
Water and Sanitation Practices and performance of Bomet Water and Sanitation Company in Bomet County, Kenya

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ABSTRACT

Water and sanitation provision practices are established with the intention to enhance performance, provision on clean water and enhanced sanitation services. However, globally, not all Water & Sanitation Companies are able to achieve their core mandate of provision of adequate clean water and sanitation services. All Water and Sanitation Companies adopt water and sanitation practices however the extent to which they affect performance of water and sanitation companies is has attracted divergent views while other scholar found a negative affect others found a positive effect and hence a dilemma exist as to what is the exact effect of water and sanitation practices on the performance of water and sanitation companies. At Bomet Water and Sanitation Company in Bomet County, very few studies exist that have been conducted on the subject matter and yet its performance is not optimal and the hence the reason as to why this study was conducted at the Water and Sanitation Company. The purpose of this study was to determine the effect of water and sanitation practices on performance of Bomet Water and Sanitation Company in Bomet County, Kenya. Specific objectives of the study were to establish how resources influences performance of Bomet Water and Sanitation Company, to find out the extent to which stakeholder engagement effects performance of Bomet Water and Sanitation Company, to determine the effects of governance on the performance of Bomet Water and Sanitation Company and to examine the influence of information communication technology on the performance of Bomet Water and Sanitation Company. Theories adopted were; Resource Based View Theory, Stakeholder Theory, Stewardship Theory, Systems Theory and Balance scorecard Theory. The study adopted a descriptive research design and targeted 170 respondents drawn from commercial, technical and administration department. The sample size was 34 staffs selected using stratified random sampling technique. A pilot study was conducted to test the effectiveness and reliability of the research tool. The study used both primary and secondary data sources. Data was analyzed using quantitative approach which involved the use of descriptive statistics that entailed percentages, frequency, mean and standard deviation. Inferential statistic adopted was regression analysis was used to establish existing relationships between water and sanitation provision practices and performance of Bomet Water and Sanitation Company. Results were as follows; resources had a positive and significant effect on performance of BOMWASCO of ($\beta = -0.229$, $p < 0.05$). Stakeholder engagement had a positive and significant effect on performance of BOMWASCO ($\beta = 0.231$, $p < 0.05$). Governance had a positive and significant effect on performance of BOMWASCO ($\beta = 0.451$, $p < 0.05$). ICT had a positive and significant effect on performance of BOMWASCO ($\beta = 0.343$, $p < 0.05$). The study concluded that resources, stakeholder engagement, governance and ICT have a positive and significant effect on performance of BOMWASCO. The study recommended that physical resources should used sufficiently and correctly to enhance equitable water supply all residents. The community should continue to be engaged in all water supply and solid waste collection practices in the County.



BOMWASCO board structure should effectively represent diverse stakeholder interests. Current software solutions should continue being used in a manner that effectively meets organizational needs and requirements. The study recommends further studies should be conducted on Water and sanitation practices and performance of other water and sanitation companies in Kenya.

Key Words: *Water and Sanitation Practices, Organization Performance, Organization Resources*

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1.0 Introduction

1.1 Background of the Study

Water and sanitation companies' performance worldwide has been rampant to many challenges that act as an impediment against good performance (Herman, 2023). Poor performance among most of the water and sanitation companies has contributed to billions of people around the world lacking proper access to safe clean drinking water (Onjole, 2021). In enhancing Water and Sanitation Companies' performance, Water and Sanitation practices should be adopted. In Pakistan, Water and Sanitation Services Company Mardan (WSSCM) is not providing 24/7 water supply to all households, water supply is done in shifts and solid waste collection is poorly done in both rural and urban areas (Khan, 2023). The company has adopted Water and Sanitation practices which include proper personal hygiene practices among others.

In Ghana, besides Ghana Water Company Limited (GWCL) being unable to supply adequate piped clean water to all homesteads it has adopted water and sanitation practices such as; stakeholder engagement, and governance practices among others (Egan, & Agyemang, 2019). At Bomet Water and Sanitation Company, Cheruiyot (2021) posit that the company is unable to supply water to all homesteads as it was anticipated, water rationing is rampant, and revenue collection is below target. This implies that Bomet Water and Sanitation Company (BOMWASCO) falls short of achievement of its core mandate. All which leads to poor performance and this is happening besides ICT adoption, stakeholder engagement and governance practices water and sanitation practices.

