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Effects of Capacity Building on Management of County Resources in Machakos County, Kenya

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Abstract:

Globally, the quest for development to improve economies cannot be undermined. Countries that are categorized as developed have adopted different forms of governance that best suits equal resource distribution and management. However, even with devolution of governance and the increased use of capacity building practices, the management of resources has been a center of discussion. The study also sought to examine the effect of capacity building on the management of county resources in Machakos County, Kenya. This research used descriptive survey design. The target population of this study was all 228 staff working in the 9 departments in the County government of Machakos and the 59 Members of County Assembly. The study used 50 percent of the population as the sample size and hence the sample size was 114. Stratified random sampling technique was used to select 114 respondents from the target population. The study used primary data, which was collected by use of semi-structured questionnaire and key informant interview guide. The analysis of qualitative data from open ended questions in the questionnaire and key informant interviews was done using thematic analysis and then presentation of the results was done through use of a narrative form. The relationship between the research variables was established through use of inferential statistics which comprised of correlation analysis together with regression analysis. Both inferential and descriptive statistics were used in the analysis of quantitative data. Descriptive statistics entailed mean, standard deviation, percentages and frequencies. The research results were presented by the use of tables together with figures. The study further established that capacity building has a positive and significant effect on management of resources in Machakos County. The study revealed that training policy, scholarships and on-job training had an effect on management of resources. The study recommends that the county government of Machakos should always ensure that the training plans and policies are adhered to so as that the county employees can acquire appropriate skills to work effectively. In addition, the study recommends that the county should set aside funds to sponsor and fund employees who are willing to further their studies in their area of work. In addition, Machakos county government should formulate and implement a framework through which employees can free and fairly win scholarships from the county to further their studies to enhance their knowledge and skills. This will improve the level of employee productivity hence improving the level of service delivery.

Keywords: Capacity building, county government, devolution, management, resources

1. Introduction

Governance encompasses the process of decision making in a management system with clear expectation from it and has an influence either from the agencies and local institutions delivering services to the people. The world economy is developing fast and developing nations from Latin America, Asia, and Africa considerably depend on governance and leadership to be sound in order to ensure appropriate management of resources (Bédécarrats, Guérin, & Roubaud, 2017). Management of existing resources depends on proper execution of existing laws and policies outlined in ministries or institutions that are mandated to manage these resources through leadership skills and roles. China, in the past half a century, has grown to the global image on development and economic superiority witnessed globally (Breslin, 2016). The country has considerably focused on human resource development for unlimited distribution of resources to its citizens (Bruch *et al.*, 2016).

The Sub-saharan Africa has been termed as the fasted growing region across the globe in its resources and economic potential (Conceição *et al.*, 2016.). However, for decades, the region has been in her dark age on leadership and governance (Schwab, 2017). The region has been marred by unpalatable leadership and governance as well as low development of skills and competence. Therefore, its resource potential with bad governance and leadership has been converted to be seen as a resource curse to its citizens.

In the past decade, management of public resources in Kenya has and is continuing to experience hurdles and challenges even with the introduction of devolved government. However, if a country has a proper management of government's financial and physical assets, it will experience an improvement in performance, service delivery and economic development (Institute of Economic Affairs, 2010). The use of capacity building practices plays a key role in

improving financial management skills and project management skills among others. In addition, majority of decisions made around the government table are highly dependent on the competence of the board of directors and other management staff and their effort to connect with the public to make informed choices for the greater good of the community. Therefore, the County management should ensure that any person involved in the deciding making in the government table has the required skills, abilities and trust for productive and sound decisions to be made (Nyandika & Ngugi, 2014).

Capacity refers to a firm's ability to carry on duties and marshal its resources with an aim of achieving and sustaining its goals. (Mbatha, 2010) holds that the ability to perform is attained through combination of capabilities and competences. In this case, competences encompass abilities as well as the skills owned by an individual. On the other hand, capabilities encompass the broad collection of skills owned by a firm. These may include the financial resources, technical capabilities and the management policy in addition to other resources. It also comprises of all other firm characteristics that covers the general efforts of the firm. The ability of a firm to perform is its capacity, and therefore capacity building is concerned with the process and the means of strengthening as well as developing the ability.

