EFFECT OF RESOURCE UTILIZATION ON PERFORMANCE OF HOMA BAY COUNTY GOVERNMENT, KENYA

BY

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DECLARATION

I declare that this research project is my own work and has never been presented for any academic award.

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This research project has been submitted for evaluation with my approval as the university supervisor.

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DEDICATION

This research project is dedicated to my loving wife; Ephie, our children; Crystal, Susan and Hawi, who missed fatherly companionship during my entire post graduate studies.

ABSTRACT

County governments as second level Government should play a vital role in the development of the economy through efficient utilization of resources and better performance. Resources are key factors of production and utilization of resources to produce greatest value is a concern to every organization be it public or private. Resources can be unbundled to include; Physical, Intangible Human, and Organizational resources. Resource utilization provides an opportunity to improve efficiency at the organizational unit level. Homa Bay County as one of the devolved units is endowed with a wealth of resources and has the potential of significantly contributing to the economy. However, Auditor general's report for 2014/2015 fiscal year and Infotrak survey on the county track index reveals inefficient resource utilization and poor performance in service delivery and wealth creation as evidenced in tables 1.2 and 1.3 respectively. Past studies undertaken have only focused on the general importance of devolution, its successes and challenges, few studies have considered wholesomely utilization of resources like, Personnel, Funds, Land and Water and particularly their effect on performance of Homa Bay County. The purpose of this study was therefore to establish the effect of resource utilization on the performance of Homa Bay County-Kenya. The specific objectives of the study were; to examine the effects of Personnel utilization on performance of Homa Bay County, determine the effect of Fund utilization on performance of Homa Bay County, Examine the effect of land utilization on performance of Homa Bay County, and finally to determine the effect of water utilization on performance of Homa Bay County. This study was grounded on Resource Based Theory and Human Capital Theory. The study adopted correlational research design. The target population was 204 opinion leaders which includes; Ward administrators, Chiefs, Asst. Chiefs and Religious leader's. Primary data was obtained by use of structured questionnaire and interviews while secondary data was obtained from the records of published documents and reports. Reliability was tested by cronbach's alpha above 0.7 at 0.830 while validity was tested by use of a pilot study of 16 respondents at CVI of 0.875. Data was analyzed by descriptive and regression method. Presentations are made on tables. The five null hypotheses were rejected at (sig=0.00, $p<0.05$) hence at $\alpha =0.05$ it was concluded the four resources had a significance on Homabay county performance hence wealth creation. Personnel utilization (β_1=0.170, $p<0.05$), fund utilization (β_2=0.307,$p<0.05$),land utilization(β_3 =0.242,$p<0.05$) and water utilization (β_4=0.012,$p<0.05$) respectively. This implies that personnel, fund, land and water utilization positively and significantly affect performance of Homabay County which in turn leads to wealth creation. The study recommends that County government of Homabay should establish clear policies, structures and guidelines in selecting and employing qualified employees and effectively utilizing them, come up with clear policies, structures and measures of controlling and managing funds, enhanced water distribution network and allocate land activities according to existing integrated development plan. The findings of this study may be applied in the formulation of policies on effective resource management in the county governments. The study also form a reference basis in academia for future research in strategic management.

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LIST OF ABBREVIATIONS AND ACRONYMS

C.R.A	Commission of Revenue Allocation
FAO	Food and Agriculture Organization
ICPAK	Institute of Certified Public Accountants of Kenya
IEBC	Independent Electoral and Boundary Commission
MCA	Member of County Assembly
OECD	Organization of Economic Co-operation Development
UNDP	United Nations Development Program.
WDN	Water Distribution Network

OPERATIONAL DEFINITION OF TERMS

Resources; - Are typically materials, energy, services, Staff, knowledge or other assets that can be transformed to produce benefit.

Resource Utilization: - The process of consuming resources or making available in order to increase wealth, ensure proper functioning of a system or enhanced wellbeing.

Performance; - Satisfaction and or achievement or accomplishment as a result of proper utilization of resources.

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CHAPTER ONE
INTRODUCTION

This chapter highlights the background of the study, problem statement, and objectives of the study, research hypothesis, scope, justification of the study and the conceptual framework adopted for the study.

1.1 Background of the Study

Resources are key factors of production. Utilization of resources to produce greatest value is a concern to every organization whether public or private. County government as a public sector should play a vital role in the development of the economy through efficient utilization of resources and better performance. Key to success of any organization is their ability to identify and build capacity on its resources in order to produce greatest value. However Audit reports (table 1.3), and infotrak survey (table 1.2) reveals inefficient resources utilization and poor performance in service delivery and wealth creation in Homa Bay County.

Resource utilization is measured by efficiency and it differs within a firm as often seen by other departments performing better than others. Resource utilization provides an opportunity to improve efficiency at the organizational unit level. Both the efficiency view and managerial performance view are looked at simultaneously from a strategic view of the organizations resources. Efficiency is analyzed in the form of resource input congestion within a firm (Haslinda, *et al* 2012). Resources can be unbundled to include physical, intangible human and organizational resources (Majumdar 1998). The function of identifying how one activity may impact others is therefore important so that interdependent resources can be optimally combined together via activities. The Kenyan economy relies heavily on natural resources to support people's livelihood and contribute to national income. (Embassy of Denmark 2012).

Homa Bay County has a set of physical resources in both land and water, intangible human resource in terms of personnel, and organizational resources in terms of funds both generated internally and disbursement from the national government. However utilization of these key resources has not positively impacted on the performance of

Homa Bay County government. According to Mwangi, (2013), counties that manage their resources better and are more effective in mobilizing their own resources will experience good performance. Leaders, Managers and Supervisors play a key role in facilitating the utilization of the organization's available resources (Jenipher, Kevin 2016). Kirsteen et al, (2014), acknowledge that skill utilization is important and can enable employees exceed the job requirement. The study however fails to indicate how personnel utilization impact on performance. Mwikali,Lucy(2016), noted that availability of funds influence performance of county governments and motivates better service delivery. Their study however concentrated more on funds availability and does not demonstrate how utilization of these available funds motivates service delivery. According to Kwasi et al. (2013), high cost of tittle formalization is occasioned by tedious extensive processes. The study did not point out how formalization cost affect land utilization which is a causal factor for formalization process. Indra et al. (2017) identified reliability, resilience, redundancy and robustness (4Rs) as performance indicators for water distribution networks (WDN), however the study is not clear on how the 4Rs performance indicators of WDN can achieve water utilization and performance. Kazem, Newman (1997), noted that wealth does not exist in infinite volume and must be created. They also acknowledge that the growing social expectation for higher living standards and improved quality of life have outstripped the ability of national economies to deliver the necessary wealth.

Strategic management ensure the achievement of both long term and short term organizational goals through use of strategy which is the employment of overall resources to gain an objective. Strategic management involve conscious selection of policies, development of capacities and interpretation of the environment by managers to focus organizational efforts towards achievement of preset objectives (Truman, 1947). Features of strategic management which includes; definition of the organization process, identification of objectives and adoption of time frame (planning horizon),systematic analysis of the current circumstances of the organization especially its capabilities, assessment of the environment surrounding the organization, selection of strategies for achievement of desired objective, integration of organizational effort and the creation of control and evaluation of systems for

continuing feedback. Resource utilization is a key component of strategic management as it is embedded to both definition and features.

Adoption of strategic management in the public sector has been slower than private sector because the public administration was more concerned about functions and responsibilities rather than objectives. Causes of change from responsibility and functions to objectives were first popularized by Peter Drucker, the rapid change in communities and the pervasiveness of strategic management in private sector. Contemporary strategic challenges in public sector includes; mandate, efficiency, competitiveness, boundary service and public interest. Performance management in strategic management involve specification of clear and measureable systematic use of performance indicators to assess organizational output, application of appraisal of individual employees to reward exceptional personal effort towards organizational objectives, the use of performance incentive to reward exceptional individual effort towards organizational goals, the linking of human and financial resource allocation to annual budget cycle, regular review of each planning cycle for the extent to which goals have been achieved and the reasons for performance that is better or worse than planned(Truman, 1947).