Water and Sanitation practices refers to the methods, techniques, and strategies employed by water and sanitation companies to provide safe sanitation and clean water services to the public (Muli, & Kiruthu, 2023). Adoption of the practices should enhance access to clean water, and good hygiene practices which keeps people healthy. Provision of sanitation and clean water services help in improving the health status of the people and it has chances of improving the economic status of the region and the entire country (Muthoni, 2021). Water and Sanitation Companies have adopted Water and Sanitation practices worldwide. In Sierra Leone, Sesay, Hakizimana, and Gebru (2022) posit that ICT adoption has improved water and sanitation standard in Sierra Leone. Since the adoption of ICT, service delivery is better but a lot has to be done to optimize water supply services. In Tanzania, Rukambile, Muscatello, and Alders (2023) posit that



all stakeholders are engaged is water and sanitation services provision by the companies, ICT has been adopted with the intention to enhance service delivery and good governance practices are fronted in all the companies. In Kenya, the companies adopt water and sanitation practices such as; proper personal hygiene practices, stakeholder involvement, ICT adoption and resource mobilization (Nderitu, Mwaura, & Gichuhi, 2019).

In Kenya, the adoption of water access and sanitation services has improved significantly in the past decade, with the government efforts in providing sanitation facilities and clean water to its citizens. However, the country still encounters hurdles in providing access to these services, particularly in rural areas. The JMP 2021 report indicates that 32% of the population does not access drinking water services, while 63% lacks basic sanitation facilities. These figures show that Kenya has made significant progress to provide access to water and sanitation services, but more needs to be done to bridge the gap. Additionally significant water sector reforms have been made through the passage of water Act 2002. The act allowed decentralization of Kenya water and sanitation services and created legal and institutional framework. The right to sanitation and safe drinking water is enshrined in the Kenyan constitution 2010. This right mandates both national and county governments to ensure that citizens are provided with sanitation services and safe drinking water. Through the passage of water ACT 2002, water regulatory service board (WASREB) was created. WASREB is mandated to set standards and enforce regulations guiding the sector to ensure protection to consumers and access sustainable, affordable and efficient services and provide for financial sustainability of water service providers (WSP).

Bomet Water and Sanitation Company Ltd (BOWASCO) is a key player in Kenya's water sector, operating in Bomet County and serving approximately 250,000 people. The company has made notable strides to enhance access to clean, safe drinking water and sanitation services in the region. However, the performance of BOWASCO and other water and sanitation companies in Kenya is largely dependent on their ability to provide efficient and sustainable services to the communities they serve. Water rationing happens at BOWASCO and solid waste collection is still poor (Cheruiyot, 2021). This informed the choice of BOWASCO as the study area as it experiences performance related challenges and therefore there is the need for a study to ascertain how water and sanitation practices affect its performance which is the focus of this study. Statement of Problem

Kenyan Water and sanitation provision practices have been a long-standing challenge, with many parts of the country facing water scarcity and poor sanitation. At BOWASCO Water and Sanitation company is not able to equally provide water and sanitation services in all areas in Bomet County (Cheruiyot, 2021). Revenue collection has been below targeted and hours of water supply are limited the last five years as water supply is in shifts which implies that not all people access clean drinking water (Cheruiyot, 2021). Measures have to be devised to improve the Water and Sanitation Company performance. One of the ways that the company can enhance their performance is through adoption of water and sanitation practices (Murungi, & Blokland, 2016). However, little is known about how adoption of water and sanitation practices affect the performance of BOWASCO and yet the company faces performance related challenges at the same time resources are not adequate, and there is poor stakeholder engagement among others. There is the need for a study to examine all these factors among others and be able to provide policy recommendations that might help to enhance the performance of BOWASCO. This is because BOMWASCO continues to struggle in its quest to offer efficient water and sanitation services to



residents as the water demand outstrip the company's supply capability, leading to the company sometimes engaging in water rationing to its customers in Bomet town and the rural areas of the county. This resulted in Bomet county residents to always complain of inconsistent, unreliable water supply (Kibe, 2017).

In Bomet, County Studies done on performance of water supply projects are few and yet a company like BOMWASCO faces performance related challenges. In Bomet County, Rono, and Yusuf (2023) researched on Water Projects team management dynamics and performance. It was revealed that Water Projects performance is enhanced by team management dynamics. The study had not provided the data collection procedure and hence a methodological gap existed which this study sought to address. Resources, ICT, governance and stakeholder engagement were not within their research scope which this research sought to add and therefore address a conceptual gap. A contextual gap exist as the study had not been done at BOMWASCO which was the focus of this study. In view of these issues, there was a need to study how water and sanitation practices affect the performance of Bomet Water & Sanitation Company Ltd.

1.3 Objectives of the Study

1.3.1 General Objective

To determine the effect of water and sanitation provision practices on performance of water and sanitation companies in county governments in Kenya, case of Bomet Water & Sanitation Company LTD.