1.1. Statement of the Problem

Globally, the quest for development to improve economies cannot be undermined. Countries that are categorized as developed have adopted different forms of governance that best suits equal resource distribution and management. The world economic outlook indicates that by 2030, the Sub-Saharan economic bloc will surge propagating countries in the region into middle income countries. Kenya's economy is projected to hit a GDP of 9 by 2030 as her efforts begun in 2010 by ushering in a new constitution. Previously, Kenya had a centralized system of governance, but it adopted a devolved system that facilitates equal distribution and allocation of resources to county governments. However, even with this system of governance, the management of resources has been a center of discussion.

Machakos County was among the forty-seven counties in Kenya that has been blanketed repeatedly with challenges on resource governance and management. This accrued to resource embezzlement, allocation, and accessibility of resources in the County. This was evident as shown by leadership demonstrations at the county assemblies and other key county resource management departments. According to Auditor General Report (2018), in the financial year 2017-2018, the County government of Machakos could not account for more than Ksh. 1 billion. The report further indicated that the money was either embezzled or misappropriated or embezzled. It was therefore important to assess the effect of capacity building in the management of these resources, a topic that was seen recurring complaints from other leaders.

Several studies have been conducted in Kenya on government practices. For instance, (Koono, 2016) conducted a study on the relationship between capacity building and performance of projects in Kajiado South Sub-County; and (Wanyama and Mutsotso, 2010) investigated on capacity building and the performance of employees in the banking sector in Kenya. However, these studies used project performance and employee performance as the dependent variables, which is different from management of County resources. This study therefore examined the effect of capacity building on management of county resources in Machakos County, Kenya.

2. Literature Review

2.1. Management of County Resources

The existence of vast resources in the African continent cannot go unnoticed with these resources being distributed across countries. Different democracies across the globe, with African nations inclusive, have adopted a devolved system of governance in the past years to address governance issues that arise during resource management. Kenya is among the African countries that have been marred by poor governance of its existing resources. According to (Kanyinga, 2016), institutions mandate overlaps and political partisanship have been a barrier to proper governance. (Mukabi *et al.* 2015) add that some of the challenges that frustrate smooth governance in Machakos county include; complex bureaucratic inefficiencies, failed transparency and accountability, lack of adequate community participation and unequal resource distribution.

After the promulgation of Kenya's constitution in 2010, there were a lot of anticipations that adoption of devolved systems the counties will be a break-through towards resource allocation. Previously the dominant centralized systems with local governments were characterized with limited distribution of the national resources. Adopting a devolved of governance was projected to end isolation and marginalization, while at the same time improving inclusiveness. However, this has not been the case in many counties, especially Machakos County. A lot is being reported in the media on county governance that has raised eyebrows and led to endless debates on review of the constitution or have a referendum re-run. For instance, the senate has summoned a number of governors over corruption cases, bad leadership and nepotism that have found a path to thrive.

(Rotich and Okello, 2015) outline that adopting the devolved system of governance in Kenya is yet to realize its benefits with accruing challenges such as corruption, improper structures, poverty among others. The averaging challenges emanate from vested political interests, duty duplication in counties, lack of trust among key stakeholders, nepotism, bloated workforce and recurrent political supremacy wars. These factors have exposed counties Machakos County to be inept on performance and service delivery. The end result is embezzlement of funds that has seen lot of wastage of county allocation kitty. According to (Cornell and D'Arcy, 2016), the heart of the Kenyan 2010 constitution is devolution and should be a vehicle that addresses any spatial inequalities in the national resources. However, in many counties, and in that case Machakos County, this has not been the case, lack of political will, uneven spatial resource distribution and minimal local community representation through participation in decision making are still evident.