The road map to devolution in Kenya took long with the agitation of changing the constitution beginning in 1992. There was intense political activities that saw the repeal of section 2A of the old constitution to allow for multiparty. The clamor for comprehensive reform began with pro-reform movement coalescing around the opposition parties and civil society. A referendum was conducted in 2005 in which the proposed constitution was rejected. The major reason for the rejection of the proposed constitution was devolution. After the 2013 general election and the crisis that followed, African personalities led by Kofi Annan was appointed to lead the mediation talk in order to resolve the political crisis. Among the issues they identified as contentious was inadequate distribution of resources. In their recommendation, tackling poverty and inequity as well as combating regional development imbalance needed urgent concern (Konrad, 2012). In August 2010, the new constitution was promulgated creating 47 devolve units. Devolution was the hallmark of the transition from centralized system which was largely blamed for the inequality in resource sharing and utilization. (Mugambi . 2013)

According to Denmark Embassy report 2012. Kenya is endowed with a wealth of natural resources and human resource but it is still ranked low in income generation. The Kenyan economy relies heavily on natural resources to support people's livelihood and contribute to national income. Huge potential of the economic growth is threatened by environmental degradation which has economic consequences to the majority poor. The report identifies vision 2030's government long term strategy as important in achieving economic progress through governance and natural resource conservation. All these resources are now within various county governments and the essence of devolution was to bring services closer to citizens, deliver effective and efficient services and manage resources in a way that the public get value and create wealth to spur economic growth in line with vision 2030 initiative.

Homa bay county as one of the devolved units with an area of 3,183.3sq km and a population of about 963,794 people is endowed with a wealth of resources which include; large water mass, agricultural productive land, Human capital, National park amongst other tourist sites. There has been heightened activities within county governments in terms of strategic plans and investment conferences which apparently are yet to bare meaningful success in service delivery and wealth creation. The county governments need to utilize resources allocated to them and those within their locality efficiently if any meaningful significant

Luo's and Suba's constituting 95% development is to be achieved. This study will therefore look at the effects of resource utilization on the performance of Homa Bay County especially in terms of service delivery and wealth creation.

Homa Bay County covers an area of 3,183.3 sq km with a population of about 963,794 people, 48% of which are males and 52% are female (National Census 2009). It is located 420km from Nairobi the capital city of Kenya. Homa Bay County borders five counties; Migori to the south, Kisii and Nyamira to the east, and Kericho and Kisumu to the north east. The county also borders Lake Victoria to the north and west. The county constitutes eight constituencies; Mbita, Ndhiwa, Homa Bay Town, Rangwe, Karachuonyo, Kabondo, Kasipul and Suba constituencies. Homa Bay Town is the headquarters of the county. The county has semi - arid climate conditions with

average rainfall of 250mm to 1200mm annually. It has two rainy seasons; March-April-May for long rains and September to November for short rains. Major economic activities include Fishing, Agriculture and Tourism. People of Homa Bay County are predominantly.

Table 1.1 Homa Bay County Constituencies by Population and Area

S/No.	Constituency	Population(2009 National Census)	Area(Sq. m)
1	Kasipul	113,117	259.90
2	Kabondo	107,549	249.80
3	Karachuonyo	162,045	412,50
4	Rangwe	99,748	259.90
5	Homa Bay Town	94,660	198.60
6	Ndhiwa	172,212	198.60
7	Suba North	111,409	420.80
8	Suba South	103,054	614.80

Source: Independent Electoral and Boundaries Commission (IEBC 2017)

1.2 Statement of the Problem

One of the contentious issues between the national government and the county governments has been the division of revenue to the counties. Counties have cried foul that their allocation are too minimal and cannot fully support their operations. However a report released by the office of the auditor general for the fiscal year 2014/2015 indicated that county governments did not utilize the resources allocated to them efficiently. The report reveals unaccountability of funds and excessive spending on recurrent expenditure leaving little resources for development. Expenditure analysis indicates that Ksh, 342,862,629 which is 41% of the funds allocated in financial year 2014/2015 could not be accounted for. 88.4% of the revenue allocation was spent on recurrent expenditure with only 11.6% spent on development. The recurrent expenditure mainly comprise personnel emoluments, operations and maintenance, sitting allowance for the MCAs, domestic and foreign travel among others. A survey by Infotrack on The CountyTrak Index aimed at

ascertaining county resident's assessment on the performance of their counties rated Homa Bay poorly with the less happy citizens, least optimistic, least best condition of life and poor in top league performance. The county strongly depends on funds transferred from the national government to meet its service delivery costs. It depends on the investors to address 90% of its development needs. Access to piped and portable water is between 20% - 30% and revenue collection has reduced to 0.3% against the set target of 2% by the commission of revenue allocation CRA. This explains why there is little development and high level of discontent among citizens. There is no known study which has been conducted on the effect of resource utilization on performance in Homa Bay County. Past studies have been conducted generally on the importance of devolution, its successes and challenges. There has been no study that narrowed down to the uniqueness of a given county on the utilization of its key resources and how it affect its performance. This study therefore seeks to look at the effect of resource utilization on the performance of Homa Bay County with specific attention to service delivery and wealth creation.

1.3 General Objective of the Study

The general objective of the study was to establish the effect of resource utilization on the performance of Homa Bay County Government

1.3.1 Specific Objectives

The study was guided by the following objectives;

  i.   To examine the effects of personnel utilization on the performance of Homa Bay county
 ii.   To examine the effect of fund utilization on the performance of Homa Bay county
iii.   To establish the effect of land utilization on the performance of Homa Bay county
 iv.   To establish the effects of water utilization on the performance of Homa Bay county

1.4.3 Hypothesis

The study tested the following hypothesis

H_{01}: Personnel utilization has no significant effect on performance of Homa Bay County

H_{02}: Funds utilization has no significant effects on performance of Homa Bay County

H_{03}: Land utilization has no significant effect on performance of Homa Bay County

H_{04}: Water utilization has no significant effect on performance of Homa Bay County

1.5 Scope of the Study

The study was conducted between May 2017 and July 2017. It focused on all the constituencies of Homa Bay County and both local citizens and county officials were the respondents. The study was done on the effects of resource utilization on the performance of Homa Bay County.

1.6 Justification of the Study

The findings of this study can be used in formulating policies that support strategic management in county governments. To the academicians and researchers, the study will form a basis for future reference especially in the field of resource utilization. The study will also be of great value to management practitioners, policy makers and consultants in the field of strategic management.

1.7 Conceptual Framework

The conceptual framework below presents the relationship between the research variables. In the framework, the independent variable is Resource utilization; the intervening factors are Management Practices while the dependent Variable is performance. The independent variables includes; personnel, Funds, Land and Water. Effective utilization of these independent variables is expected to affect performance at the county government. In reference to the study, independent variables refers to those resources which when used effectively will leads to better performance of the county government in terms of service delivery and wealth creation. Execution of good management practice on utilization of resources can influence positive performance. Staffing for instance has a direct effect on utilization of personnel. Similarly planning, organizing and controlling in an effective way, will also affect the utilization of funds, land and water.

