lead to wastage, theft, and misallocation of resources. These challenges point to the need for stronger internal control mechanisms and better administrative oversight. As noted by William J. Stevenson (2012), effective material control systems help ensure that resources are used efficiently and remain available for operational activities. Strengthening these control systems is therefore essential for improving efficiency in public enterprises.

As recommendation, organizations should introduce effective material control mechanisms such as computerized inventory systems, regular stock audits, and improved warehouse management practices. In addition, management should enforce strict accountability measures to ensure that staffs responsible for handling materials comply with established procedures and standards.

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