(Mukabi et al.2015) add that some of the challenges that frustrate smooth governance in Machakos county include; complex bureaucratic inefficiencies, failed transparency and accountability, lack of adequate community participation and unequal resource distribution. For instance, isolation of marginalized communities in the national governments and counties has hindered governance. It is imperative therefore, to heterogeneously engage communities towards their political potential rather than their needs.

2.2. Capacity Building

As (Rankonyana, 2015) indicates that capacity building is concerned with the process of improving the firm's ability with an aim of enabling it to attain and sustain its goals in a competitive environment. In an organization capacity building is concerned with the development of the attitude, development of knowledge as well as development of the employee workforce which aims at facilitating the abilities hence ensuring achievement of both short term and long-term goals in both personal and organizational levels (Wassem, 2017).In relation to this study, capacity building entails the employee inabilities and the development of the essential skills as well as attitudes which facilitate their effective accomplishment of tasks. Further, capacity building involves the practice of nurturing and establishing employee skills, procedures, as well as the resources that are required by the firm or the community to ensure efficient and effective employee performance in this dynamic and competitive world. Generally, capacity building involves the techniques which are generally accepted for ensuring enhancement of the staff proficiency, asset development, and performance development together with employee encouragement. Employee capacity building encompasses the process of upgrading the staff capacity to ensure the right job is done in the right way.

Through adoption of practices of capacity building, then employee skills are enhanced. Some of the practices include ensuring refinement of the appointed personnel or improving the skills of the existing staff or practicing both. This is done through availing intensive training of employee in relation to their work together with offering other trainings to ensure employee development immediately after employee selection (Njoroge et al. 2015). Staff training is concerned with the frequent process of offering knowledge to employees which is designed in relation to the requirement of the employees. The training process is renewed on a regular basis with an aim of meeting the training needs and giving the needed feedback. Different industries have different training programs therefore it is difficult for one to tell how frequent a certain training program will be conducted in a firm. Nevertheless, there is continuity in the process of capacity building and it involves the intellectual capacity, building of the social capacity as well as the firm's capital for value accumulation in the process of maximizing output while at the same time minimizing input. The programs for capacity building entail the international firm planning to enhance staff productivity hence improving the level of firm performance (Ketoyo, 2017).

(Bain et al.2011) indicate that firm managers facilitate the process of building staff capacity as well as creating a conducive work environment. Firm managers are actively involved in the process of coming up with the training program which facilitates learning, employee capacity as well as the attitude for attaining firm goals. Through the effort of staff training, employee productivity is enhanced and the image of the firm is improved (Wassem, 2017). Support from the top management is ensured through ensuring a conducive and favorable environment for employment. On the other hand, capacity building is concerned with the provision of better opportunities for organization staff putting into consideration the natural talents. Therefore, through capacity building, social-economic benefits of the staff as well as those for the local industry are enhanced.

Various studies conducted around the world show that capacity building impacts employee performance in terms of productivity and commitment. (Wassem, 2017) examined the impact of capacity building on employees' performance in Pakistan and found that employee productivity is influenced significantly through capacity building. Furthermore, (Ojokuku and Adegbite, 2014) investigated on capacity building and employee performance in firms operating from Nigeria. It was found that the productivity of firm employees is significantly influenced through capacity building. (Malaolu and Ogbuabor, 2013) researched on training and employee development and its impact on staff productivity in the first bank in Nigeria. It was found that the effectiveness of employees and the general performance of the bank is significantly influenced through training and development of the manpower. However, different countries have different geographical locations and economic environment therefore results from one country cannot be generalized to another country.

A research done by (Koonyo, 2016) on the relationship between capacity building and performance of projects in Kajiado South Sub-County found that that capacity building influencing performance of projects positively and significantly. However, this study did not show how capacity building affects management of resources. In addition, (Wanyama and Mutsotso,2010) investigated on capacity building and the performance of employees in the banking sector in Kenya. A descriptive survey design was adopted. The research showed that the performance of employees in the banks is significant impacted through capacity building. The research indicated that through capacity building firms improve the performance of their employees through staff motivation, improvement in job skills, as well as employee satisfaction which in turn improves the general performance of the company. Capacity building also sensitizes the essence of duty punctuality on the employees. Nonetheless, the study was conducted in the banking sector shows main goal is to maximize profit unlike county governments which are not profit making.