Independent Variable

Dependent Variable

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┌─────────────────────────┐
│ RESOURCE UTILIZATION    │
│                         │
│ 1. PERSONNEL            │
│                         │
│ 2. FUNDS                │
│                         │
│ 3. LAND                 │
│                         │
│ 4. WATER                │
└─────────────────────────┘
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┌─────────────────────────┐
│ PERFORMANCE             │
│                         │
│ SERVICE DELIVERY        │
│                         │
│ WEALTH CREATION         │
│                         │
│                         │
└─────────────────────────┘
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Intervening factors

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┌─────────────────────────┐
│ MANAGEMENT PRACTICES    │
│                         │
│ 1. PLANNING             │
│                         │
│ 2. ORGANIZING           │
│                         │
│ 3. CONTROLING           │
│                         │
│ 4. STAFFING             │
└─────────────────────────┘
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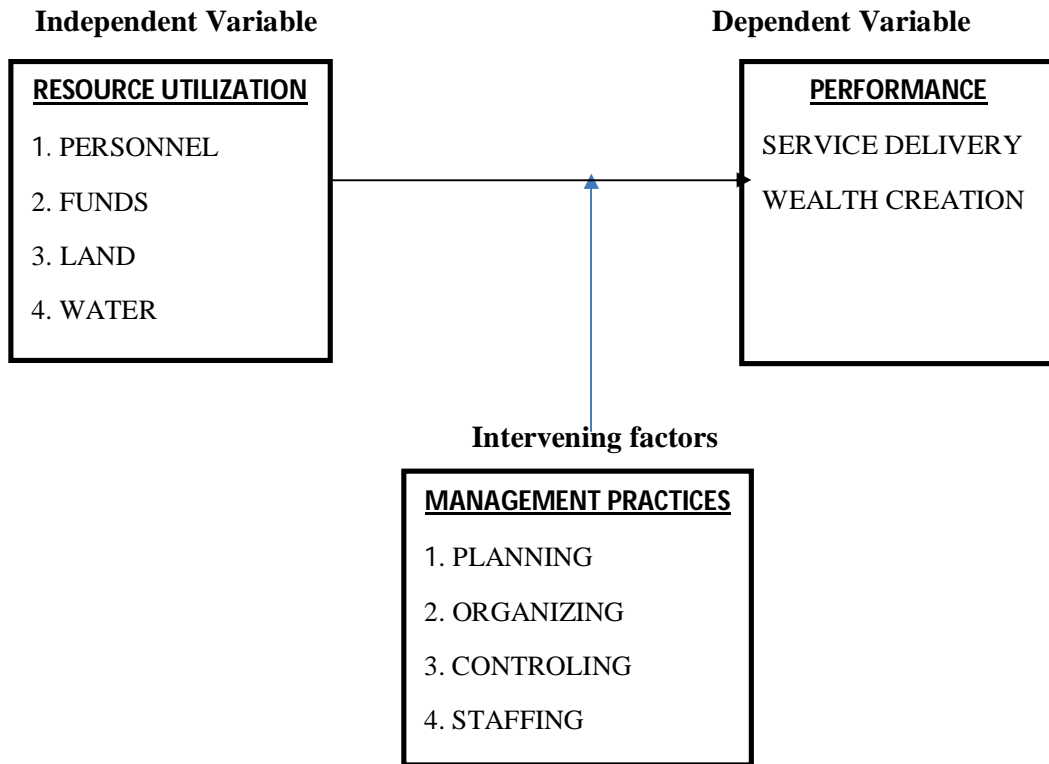
Figure 1.1: Hypothesized relationship between resource utilization and performance in Homabay County.

Source: Adapted from Saleemi and Bogonko (1997)

CHAPTER TWO
LITERATURE REVIEW

This chapter presents the relevant literature for the study. It presents the theories guiding the study, review of relevant literature as per the study variables, critique of the existing literature and the research gap. The section ends with the presentation of the summary of the reviewed literature.

2.1 Theoretical Framework

This study will be guided by two theories. Resource based theory and the Human capital theory. Resource based theory approach focus mostly on the strategic resources with the recardian rents while human capital theory looks at the role of human capital in economic development, productivity growth and innovation. The study will not consider the entire constructs of the two theories but only the concept of resource utilization as propounded in the two theories.

2.1.1 Resource Based Theory

Organization's resources are the particular focus of resource based theory. Most studies adopting this approach concentrate on strategic resources i,e those with VRIN attributes (Valuable, Rare, Inimitable, Non substitutable), thus those resources offering sustainable and competitive advantage. While research in RBV recognizes other resources, they are not at the origin of sustainable competitive advantage and recardian rents which constitute the main focus on strategic management theory. (Venesa , Xavier 2013).

Resource based view focuses on the internal resources of an organization. It explores the role of key resources both tangible and intangible assets and capabilities that organization controls in creating competitive advantage and superior performance. (Pankaj, 2009). These assets and capabilities determine how efficiently and effectively organizations perform their activities. RBV has been developed to understand how organizations achieve sustainable competitive advantage. Main sources of organization's overall performance lie on the specific nature of their resources and accumulated competencies.

Strategy in public sector has heavily relied on the concept of profit making (Liewellyn, 2003). Managers of public institutions are struggling to find direction from competition based strategy and have turned to new public management in order to bridge the gulf by focusing on clients instead of citizens through pursuit of business like outcomes instead of public policy making. New public management engaged use of strategies where it adopted strategy based perspective from private sector research (Ferlie et al 2003). Shift in strategy research from situational analysis to internally focused pursuit of resource development provided an avenue in meeting organizational goals in public sector. New public management drew on the principle of strategy literature regarding pursuit of resource creation, development and enhancement. This is most appropriate for public sector organizations since they do not normally compete for customers. Public sector relies on either resource extraction from external policy based funding or resource development through incremental enhancement of their resource base.

The RBV of the firm has grown in popularity as a paradigm to which sustainable competitive advantage and inter firm performance can be explained. (Barney 1991). Resource utilization is an important aspect of RBV because it reflects productive use of resources. Rumelt et al (1991), noted that creation of specialized resources is based on operating efficiency, proper identification of the existence and quality of resources and building product market positions and contractual arrangements that most effectively utilize, maintain and extend these resources. Efficiency is embedded in the notion of resource heterogeneity. Resource heterogeneity arise due to the presence of unique co-ordination process firms. Co-ordination involves allocation of specific resources towards an activity (Majumdar 1998).

2.1.2 The Human Capital Theory.

The human capital theory as popularized by Gary Becker and Jacob Mincer refers to a stock of knowledge, habits, social and personality attributes including creativity embodied in the ability to perform labour so as to produce economic value. A collection of traits, knowledge, talents, skills, abilities, experience, intelligence, training, judgment and wisdom possessed individually and collectively by individuals in a population are resources of total capacity of the people that represents a form of wealth which can be directed to accomplish the goals of the nation or state. Human

capital can be looked at as an aggregate economic view of the human being acting within economies which is an attempt to capture the social, biological, cultural and psychological complexity as they interact in explicit and economic transactions (Gary, 1993). Many theories explicitly connect investment in human capital development to education and the role of human capital in economic development, productivity growth and innovation has frequently been cited as a justification of government subsidies for education and job skill training.

In 2010, the organization of economic co-operation (OECD) encouraged the governments of the advance economies to embrace policies to increase innovation and knowledge in products and services as an economic path to continued prosperity (Brian, 2007). International policies also often address human capital flight, which is the loss of talented or trained persons from a country that invested in them to another country which benefits from their arrival without investing in them. Studies of structural unemployment have increasingly focused on a mismatch between the stock of job-specific human capital and the needs of employers (Crook et al 2011). There is increasing recognition that human capital may be specific to a particular job or task and not general and readily transferable. Recent work has attempted to improve the linkages between education and the needs of labour market.

2.2 Empirical Literature
This section reviews past studies as per the study objectives

2.2.1 Personnel Utilization and Performance
Kirsteen et al,(2014) carried out a study in Scotland on skill utilization, exploring the views of managers and employees on employee's skill utilization in organizations. Using questionnaires and case study methodology, they found that there is a highly significant difference between managers and employees view on the match of employee skills to their current jobs, the extent of utilization of employee skills and opportunities for promotion with employees opining more than managers that employee skills exceed the requirement of their job. The study also found that the meaning of skill utilization is obscure to both managers and employees. From the findings of the study, it can be acknowledged that skill utilization is important and can

enable employee exceed the job requirement and boost chances of employee promotion, however the researchers failed to indicate how skill utilization impact on the performance of the organization. This study will seek to establish the effect of skill utilization on the performance of the organization.