1.3.2 Specific Objectives

- i. To establish how resources influences performance of BOMWASCO.
- ii. To find out the extent to which stakeholder engagement effects performance of BOMWASCO.
- iii. To determine the effects of governance on the performance of BOMWASCO.
- iv. To examine the influence of ICT on the performance of BOMWASCO.

2.0 Literature Review

2.1 Theoretical Framework

This encompasses several theories that provide a conceptual basis for understanding and analysing the research problem. These theories have been selected based on their relevance to the investigation and their ability to offer insights into the variables and relationships involved. The resource-based view theory explores the role of unique capabilities and resources in achieving competitive advantage. The stakeholder theory focuses on the interests and relationships of various stakeholders and their impact on organizational performance. The stewardship theory examines the role of managers as responsible stewards of the organization. The systems theory considers organizations as complex and interconnected systems influenced by their environment. Lastly, the balanced scorecard theory provides a comprehensive framework for performance measurement and management. These theories, in combination, offer a robust foundation for studying the effect of water and sanitation provision practices on the water and sanitation companies performance in county governments in Kenya, specifically with the case of Bomet Water & Sanitation Company Ltd.

2.1.1 Resource Based View Theory (RBV)

This theory is a prominent framework in strategic management focusing on the internal firm capabilities and resources as key determinants of its competitive advantage and performance. This theory argues that a firm's unique bundle of capabilities and resources, compared to external factors such as market conditions or industry structure, shape its ability in attaining sustainable competitive advantage (Barney, 1991). The RBV theory proponent is Jay B. Barney, who introduced it in his seminal work "Firm Resources and Sustained Competitive Advantage" in 1991. He put emphasis on the need of resources that are valuable, rare, inimitable, and non-substitutable (VRIN) as a competitive advantage source. Based on this RBV theory, firms that possess these VRIN resources have a higher likelihood of outperforming their competitors.

One of the key assumptions of the RBV theory is that resources are heterogeneous across firms. This means that not all firms have access to the same resources, and the resources they possess differ in terms of quality, quantity, and characteristics. These differences in resources lead to variations in firm performance (Lubis, 2022). For example, in water and sanitation companies' context in county governments in Kenya, the RBV theory would suggest that the resources and capabilities possessed by the Bomet Water & Sanitation Company Ltd may have a significant impact on its performance compared to other similar companies in the region. Another RBV theory assumption is that resources are not perfectly mobile. This means that firms cannot easily replicate or transfer resources from one firm to another. As a result, firms can build and sustain a competitive advantage by leveraging their unique resources and capabilities (Lubis, 2022). For instance, if the Bomet Water & Sanitation Company Ltd has developed specialized expertise in water treatment technologies or has established strong relationships with key stakeholders in the county, these resources and capabilities could contribute to its superior performance compared to its competitors.

Despite its strengths, the RBV theory also has limitations. One limitation is the difficulty in identifying and measuring firm resources and capabilities accurately. It is often challenging to determine the exact value, rarity, inimitability, and non-substitutability of resources. Additionally, the RBV theory does not explicitly consider the external environment and market dynamics, which can significantly influence a firm's performance (Beamish & Chakravarty, 2021). Factors such as regulatory frameworks, political stability, and customer preferences also play a task in the water and sanitation companies' performance. Relating the RBV theory to the general objective of determining how the performance of water and sanitation companies is affected by water and sanitation provision practices in county governments in Kenya, we can explore how the theory applies in this specific context (Lubis, 2022). By analyzing the resources and capabilities of the Bomet Water & Sanitation Company Ltd, we can assess their contribution to the company's performance. This analysis could include examining the company's infrastructure, technology, human capital, financial resources, and relationships with stakeholders. The RBV theory suggests that if the company possesses valuable, rare, inimitable, and non-substitutable resources in these areas, it is more likely to have a competitive advantage and achieve better performance outcomes compared to its counterparts. In conclusion, the Resource-Based View theory gives a valuable framework for comprehending the relationship between resources, capabilities, and firm performance. By examining the unique resources and capabilities of the Bomet Water & Sanitation Company Ltd within the water and sanitation provision practices context in county governments in Kenya, we can gain insights into the factors that contribute to its performance. This theory is adopted to inform the resources construct as it talks about various resources and their impact on performance.



2.1.2 Stakeholder Theory

The Theory is a conceptual framework that examines the relationships between an organization and its various stakeholders, emphasizing how understanding and managing the interests of these stakeholders is important in achieving organizational success and sustainability. This theory posits that organizations are not only accountable to their shareholders but also to a broader set of individuals and groups with an interest or stake in the company outcomes and activities and (Freeman, 1984). The proponent of Stakeholder Theory is R. Edward Freeman, who did its introduction in the book "Strategic Management: A Stakeholder Approach" in 1984. Freeman argued that in the decision-making processes, organizations should consider stakeholders' interests, including customers, suppliers, communities, employees, and the natural environment. By actively engaging with and addressing the concerns of these stakeholders, organizations can enhance their performance and create long-term value.