3. Theoretical Framework

This study was anchored on resource dependency theory. This theory was developed by (Pfeffer and Salancik 1978). The theory is related to the influence of external resources on the firm's behavior. In both strategic management and tactical management level in a firm, the aspect of acquiring and managing resources is very vital (Selviaridis et al. 2016). This theory contains implications in relation to optimal division of firm structure, external organizational links as well as contract structure and other aspects relating to firm strategy.

The first basic argument of the resource dependency theory is that organizations depend on resources (Selviaridis et al. 2016). County governments in Kenya considerably depend on human resources among other resources. Therefore, they have to obtain resources from the national government and other sources of revenue including taxes, user charges licenses and public private partnerships. The second argument of the theory is that these resources ultimately originate from an organization's environment (Croft & Makino, 2017). The third argument is that the environment, to a considerable extent, contains other organizations. County governments in Kenya obtain financial resources from the national government. They also obtain other resources from private organization through public procurement. The fourth argument is that resources are a basis of power. However, without proper skills and competence funds are misused leading to poor service delivery (Katz, Maguire & Roncek, 2012).

Organizations rely on multidimensional resources which include raw materials, labor, capital and many other resources. County governments in Kenya, besides getting financial resources from the national government, they also get funds from other sources. This study was used in this study to explain the relationship between capacity building and management of County resources. County governments in Kenya, including Machakos County, obtain their financial resources from the national government, businesses licensing, parking fee, user charges and private partners among other sources. Therefore, the County governments do not have their own resources and hence depend on other organizations for resources, and hence resource dependence. However, even with the provision of these resources, various skills are key in the management of resources. For instance, without skills required and capacity building, leaders in the County governments may misuse resources negatively affecting service delivery. However, capacity building ensures that resources appropriately allocated and optimized.

4. Research Methodology

This research used a descriptive survey design. The target population of this study was all 228 staff working in the 9 departments in the County government of Machakos and the 59 Members of County Assembly. According to (Kultar, 2017) for small populations less than 100 ($N < 100$), there is little point in sampling and hence surveys should be sent to the entire population; for population size between 100 and 500 ($100 > N < 500$), 50% of the population should be sampled. Therefore, the sample size in this study was 114.

Stratified random sampling technique was used to select 114 respondents from the target population. The stratum in this study was all the members of the County assembly and staff working in 9 departments in Machakos County. The stratified random sampling was used because it reduced selection bias.

Categories	Target Population	Sample Size	Percent
Health Services	23	12	10.53
Education, Sports & ICT	20	10	8.77
Youth and Public Service	18	9	7.89
all the members of the County assembly and staff working in 9 departments in Machakos County	22	11	9.65
Agriculture, Irrigation, Livestock & Fisheries Development	20	10	8.77
Finance and Social-Economic Planning	14	7	6.14
Water and Sanitation	21	10	8.77
Trade, Industry, Tourism & Co-operative Development	13	7	6.14
Gender, Children, Culture and Social Services	18	9	7.89
Members of County Assembly	59	29	25.44
Total	228	114	100.00

Table 1: Sample Size

The study used primary data, which was collected by use of both questionnaires and interview guides. The structured questions were used since they conserved time and money as well as facilitated an easier analysis as they were in immediate usable form. On the other hand, the unstructured questions were used as they encouraged the respondent to give an in-depth and felt response without feeling held back in revealing of any information. A key informant was used to collect qualitative data. A key informant interview guide is a qualitative in-depth interview with people who understand what is going on in a community in relation to the objective of a research study. In this research study, key informant interviewees were Members of Machakos County Assembly. The interview guide comprised of questions covering all the four objectives of the study.