A study conducted in Finland by Aki, (2014) on Drivers of Personnel satisfaction towards performance information usage from Finnish municipalities. Using both quantitative and qualitative research approach they found that high maturity level of performance measurement or information system do not guarantee personnel satisfaction. The study identified three main perspective that positively affect satisfaction; use of performance information in strategic planning, inter – administrative management with performance information and communication of measurement information. Even though the results indicates that managerial purpose of measurement need to be better clarified and great need for development found in utilizing performance information in resource sharing, the study did not outline how personnel satisfaction impact on organization performance. This study will try to establish the effects of drivers of personnel satisfaction on organization performance.

Cristina, et al,(2011) on their study in Spain on Personnel Performance assessment in information systems outsourcing environment by use of case study approach purposed to present a tool which uses semantic technologies for personnel performance and workplace learning assessment in outsourced information technology environment. The researchers found that semantic technologies enable monitoring of personnel throughout all the phases of the management of outsourcing basing itself on established communication standards. Monitoring also provided an integrated approach to assess both employee performance and learning outcomes as a result of competence evaluation. The study acknowledge the importance of monitoring personnel through use of semantic technologies and assessing performance through competence evaluation, however the study failed to illustrate how monitoring and competence evaluation affects the performance of the organization. This study will therefore establish how personnel performance impact on the general performance of the organization.

A study in Greece by Sigala, Chalkiti (2007) on improving performance through tacit knowledge externalization and utilization through survey design on Greek hotels revealed an increased unfamiliarity with tacit knowledge which in turn eliminate their activities for externalizing and utilizing tacit knowledge and enhancing business performance. This study implied that there is urgent need to raise industry-wide awareness regarding the strategic role and importance of tacit knowledge for improving business performance. However, enabling tacit knowledge processes are deemed as essential first step before establishing infrastructures and providing organizational incentives for motivating tacit knowledge utilization. This study will try to identify motivational incentives that would spur personnel utilization on organizational performance.

From the above literature, Kirsteen et al (2014), identified that skill utilization is important. Aki,(2014) determined three factors that positively affect personnel satisfaction while Cristina et al (2014) found that monitoring of personnel enhance assessment of performance and learning outcome. Both Aki (2014) and Kirsteen (2014) did not indicate how skill utilization and personnel satisfaction affect organizational performance. Even though Sigala, Kalotina (2007) consented that personnel performance is embedded on monitoring, tacit knowledge and motivational incentives, this study will identify the motivational incentives which affects the performance of personnel.

2.2.2 Funds Utilization and Performance

Mwikali, Lucy (2016) in their study on factors influencing employee performance of county governments, noted that availability of funds does influence the performance of the county government and are motivated to better service delivery. The study however concentrated only on the availability of funds but does not demonstrate how utilization of these funds motivates better service delivery. This study will assess how funds utilization will affect the performance of the county in motivating service delivery by quality and promptness.

ICPAK(2015) in their working paper PPG04/2015, on funding county government budget, identified challenges faced by developing countries like Kenya in rolling out fiscal decentralization programs. Weak accountability and governance structures,

unpredictability of local revenues, lack of capacity skills, limited research and innovation of new tax sources and dissatisfaction by the public for not getting value for the taxes collected by the county government. In the same report ICPAK proposed some mechanism to be adopted by county governments as alternative to enhance county financing. These include; revenue enhancement studies, industrial revolution, development of land resources, inter county collaborative development initiatives, expenditure rationalization among others. The working paper concentrated more on raising of funds through alternative sources to finance county government budgets and failed to detail efficient use of these funds to enhance general performance of the county governments. This study will look at the efficient utilization of funds to spur county economic growth.

Mwangi,(2013) on his analysis on devolution and resource sharing in Kenya, highlighted the parameters upon which revenue sharing of counties are based. The parameters include population at 45%, poverty index at 20%, land area at 8%, basic equal share at 25%, and fiscal responsibility at 2%. The parameters implies that counties will receive greater share of revenue the larger their population, the higher their poverty rate and the larger they are in terms of the land mass. Because all counties would face some fixed cost of running their local government, 25% of the revenue are shared equally among all counties. Another 2% of revenue is provided as an incentive for fiscal responsibility. The idea is that those counties that manage their resources better and are more effective in mobilizing their own resources will be rewarded by receiving a higher share of the resources under the fiscal responsibility parameter. In regard to allocation to county governments, there is need to go beyond the generalized approach and instead focus more specifically on the cost of delivering specific services that are under the management of the county government. In providing rational approach to resource allocation, line-item budgeting is crucial to assist in monitoring and evaluation of resource utilization. This study will focus on service deliver that would in turn impact on the performance of the county.

The review of Mwikali , Lucy (2016) acknowledge that availability of funds does affect performance as Mwangi(2013) also argues that rational approach to resource allocation is crucial in monitoring and evaluation of resource utilization. Mwikali , Lucy (2016) failed to ascertain how availability of funds affect its utilization.

Rational approach to resource allocation as propounded by Mwangi (2013) is also too generalized and does not focus on delivery of specific services. ICPAK also on their working paper PPG04/2015 concentrated more on raising of funds through alternative sources but failed to look at the efficient utilization of funds.

2.2.3 Land Utilization and Performance

Helen et al.(2014) carried out a study in china on Land Value determination in an emerging markets, the study asses the relative pricing behavior for land in Beijing using comprehensive data set and semi-parametric framework found out that pricing behavior follows the traditional expected variables as determined by size, planning use, location and other neighborhood characteristics. In the study, the determinants such us size and planning uses are important in determining land prices, however the same determinants could also take a center stage in utilization of land. This study will determine how planning uses and size of land affects its utilization.

A study in Ghana by Kwasi, et al. (2013) on the cost of land tittle formalization in Ghana, adopting a quantitative research approach, purposed to assess the cost from the standpoint of individual land owner with the view of suggesting cost effective means for tittle formalization. The research found that tittle formalization cost is high with extensive time lag. Substantial portion of the cost emanates from commuting for follow ups to expedite action on title formalization activities, unofficial and professional fees for facilitation. The study failed to point out how formalization cost affects land utilization which is the causal factor for the formalization process. This study will look at the effects of land formalization cost on land utilization.

According to FAO (2010), Land use involves the management and modification of natural environment or wilderness into built environment such as settlements and semi-natural habitat which include arable fields, pasture and managed woods. It can also be defined as total arrangement of activities and input that people undertake in certain land cover. Land can be put into various uses. The utilization of land depends upon physical factors like topography, soil and climate as well as upon human factors such as density of population, duration of occupation of the area, land tenure and technical level of the people. (Puja, 2000). Major types of land utilization includes; net sown area, area sown more than once, forests, land not available for cultivation i.e

land put under non- agricultural use or barren land, permanent pastures and other grazing land, land under miscellaneous trees crops and grooves, culturally waste and finally fallow land. According to World Bank (2011), agricultural land in Kenya was estimated 48.23%. Land is the most important resources in Kenya. Agriculture supports over 80% of the population and employs 70% of the total labor force. Agriculture generates 80% of the export earnings and supplies over 70% of raw materials for the agro-industry. Agricultural sector in overall contribute to more than 45% of the government revenue. (Ogendo,Kosura 1995). According to land use policy (2016), land represent an important resource for the economic life of the majority of people of Kenya. The way people handle and use land resource is decisive for their social and economic well-being as well as for the sustained quality of land resource.

From the above literature Bao et al (2014) noted that characteristics such as Land size, Planning use, and Location are important in determining land prices. Similarly Kwasi et al (2013) also identified that tittle formalization cost is a hindrance to land ownership. The studies are in agreement that the cost, size, planning use and location are key determinants of land prices as well as formalization process. However both studies failed to point out how stated determinants affect the utilization of land as a resource. Even though Kwasi et al (2013) noted that tittle formalization is time consuming, costly and tedious affair, the study failed to establish how formalization cost affect land utilization which is a causal factor for the formalization process.