A pre-test was conducted in the department of Lands, Urban Development, Environment and Climate Change in Machakos County. The pre-test group was sampled randomly and comprised of 10% of the sample size. According to (Wilson, 2014) 10% of the sample required for a full study should be used in a sample size. This study improved content validity by consulting experts such as the supervisors who are experts in the current area of study. Face validity was improved by use of the pre-test and made clear of all the ambiguous and unclear questions.

In this research the internal consistency of the research instruments was determined through Cronbach's alpha. In this study a Cronbach's alpha of 0.7 was considered acceptable. From the findings, the construct management of resources

had an average Cronbach's reliability alpha of 0.872 and capacity building had an average Cronbach's reliability alpha of 0.760. This shows that the study questionnaire met the reliability criteria ($\alpha > 0.7$).

The semi structured questionnaire and the key informant generated quantitative and qualitative data, which was analyzed differently using different methods. In this research, analysis of qualitative data was done through thematic analysis and then presentation of the results was done through use of a narrative form. Both inferential and descriptive statistics were used with the help of SPSS (SPSS version) for analysis of quantitative data. In this research Descriptive statistics entailed mean, standard deviation. The research results were presented through the use of tables together with figures which comprised of bar charts together with pie charts. The relationship between the research variables was established through use of regression analysis. The multiple regression model was as follows:

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon$$

Whereby: Y= Management of County Resources; β_0 = Constant; β_1 =Coefficients of determination; X_1 = Capacity Building; ε = Error term

5. Research Findings and Discussions

The sample size of this study was 114 and it comprised of all the members of the County assembly and staff working in 9 departments in Machakos County. The researcher distributed 114 questionnaires during data collection process and 105 of the respondents managed to completely fill their questionnaires and returned them to the researcher. Therefore, a response rate of 92.11% was obtained. According to (Fincham, 2010), a response rate of 60 percent is acceptable for analysis and a response rate of 75 percent and above is excellent and can be used for analysis, for making conclusions and making inferences about a population.

5.1. Management of Resources

The measures of management of resources included allocation of resources, resource optimization, resource acquisition and resource forecasting. The respondents were requested to indicate their level of agreement on various statements relating to management of resources in Machakos County. The level of agreement was measured in a Five-point Likert scale where 1 represented strongly disagree, 2 represented disagree, 3 represented neutral, 4 represented agree and 5 represented strongly agree. According to the findings, the aggregate mean 3.754 while the aggregate standard deviation was 0.938. The respondents agreed with a mean of 3.723 and a standard deviation of 0.956 that the county has a procedure which must be followed when allocating resources. The respondents were neutral on the statement indicating that there is equitable resource allocation in the County as shown by a mean of 3.476 and a standard deviation of 1.041. These findings are contrary to (Kanyinga, 2016) findings that County governments in Kenya are marred by poor governance and allocation of existing resources. In addition, (Mukabi *et al.* 2015) adds that some of the challenges that frustrate smooth governance in Machakos County include and unequal resource distribution.

The respondents agreed with a mean of 3.819 and a standard deviation of 1.044 that the county has put in place resource optimization strategies. In addition, they agreed with a mean of 3.761 and a standard deviation of 0.813 that the resource optimization process in the county is effective and efficient. The respondents agreed with a mean of 3.723 and a standard deviation of 0.711 that through proper acquisition of resources the performance of county projects has improved. They also agreed with a mean of 3.609 and a standard deviation of 1.156 that the county has proper strategies for getting the right resources and the right personnel for its activities. With a mean of 4.066 and a standard deviation of 0.834 the respondents agreed that the resource forecasting plan in the county defines the needed resources and time for project completion. In addition, the respondents agreed with a mean of 3.857 and a standard deviation of 0.951 that the county has adopted a resource forecasting plan.