2.2.4 Water Utilization and Performance

A study in Australia by Indra et al,(2017),on the four Rs performance indicators of water distribution network; purposed to review the different interpretations of four key performance indicators of water distribution network (WDNs); Reliability, Resilience, Redundancy and robustness found that accurate assessment of WDNs performance depends on clear definition of system performance indicators as well as accurate quantifying of these indicators. The study also noted that combination of these indicators are required to accurately indicate the performance, however the study did not indicate how the four key performance indicators of WDNs can be achieved to enhance utilization. This study will therefore establish how water distribution networks can be achieved so as to boost water utilization.

Stephen Jollands, Quinn,(2017) conducted a study in Ireland on politicizing the sustaining of water supply in Ireland – the role of accounting concept. Using actor – network theory inspired approach, the study found that implementation of domestic water billing involved the assembling of divergent actors leading an entity associated with economic realm getting embroiled in political process. The study demonstrated the complications that can occur when accounting concepts are associated with gaining of political ends rather than as a means in the process of trying to achieve a sustainable water supply. The study however failed to establish how political process can be harness to achieve water sustainability. This study will suggest the roles political actors can play in ensuring water sustainability.

According to UNDP (2006), Kenya uses 46 liters per day against the world water poverty threshold of 50 liters per day. Developed countries like the United States use 575 liters per day. It is widely acknowledged that water is critical to all production chains of the economy. Its available quantity and quality affects output and economic growth. (Sullivan 2002). As the population grows, and as the level of economic development increases, needs for water also grows and competition between different uses as well increases (Soussan 2003). The increasing pressure on water resources has resulted in a shift to a more holistic approach of water management. To manage water resources efficiently, it prescribe that decisions should be based on attributing correct values of water use.

From the above literature, Indra et al (2017) identified four performance indicators of water distribution networks but failed to indicate how these performance indicators can be achieved. It is in the view of this study that achieving the performance indicators could be instrumental in achieving utilization. As Jollands, Quinn (2017) noted the effects politics play in resource accessibility and sustainability especially if the process is embroiled in gaining political ends rather than achieving sustainability, the study failed to show how political process can be harness to achieve sustainability.

2.2.5 Performance and Wealth Creation

According to the study of Kazem, Newman (1997), on the crisis of wealth creation, it is noted that wealth does not exist in infinite volume. It has to be created. The creation of new wealth which is necessary to support growing social expectation is determined by the ability to create new market values in the form of new knowledge that significantly alters the pattern of expectation. The prevailing mindset currently however favors a stable formula for maintaining existing market values. It thus provide a framework for wealth creation by defining knowledge in a way that encompass its origin through the techniques which exploit it in the form of new market value. The study also acknowledge that the growing social expectation for higher living standards and improved quality of life have outstripped the ability of national economies to deliver the necessary wealth. It further demonstrated that the creation of wealth and new market values in the form of new expectation patterns are strongly interrelated and involve contribution of three stereotypes; creators, implementers and stabilizers. It then shows that creation is the product of sheer act of will of the creator population, Transformation is sheer act of achievement of the implementer population and exploitation is sheer act of the stabilizer population.

A study in the USA by Linda et al (2015) on Followership behaviors and Barriers to wealth creation focusing on Leader – Follower relationship, given the need to increase organizational collaboration and cooperation. They identified the nature of follower buy-in behaviors and characteristic and developed a continuum of increasing follower compliance to stewardship with the organization. Continuum of increasing follower buy – in is proposed within four zones; Indifference, Acceptance, Trust and Commitment with the fifth zone; Stewardship. The researchers found that understanding and fostering follower behaviors along the continuum improves organizational effectiveness. Barriers include under investing in human capital, treating followers as means rather than as ends, thinking short term and breaking commitments.

According to a study conducted by Bostgan,Robert (2004) in Slovenia on Corporate Entrepreneurship contingencies and Organizational wealth creation, the study purposed to enhance better understanding of the relationship between corporate entrepreneurship and wealth creation by developing and testing a normative model

which clarifies the nature of the influence of corporate entrepreneurship and its environment and organizational antecedents on organizational performance. Using structural equation model based on mail survey, the study demonstrated that corporate and some of its contingencies makes a difference in organizational wealth creation, growth and profitability. The extent of corporate entrepreneurship will be positively related to organizational performance in terms of growth, profitability and new wealth creation.

A study conducted in Turkey by Rifat (2015) on creation of firm performance through resource orchestration investigated the complex interaction of different resource sets and capabilities in the process of performance creation. Using a case study design, the study identified organization culture, reputation, assets, human capital, business processes and networking capabilities as the most determinants of firm performance.

2.3 Summary of Literature Gaps

In summary from the review of literature, assertion can be made that efficient resource utilization is key to organizations performance. From the review it is noted that personnel utilization is affected by factors like skills, satisfaction, competence, knowledge and monitoring. Funds availability and rational allocation is crucial and assist in monitoring and evaluation of resource utilization. The size of land, planning use and location are identified as key in determining land prices and finally water distribution networks (WDNs) as well as politics play major role in water accessibility and sustainability. However these studies failed to link utilization of these resources to performance. It has also been noted that no studies have been conducted that combined four key resources outlining their utilization effect on performance especially in Homa Bay County. This study will therefore determine the effect of utilization of these key resources on performance of Homa Bay County. The study will adopt cross-sectional research design of correlation approach. The study will be grounded on resource based view and human capital theories to achieve the objectives.

CHAPTER THREE
RESEARCH METHODOLOGY

This chapter presents research design, study area, target population, sampling technique, and data collection procedure, sources of data, validity and reliability tests, data analysis and presentation.

3.1 Research Design

The researcher adopted correlation research designs to establish the effects of resource utilization on the performance of Homa Bay County. According to Kruger and Wellman (2003) correlation design is a tool that enables measurements of two or more variables at about more or the same time and provide suitable ground for the analysis of the relationship between the variables. Correlation research design would enhance the establishment of relationships using regression techniques thereby bringing out the desired outcome of the research objectives.

3.2 Study Area

The study was conducted in Homa Bay County with an area of 3,183.3 sq km and a population of about 963,794 people distributed within its 40 administrative wards. Homa Bay County has been selected for this study due to its uniqueness of resources. All the four independent variables of the study are distributed within the county.

3.3 Target Population.

Target population as defined by Cooper & Schindler (2003) refers to the collection of elements about which we wish to make some inferences. The population of this study was 204 opinion leaders comprising ward administrators, chiefs, assistant chiefs and religious leaders.

3.4 Sample Size

Sampling is the process through which a relatively small number of individuals, objects or events are selected in order to find out something about the entire population from which it was selected. (Kothari 1990). According to Kothari (2003), an optimum sample is the one that fulfills the requirements of efficiency, representativeness, reliability and flexibility. In this study, the entire target population was sampled.

3.5 Data Collection Procedure

The instrument of data collection was submitted and administered to the respondents and collected by the researcher in person. This was to ensure that 100% response rate is realized. The primary data was obtained using self-administered questionnaires with brief introduction to the respondents before administering. This instrument ensures respondents confidentiality. A transmittal letter accompanied the questionnaire to assure the respondents confidentiality.

3.5.1 Sources of Data

The researcher used both primary and secondary data. The primary data was obtained from the respondents using questionnaires. Secondary data was obtained from the records of published documents and reports.

3.5.2 Validity and Reliability of Instruments

To establish validity, the instrument was given to two experts to evaluate the relevance of each item on the scale: very relevant (4), quiet relevant (3), somewhat relevant (2), and not relevant (1). Validity was determined using Content Validity Index (CVI). CVI is item rated 3 or 4 by both judges divided by the total number of items in the questionnaire. The CVI obtained was 0.875 which is acceptable in research.

The Content Validity Index (CVI) was determined using the formula:

$$CVI = \frac{K}{N} = \frac{14}{16} = 0.875$$

Where:

K = Total number of items in the questionnaire declared valid by both raters /Judges.

N = Total number of items in the questionnaire

The computed CVI of the instrument was α=0.875>α=0.7, the minimum, acceptable as recommended in the survey studies by Amin, (2005).