	Mean	Std. Deviation
There is equitable resource allocation in our county	3.476	1.041
Our county has a procedure which must be followed when allocating resources	3.723	0.956
Our county has put in place resource optimization strategies	3.819	1.044
The resource optimization process in our county is effective and efficient	3.761	0.813
Our county has proper strategies for getting the right resources and the right personnel for its activities	3.609	1.156
Through proper acquisition of resources, the performance of county projects has improved	3.723	0.711
The county has adopted a resource forecasting plan	3.857	0.951
The resource forecasting plan in our county defines the needed resources and time for project completion	4.066	0.834
Aggregate	3.754	0.938

Table 2: Measures of Management of Resources

5.2. Capacity Building

The section presents findings on the effect of capacity building measured in terms of training policy, scholarships and on-job training, on the management of county resources in Machakos County, Kenya. The respondents were asked to

indicate their level of agreement on various statements relating to various aspects of capacity building in Machakos County. The level of agreement was measured in a Five-point Likert scale where 1 represented strongly disagree, 2 represented disagree, 3 represented neutral, 4 represented agree and 5 represented strongly agree.

From the findings, the aggregate mean was 3.124 while the aggregate standard deviation was 1.170. The respondents agreed with a mean of 3.952 and a standard deviation of 1.266 that their county has training plan and policy for the talented team members. In addition, the respondents agreed with a mean of 3.552 and a standard deviation of 1.285 agreed with the statement indicating that the training policy in their county is effective and avails the much-needed skills. These findings agree with (Wassem,2017) findings that capacity building entails improving employee inabilities and the development of the essential skills as well as attitudes which facilitate their effective accomplishment of tasks. However, the respondents disagreed with the statement indicating that their county adheres to the employee training plan and policies as shown by a mean of 2.404 and a standard deviation of 1.177.

With a mean of 2.238 and a standard deviation of 0.860 the respondents disagreed with the statement indicating that they received scholarship from their county to further their career. In addition, the respondents disagreed with the statement indicating that their county fully funds scholarships for employees wishing to further their studies as shown by a mean of 2.142 and a standard deviation 1.382. Further, as shown by a mean of 2.009 and a standard deviation of 1.172 that their county offers fully paid scholarships to talented employees. The results are in disagreement with (Ketoyo,2017) observation that the use of fully paid scholarships as a form of training considerably improves the employee's skills and increases staff retention.

With a mean of 3.933 and a standard deviation of 1.211 the respondents agreed that they received on-job training on regular basis. The respondents also agreed with a mean of 3.933 and a standard deviation of 1.111 that through on-job training they have received enough skills to perform their duties effectively. As shown by a mean of 3.952 and a standard deviation of 1.068, the respondents agreed that Machakos County offers on the job training to its employees. These findings concur with (Wassem 2017) findings that through the effort of on-job staff training, employee productivity is enhanced and the image of the organization is improved.

	Mean	Std. Deviation
Our county has training plan for the talented team members	3.952	1.266
The training policy in our county is effective and avails the much-needed skills	3.552	1.285
Our county adheres to the implemented employee training plan	2.404	1.177
Our county offers fully paid scholarships to talented employees	2.009	1.172
Our county fully funds scholarships for employees wishing to further their studies	2.142	1.382
I received scholarship from my county to further my career	2.238	.860
Machakos county offers on the job training to its employees	3.952	1.068
We receive on job training on regular basis	3.933	1.211
Through on-job training I have received enough skills to perform my duties effectively	3.933	1.111
Aggregate	3.124	1.170

Table 3: Aspects of Capacity Building in Machakos County

The respondents were asked to indicate how capacity building affects management of resources in Machakos County. From the findings, the respondents indicated that capacity building helps in improving the skills and the knowledge of the staff, which in turn improves their skills and abilities to manage resources. Further, the respondents indicated that the County government of Machakos has invested in capacity building, which is concerned with the development of staff knowledge and skills with an aim of facilitating their abilities hence ensuring achievement of both short term and long-term goals using the available resources.

The key informants also indicated that through capacity building the County government of Machakos improves the performance of its employees through staff motivation and improvement in job skills, which in turn improves the general performance. The findings agree with (Strang, 2017) findings that staff training is concerned with the frequent process of offering knowledge to employees, designed in relation to the requirement of the employees, in an effort to improve their skills and capabilities. The key informants also indicated that capacity building is concerned with the provision of better opportunities such as scholarships for an organization's staff, putting into consideration the natural talents. The key informants further indicated that capacity building should encompass provision of fully paid scholarships to help the staff working in the County to further their studies.

6. Regression Analysis

This study used regression analysis to assess the relationships between the independent variable capacity Building and the dependent variable management of resources in Machakos County. The R-Squared shows the proportion in the dependent variable that can be explained by the independent variables and the larger the R-squared the larger the effect of the independent variables on the dependent variable. The r-squared for the relationship between capacity building and management of resources in Machakos County was 0.349. This implies that the independent variable capacity building could explain 34.9% of the dependent variable the management of resources in Machakos County. This indicates

that 65.1% of the management of resources in Machakos County could be explained by other factors which were not put into consideration.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.591	0.349	0.319	0.1988

Table 4: Model Summary

The analysis of variance was used to determine whether the regression model is a good fit for the data. If the F-calculated is greater than the F-critical and the p-value is less than the significance level, the model is considered a good fit for the data. As shown in Table 5, the association of the p value (0.000) less 0.05 shows significance. In addition, under the F-calculated (277.367) was higher than F-critical (3.9201). This implies that the model could be used in predicting the influence of independent variables (capacity building) on the dependent variable (management of resources in Machakos county).

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	91.216	1	91.216	277.367	.000 ^b
	Residual	33.873	103	0.328		
	Total	125.089	104			

Table 5: Analysis of Variance

The coefficients or beta weights for each variable allows the researcher to compare the relative importance of each independent variable. In this study the unstandardized coefficients and standardized coefficients are given for the multiple regression equations.

However, discussions are based on the standardized coefficients.

The regression equation was;

$$Y = 0.404 + 0.565X_2$$

The results revealed that capacity building has a positive and significant influence on management of resources in Machakos County ($\beta_2 = 0.543$, p value = 0.000). The p value (0.000) less than 0.05 shows significance. This implies that an improvement in capacity building leads to an improvement in management of resources. These findings are in line with (Ojokuku and Adegbite, 2014) findings that capacity building had an effect on employee performance in firms operating in Nigeria, which in turn influenced efficiency in management of resources. The findings are also in line with (Koono, 2016) findings that capacity building has a significant influence on management of resources.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.404	0.128		3.156	0.000
	Capacity building	0.565	0.141	0.543	4.007	0.000

Table 6: Regression Coefficients

7. Conclusions and Recommendations

The study concludes that capacity building has a positive and significant effect on management of resources in Machakos County. The study revealed that training policy, scholarships and on-job training had an effect on management of resources.

The study established that the management of Machakos County does not adhere to the implemented employee training policies. This study therefore recommends that the county should always ensure that the training plans and policies are adhered to so as that the county employees can acquire appropriate skills to work effectively. In addition, the study recommends that the county should set aside funds to sponsor and fund employees who are willing to further their studies in their area of work.

The study found that capacity building through provision of fully paid scholarships enhances the knowledge and skills of employees hence improve their productivity. This study therefore recommends that Machakos county government should formulate and implement a framework through which employees can free and fairly win scholarships from the county to further their studies to enhance their knowledge and skills. This will improve the level of employee productivity hence improving the level of service delivery.

8. Recommendation for Further Studies

This study sought to examine the effect of capacity building on management of county resources in Machakos County, Kenya. County in various parts of the country have access to different resources and use different strategies in capacity building. This study therefore recommends similar and comparative studies in the other 46 Counties in Kenya. Further this study focused only on capacity building as a component of capacity building. This study therefore recommends further research on other governance practices influencing management of county resources. In addition, capacity building could only explain 68.1% of the management of resources in Machakos County. The study therefore recommends further studies on other factors that affect the management of resources in Machakos County.

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