To test reliability the Cronbach's Alpha coefficient was used to measure the reliability on a 5-point Likert Scale for multiple items. Validation of the questionnaire was done by pilot survey of 16 respondents. Reliabilities ranging from 0.5 to 0.60 are sufficient for exploratory studies (Nunnally & Bernstein, 1994), in the range of 0.70 are acceptable and over 0.80 are good (Sekaran, 2003). The overall alpha for the 131 items under investigation had a Cronbach's alpha of 0.830 indicating good internal consistency.

Table 3.1 Reliability Statistics

Cronbach's Aipha	Cronbach's Alpha based on Standardized items	N of Items
.819	.830	131

Source: *Survey data 2017*

3.6 Data Analysis and Presentation

Data analysis was based on the research questions. Raw data from the field was sorted and summarized in tables and diagrams. Duly filled questionnaires were edited for completeness and consistency. The data was then be coded and checked for any errors and omissions. The data was analyzed using descriptive statistics, complex statistical analysis, tabulated reports, distribution and trends. The responses were analyzed to answer the research objectives. Responses from open-ended questions were coded, the mean and standard deviation was used for likert-scale responses. For closed-ended questions, a comparative analysis using distribution tables, quartiles (percentiles) and graphical analysis was used to improve the presentation of analyzed results for ease of interpretation. The study used multiple linear regression analysis

and Pearson product moment correlation (r) to present the relationship between independent and dependent variables. The regression model was as indicated below:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \text{€}$$

Where β_0 is the constant or intercept,

$B_1 - \beta_4$ are the regression coefficients (change in Y given one unit change in X)

Y is the dependent variable (performance)

X_1 is personnel

X_2 is Funds

X_3 is Land

X_4 is Water

€ is the error term.

CHAPTER FOUR
RESULTS AND DISCUSSION

This chapter addresses the descriptive aspects of the data such as the demography of the sample data. Therefore; this chapter address the specific objectives of the study.

4.1 Response Rate

In this study, a response rate of 131 respondents was attained out of a sample of 204 respondents who were selected. This represented 64.2% response rate which is deemed acceptable and meets a threshold to make scientific generalization according to Mugenda and Mugenda (2003) in a social science research. These responses were obtained from Kabuoch (13), Kagan (9), Kakello (8), Kaksingri (14), Kanyaluo (14), Kanyamua (14), Kiabuya(13), Lambwe (12), North Karachuonyo (14), Oyugis town (12), Rusinga (8). Of these 131 respondents, 22.9% of them were aged between 20-30 years, 38.2% of them were aged between 31-40 years, 27.5% were in the age bracket of 41-50 years and finally the rest (11.4%) of the respondents were aged above 51 years as indicated in the table below:

Table 4. 1 Age Bracket of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
20-30 years	30	22.9	22.9	22.9
31-40 years	50	38.2	38.2	61.1
41-50 years	36	27.5	27.5	88.5
Above 51 years	15	11.4	11.4	100.0
Total	131	100.0	100.0	

Source: *Survey data 2017*

Table 4. 2 Analysis of Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	78	59.5	59.5	59.5
Female	53	40.5	40.5	100.0
Total	131	100.0	100.0	

Source: *Survey data 2017*

It was established from the study that out of the 131 respondents who answered the questionnaire, 78 of them were males representing 59.5% of the total while female respondents were 53 representing 40.5%. this implies that there was no gender biasness.

Table 4. 3 Level of Education

	Frequency	Percent	Valid Percent	Cumulative Percent
Certificate	64	48.9	48.9	48.9
Diploma	35	26.7	26.7	75.6
Bachelors	32	24.4	24.4	95.0
Total	131	100.0	100.0	

Source: *Survey data 2017*

The table above was a clear indication that a majority of the respondents who were involved in this survey had a certificate level qualification and represented 48.9% of the total population that was engaged in the study. This was followed by diploma certificate holders (26.7%) and the degree holders at 24.4%. It was however discovered that illiteracy level in Homa Bay County remain very low. It was also established that a bigger percentage of the respondents in this county are able to read and write and so even the certificate holders were able to understand the contents of the questionnaire that was administered to them. This helped to reduce response bias to a larger extent.

4.2 Descriptive Statistics of the Study Variables

4.2.1 Personnel utilization

When the respondents opinion was sought to rate the extent to which employee skills are applicable in various departments in the county government in a scale of 1-5 where 1 means no extent and 5 implies very large extent, their Reponses were tabulated and the mean of each element of personnel utilization was taken. The results revealed that overall across the eleven sub counties listed above, the respondents felt that the level of employee expertise at various departments is not necessary with a mean of 2.4275 and standard deviation of 0.95298 which rated as low. Moreover, they also felt that overall across all the eleven sub counties, the correct employee placement at various management levels is not that important with a mean of 2.3359 and standard deviation of 1.06418 which is also rated as low. Experience of employees in carrying assignments and employee competency were however rated highly with means of 2.6183, 2.5496 and standard deviations of 1.0262, 0.9704 respectively. This implies that the respondents were of the opinion that these two elements of employee utilization should be more emphasized to achieve better performance in Homa Bay County in terms of service delivery to the people and wealth creation. However, the rating of personnel utilization across the sub counties was varied which differed with the overall rating for all the sub counties combined. These are shown in the table 4.4 below

Table 4. 4 Personnel utilization

STATEMENT	N	MEAN	STD DEV.
Level of employee expertise	131	2.4275	0.95298
Experience of employees	131	2.6183	1.02626
Employee competency	131	2.5496	0.97044
Correct employee placement	131	2.3359	1.06418
Overall mean		9.9313	4.01386

Source: Research data; 2017

4.2.2 Fund Utilization

The ratings of fund utilization were tabulated in a scale of 1-5 where 1= No extent 2= Less extent 3= Moderate extent 4= Large extent 5=Very large extent. A descriptive analysis was done on these ratings to establish the general view of the respondents on how each of the elements of fund utilization should be applied in Homa Bay county. The tabulation of the ratings revealed were low(below 3) meaning that generally across all the eleven sub counties which were surveyed, funds have not been utilized as per the expectation of the residents of Homa- Bay County. In North Karachuonyo, respondents were of the view that appropriate revenue allocation on priority basis on county government projects was done to a moderate extent with a mean of 2.7143 and a standard deviation of 0.9944 while all the other fund utilization activities were below average.

It was however established that in Rusinga, the residents were somehow satisfied with the fund utilization actions that were done by the county government in their area. The respondents were of the view that the county government of Homa Bay had adequate funds to carry out various county government activities with a mean rating of 3.1250 which is rated as high. Moreover, they also unanimously agreed that the county government is correctly using funds allocated for various activities with a mean of 3.1250.In the same venue; they also supported the fact that there is effectiveness of financial control measures to ensure right utilization of funds. These responses were a clear indication that the county government of Homa Bay was biased in its fund utilization activities by directing projects only to Rusinga sub county and downplaying the same initiative to other sub counties which held low opinion of how funds are used by giving low ratings of below 2.0.A summary of these ratings is shown in the table 4.5below.

Table 4.5 Fund Utilization

STATEMENT	N	MEAN	STD. DEV
Revenue allocation on priority	131	1.8855	0.98169
Adequacy of funds	131	1.8931	0.97074
Correct utilization of funds	131	1.8015	0.89803
Effectiveness of financial control measures	131	1.8550	0.86043
Overall Mean		7.4351	3.71089

Source: Research data; 2017

4.2.3 Land Utilization

The overall respondents view about land utilization issues in a scale of 1-5 was that awareness of Homabay county integrated development plan for appropriate utilization, timeliness of land formalization process of land ownership in Homabay county, appropriate utilization of land as per the county land development plan and the productivity of land in Homabay county to a great extent affect land utilization in Homa Bay county with the mean responses of 2.6336,2.6489,2.5725 and 2.9313These ratings imply that the net effect of these issues highlighted greatly affect land utilization in Homa Bay county. This is further exemplified by the fact that the mean response for all the ratings across all the eleven sub counties stood at above close to 3.0 when rounded off which is rated as high. For this reason therefore, the Homa Bay county government need to reduce the bottlenecks that hinder effective land utilization in the county which may have a spillover effect on the performance of Homa Bay county government. The results were as shown in the table4.6 below

Table 4.6 Land Utilization

STATEMENT	N	MEAN	STD. DEV
Awareness of county integrated development plan	131	2.6336	0.86118
Timeliness of land formalization process	131	2.6489	0.76383
Appropriate Utilization per the development plan	131	2.5725	0.91172
Land productivity	131	2.9313	0.99376
Overall mean		10.7863	3.53049

Source: Research data; 2017.

Results presented in Table 4.4 which displays the model summary show that land utilization, fund utilization, personnel utilization and water utilization together explained 25.4% of the variance in performance of Homabay county in wealth creation (Adj. R^2=.254).

Table 4.7 Regression Result

Model	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.	Collinearity Statistics Tolerance	VIF
(Constant)	.619	.303		2.042	.043		
Personnel	.170	.072	.192	2.356	.020	.865	1.156
Fund	.307	.087	.293	3.511	.001	.824	1.213
Land	.242	.089	.234	2.727	.007	.778	1.285
Water	.012	.070	.014	.176	.031	.863	1.158

a. Dependent Variable: Service delivery has improved

Table 4.7 indicates that land (β_1 = 0.242, $p<0.05$) was significant predictor of performance of Homabay county in wealth creation. Fund utilization (β_2=0.307, $p<0.05$), Personnel utilization (β_3=0.170, $p<0.05$), and water utilization (β_3= 0.012, $p<0.05$) was a significant positive predictors of performance and wealth creation in Homabay county.

Besides, the value of R^2 (0.277) indicates the prediction power of the proposed model. Consequently, 27.7% of the variance in performance of Homabay county wealth creation was accounted for by the four resources (personnel, fund, land and water).

The study therefore developed the analytical model shown below for predicting Homaby county government performance.

$Y=\beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + €$

Homabay county government performance=$0.619+0.170X_1 +0.307X_2+0.242X_3 +0.012X_4$

Where β_0 is the constant or intercept,

$B_1 - \beta_4$ are the regression coefficients (change in Y given one unit change in X)

Y is the dependent variable (performance)

X_1 is personnel

X_2 is Funds

X_3 is Land

X_4 is Water

4.3.1 Effect of Personnel utilization on performance of Homabay County

Objective one sought to examine the effects of personnel in the performance of Homa Bay County. The regression equation showed that a unit standard deviation increase in personnel utilization was likely to increase performance of Homabay county wealth creation by 0.170 i.e personnel utilization ($\beta_1 = 0.170$, $p < 0.05$), if other factors are held constant. This implies that personnel utilization affects Homabay County performance positively.

This findings concurs with those of Sigala and Chalkiti (2007),in their study in Greece on improving performance through tacit knowledge externalization and utilization. The study concluded that indeed employee skills utilization through their tacit knowledge leads to organizational performance, while Kirsteen et al, (2014) contradicts this finding in their study in Scotland on skill utilization, exploring the views of managers and employees on employee's skill utilization in organizations. The researcher established that skill utilization boost chances of employee promotion with little impact of organizational performance. Finally the finding concurs with those Aki, (2014) of Finland in their study on Drivers of Personnel satisfaction towards performance who acquired that all aspect employee skills if well utilized leads to performance in organizations. It can be asserted that indeed appropriate personnel utilizations in organizations leads to performance.

4.3.2 Effects of Funds utilization on performance of Homabay County

Objective two sought to examine the effects of funds utilization in the performance of Homa Bay County. The regression equation showed that a unit standard deviation increase in fund utilization was likely to increase performance of Homabay county

wealth creation by 0.307 i.e fund utilization (β_2=0.307, p<0.05), if other factors are held constant. This implies that fund utilization affects Homabay County performance positively. This finding implies that fund utilization plays key in organization it terms of performance and managers should try and utilize the funds appropriately. This findings contradicts those from a review of Mwikali , Lucy (2016) who acknowledge that availability of funds does affect performance as Mwangi (2013) also argues that rational approach to resource allocation is crucial in monitoring and evaluation of resource utilization. From the arguments of the researchers it can be acknowledged that indeed fund utilization affects performance positively if well managed.

4.4.3 Effect of Land utilization on performance of Homabay County

Objective three sought to examine the effects of land utilization in the performance of Homa Bay County. The regression equation showed that a unit standard deviation increase in land utilization was likely to increase performance of Homabay county wealth creation by 0.242 i.e land utilization ($ß_3$=0.242, p<0.05), if other factors are held constant. This implies that land utilization affects Homabay County performance positively.

This finding concurs with a study carried out by in china on Land Value determination in emerging markets. The study established that the determinants such as size and planning uses are important in taking center stage in utilization of land. Even though Helen et al.(2014) concurred with the findings of this study ,a study by Kwasi, et al. (2013) on the cost of land tittle formalization in Ghana contradicts the findings. The researcher argued that title formalization does not affect land utilization but how land is planned and allocated. The arguments of these researchers implies that land utilization has a role to play in performance if utilized appropriately as per outlined policies and structures as per land act hence asserting that indeed land utilization affects performance.

4.4.4 Effect of Water utilization on performance of Homabay County

Objective four sought to examine the effects of water utilization in the performance of Homa Bay County. The regression equation showed that a unit standard deviation increase in water utilization was likely to increase performance of Homabay county by 0.012 i.e land utilization ($ß_3$=0.012, p<0.05), if other factors are held constant. This

implies that water utilization affects Homabay County performance significantly and positively. This findings concurs with those of Indra et al,(2017), in Australia in their study on the four Rs performance indicators of water distribution network. They established that Reliability, Resilience, Redundancy and Robustness found that accurate assessment of WDNs performance depends on clear definition of system performance indicators as well as accurate quantifying of these indicators. The study also noted that combinations of these indicators are required to accurately indicate the performance.

CHAPTER FIVE
SUMMARY OF FINDINGS, CONCLUSIONS AND RECCOMENDATIONS

This chapter presents and summarizes the results of the study, reports the conclusions; provide recommendations and areas for further study.

5.1 Summary of the Findings

Objective one sought to determine effect personnel utilization on performance of Homabay County. The study established that there was a positive significant relationship between personnel utilization and performance meaning personnel utilization affect performance and wealth creation of Homabay County government.

Objective two sought to determine effect fund utilization on performance of Homabay County

The study established that there was a positive significant relationship between fund utilization and performance meaning fund utilization affect performance and wealth creation of Homabay County government

Objective three sought to determine effect land utilization on performance of Homabay County

The study established that there was a positive significant relationship between land utilization and performance meaning land utilization affect performance and wealth creation of Homabay County government

Objective four sought to determine effect water utilization on performance of Homabay County.

The study established that there was a positive significant relationship between water utilization and performance meaning water utilization affect performance and wealth creation of Homabay County government

5.2 Conclusion

From the findings of objective one, as utilization of personnel increases, performance also increases. It can therefore be concluded that personnel utilization affect performance of Homabay County government hence rejection of the null hypothesis (personnel utilization has no significant effect on performance of Homa Bay County). From the findings of objective two, as fund utilization increases, performance also increases. it can be concluded that fund utilization affect performance of Homabay County government hence rejection of the null hypothesis (fund utilization has no significant effect on performance of Homa Bay County).

From the findings of objective three, as land utilization increases, performance also increases. it can be concluded that land utilization affect performance of Homabay County government hence rejection of the null hypothesis (land utilization has no significant effect on performance of Homa Bay County).

From the findings of objective four, as water utilization increases, performance also increases, it can be concluded that water utilization affect performance of Homabay County government hence rejection of the null hypothesis (water utilization has no significant effect on performance of Homa Bay County).

5.3 Recommendations

In the light of the findings which are informative, the following recommendations from the study were made:

Based on the conclusion of objective one that personnel utilization positively affect performance of Homabay County government. The study recommends that the county government should establish clear policies, structures and guidelines in selecting and employing qualified employees and effectively utilizing them as this would lead to performance.

Based on the conclusion of objective two that fund utilization positively affect performance of Homabay County government. The study recommends that the county government should come up with clear policies, structures and measures of controlling and managing funds within the county to minimize leakages and enhance accountability in order to improve the performance.

Based on the conclusion of objective three that land utilization positively affect performance of Homabay County government. The study recommends that the county government should allocate land activities according to existing integrated development plan which clearly outlines how land activities should be allocated to ensure maximum utilization.

Based on the conclusion of objective five that performance of Homabay County led to wealth creation. The study recommends that the county government should appropriately utilize the resources of personnel, funds, land and water available within the county to realize performance hence wealth creation.

5.4 Limitations of the Study

The limitation is used in the context of this study to implies limiting conditions or restrictive conditions encountered during the study in conducting research (Mutua,2006).A number of limitations were identified in conducting this research. First, the study was limited to county i.e. Homabay county which comprises its global generalizability. Therefore the study advices the readers to restrict generalization of result within this county otherwise outside the county but with care. Next, the data collection instrument comprising structured questions were used for every likert scale question to obtain further information from the respondents. Lastly, in first visit to respondents, the study encountered low response rate. This was attributed to the nature of respondents. This study arranged repeat visits to counter this there by achieving the desired rate.

5.5 Suggestions for Further Studies

From the research findings, conclusions and recommendations, the study recommends further research in the following areas; a study should be conducted on the moderating variables to establish the nature and strengths of their interrelationships with the current study variables, Study with the same methodology but in different context and finally on same area but using different methodology

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APPENDICES

Appendix 1: Introduction letter

To Whom It May Concern

Dear Sir/ Madam,

RE: DATA COLLECTION

I am a student at Maseno University pursuing Master's Degree in Business Administration (Strategic management option). As part of the requirement for the award of the degree, I am required to undertake a research study on; **"EFFECT OF RESOURCE UTILIZATION IN THE PERFORMANCE OF HOMA BAY COUNTY".**

I am therefore requesting for your assistance in filling the questionnaire attached. It will take you ten to fifteen minutes to complete filling the questionnaire. Kindly answer all the questions. The results of this research study will be used for academic purposes only and all the information given shall be treated in confidence.

Your cooperation in this regard will highly be appreciated. Thank you in advance.

Yours Sincerely

Collins Koremo
Maseno University.

Appendix II: Research Questionnaire

SECTION A: GENERAL INFORMATION

Please tick as appropriate

1. Age(in years)

    20 – 30   ( )

    30 – 40   ( )

    40 – 50   ( )

    Above 50   ( )

2. Gender   Male ( )   Female ( )

3. Level of education PhD   ( ) Master   ( ) Bachelors ( )   Diploma()

    Certificate ( ) Others (Specify)

4. How many years have you worked for Homa Bay County

    Less than one year   ( )

    1 – 2 years   ( )

    2 - 3 years   ( )

5. Total number of years of work experience

    Less than 1 year   (…)

    2 – 3 years   (…)

    3 – 4 years   (…)

    4 – 6 years   (…)

    More than 6 years   (…)

SECTION B; RESOURCE UTILIZATION

1. **Personnel utilization**

   In a scale of 1-5 rate the extent to which the following employee skills have been considered in placement of employees in Homa Bay County.

   KEY; 1= No extent 2= Less extent 3= Moderate extent 4= Large extent 5=Very large extent

S/No	ISSUES	1	2	3	4	5
i.	Level of employee expertise at various departments.					
ii.	Experience of employees in carrying assignments					
iii.	Employee competency at various level of operation.					
iv.	Correct employee placement at various management levels.					

2. **Fund utilization**

a) In a scale of 1-5 rate the extent to which funds has been utilized in Homabay county

   KEY; 1= No extent 2= Less extent 3= Moderate extent 4= Large extent 5=Very large extent

S/No	ISSUES	1	2	3	4	5
i.	Appropriate revenue allocation on priority basis on county government projects					
ii.	Adequacy of funds to carry out various county government activities.					
iii.	Correct utilization of funds allocated to various county government activities.					
iv.	Effectiveness of financial Control measures to ensure right utilization of funds.					

3. Land utilization

a) In a scale of 1-5 rate the extent to which the following issues affect land utilization in Homabay County.

KEY; 1= No extent 2= Less extent 3= Moderate extent 4= Large extent 5=Very large extent

S/No	ISSUES	1	2	3	4	5
i.	Awareness of Homabay county integrated development plan for appropriate utilization.					
ii.	Timeliness of land formalization process of land ownership in Homabay county.					
iii.	Appropriate Utilization of land as per the county land development plan					
iv.	The productivity of land in Homabay county					

4. Water Utilization

In a scale of 1-5 rate the extent to which the following factors affect water utilization in Homabay County.

KEY; 1= No extent 2= Less extent 3= Moderate extent 4= Large extent 5=Very large extent

S/No	ISSUES	1	2	3	4	5
I	Water sources in Homabay county					
Ii	Availability of water for domestic and general use.					
Iii	Suitability of water sources in Homabay county					
Iv	Sustainability of water sources in Homabay county					

Appendix III: Countytrak Top League Performances

Rank	County	Countytrak Index
1.	Machakos	61.50%
2	Bungoma	60.30%
3	Vihiga	59.80%
4	Bomet	58.70%
5	Kwale	58.50%
6	ElgeyoMarakwet	58.30%
7	TaitaTaveta	58.30%
8	Kisii	58.30%
9	West Pokot	58.20%
10	Kakamega	57.70%
11	Kericho	57.60%
12	Muranga	56.70%
13	Nandi	56.50%
14	Uashingishu	56.40%
15	Mombasa	56.40%
16	Nyeri	56.30%
17	Busia	56.20%
18	Migori	56.20%
19	Homa Bay	56.10%

Source: Infotrak Research & Consulting; CountyTrak Index (2015).

Appendix IV: Homa Bay County Financial Statement Report for the year 2014/2015

Item	As Per Financial Statement	As Per The Schedule	Variance
Domestic travel & Subsistence	279,649,669	91,103,293	188,546,376
Foreign travel & Subsistence	24,833,788	33,555,673	(8,721,885)
Rentals of Produced Assets	101,177,340	6,201,340	94,976,000
Training Expenses	39,692,522	34,651,822	5,040,700
Hospitality Supplies & Services	56,893,711	45,495,782	11,397,929
Insurance Cost	58,334,707	56,026,647	2,308,060
Specialized Material Services	123,378,962	121,822,862	1,556,100
Other Operating Expenses	118,804,106	69,773,513	49,030,593
Routine Maintenance	39,997,732	41,268,976	(1,271,244)
TOTAL	**842,762,537**	**499,899,908**	**342,862,629**

Source: Auditor General's Report, 2015

Appendix V: Research Work Plan

Phase	Description	Number of Weeks											
		1	2	3	4	5	6	7	8	9	10	11	12
1.	Proposal writing	■	■										
2.	Data Collection			■	■								
3.	Data analysis					■	■						
4.	Report writing							■	■				
5.	Compilation									■	■		
6.	Presentation											■	
7.	Submission of final report												■

Appendix VI: Research Budget

S/N.	ITEM	QUANTITY	UNIT PRICE	TOTAL COST
1.	Printing papers	10 reams	500.00	5,000.00
2.	Note Books	10 pcs	100.00	1,000.00
3.	Computer services	Lump sum		5,000.00
4.	Binding	Lump sum		2,000.00
5.	Flash disk	1	3,000.00	3,000.00
6.	Photocopying	Lump sum		3,000.00
7.	Data Collection	Lump sum		50,000.00
8.	Subsistence during field work	Lump sum		20,000.00
9.	Data Analysis	Lump sum		20,000.00
			Total	**107,000.00**

Appendix VII: Morgan and Krejcie Sample Size Table.

Table 3.1

Table for Determining Sample Size of a Known Population

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	1000000	384

Note: N is Population Size; S is Sample Size   Source: Krejcie & Morgan, 1970

Table for determining Sample Size of a Known Population

Appendix VIII: Map of Homa Bay County

Appendix IX: Data sets