One of the fundamental assumptions of Stakeholder Theory is that organizations exist within a complex network of relationships with various stakeholders, and these relationships influence organizational behavior and outcomes. Stakeholders can have both direct and indirect impacts on company performance, and their interests may not always align with the interests of shareholders (Godam, Omega, & Ochonogor, 2019). For instance, in the water and sanitation companies context in county governments in Kenya, stakeholders could include local communities, government agencies, regulatory bodies, customers, employees, and environmental advocacy groups. The theory suggests that understanding and effectively managing the interests of these stakeholders can contribute to improved performance for the Bomet Water & Sanitation Company Ltd. Another assumption of Stakeholder Theory is that stakeholder interests should be considered in a balanced and ethical manner. Organizations should not prioritize the interests of one stakeholder group over others but should strive to achieve a fair and equitable distribution of benefits and minimize negative impacts on stakeholders (Barakat & Wada, 2021). This perspective recognizes that stakeholders have legitimate claims on the organization and that their support and cooperation are crucial for the organization's success.

While Stakeholder Theory provides valuable insights, it also has limitations. One limitation is the potential conflict and trade-offs between different stakeholder interests. Stakeholders often have divergent goals and priorities, and satisfying all stakeholder interests simultaneously may be challenging. Organizations need to navigate these complexities and find ways to manage stakeholder relationships effectively (Barney & Harrison, 2020). Additionally, Stakeholder Theory does not provide specific guidance on how to prioritize and balance stakeholder interests, leaving room for interpretation and subjectivity in decision-making processes. Relating Stakeholder Theory to the general objective of determining how the performance of water and sanitation companies in county governments in Kenya is affected by water and sanitation provision practices, we can explore how the theory applies in this specific context. By identifying and analyzing the various stakeholders of the Bomet Water & Sanitation Company Ltd, we can assess their interests, concerns, and influence on the company's performance (Barakat & Wada, 2021). This analysis could involve understanding the expectations of local communities regarding water and sanitation services, considering the regulatory requirements set by government agencies, addressing the needs and preferences of customers, and ensuring the well-being and engagement of employees.

By adopting a stakeholder-oriented approach, the Bomet Water & Sanitation Company Ltd can enhance its performance by actively engaging with stakeholders, understanding their interests, and



incorporating their perspectives into decision-making processes (Barney & Harrison, 2020). For example, the company could involve local communities in the water and sanitation projects planning and implementation, establish effective communication channels with customers to address their concerns, and collaborate with government agencies to comply with regulations and policies. In conclusion, Stakeholder Theory gives a valuable framework to understand the importance of managing stakeholder interests in the water and sanitation companies context. By considering the diverse needs and expectations of stakeholders, the Bomet Water & Sanitation Company Ltd can improve its performance, foster positive relationships, and contribute to the water and sanitation services' sustainable development in county governments in Kenya. This theory supports the stakeholder engagement variable. The relevance of the theory in informing this construct was on the grounds that it talks about incorporating all stakeholders in projects being implemented, and it also talks about considering stakeholder interests in a balanced and ethical manner.

2.1.3 Stewardship Theory

Stewardship Theory is a management theory focusing on how managers and shareholders relate, emphasizing the idea that managers should act as stewards of the organization and make decisions in the shareholders' best interests. This theory posits that when managers have a sense of ownership and identify with the organization, they are more likely to act responsibly, proactively, and in ways that enhance shareholder value (Davis et al., 1997). The proponent of this Theory is Hambrick, who introduced it in collaboration with Albert A. Cannella in their article "Shaping the Competitive Behavior of Top Management Teams" in 1993. Stewardship Theory challenges the traditional view that managers are self-interested and opportunistic. Instead, it suggests that managers can be motivated by intrinsic rewards, such as the sense of achievement and personal growth, which leads them to act in the shareholders' best interests.

One of the key assumptions of Stewardship Theory is that managers possess a high level of motivation and commitment to the company's success. They view themselves as stewards of the organization and strive to maximize shareholder value. This assumption implies that managers have a strong sense of responsibility, loyalty, and dedication to the firm's long-term success (Chrisman, 2019). In the context of water and sanitation companies in county governments in Kenya, Stewardship Theory suggests that the managers of the Bomet Water & Sanitation Company Ltd, as stewards, would act diligently to improve the company's performance and achieve positive outcomes for shareholders. Another assumption of Stewardship Theory is that managers are competent and possess the necessary skills and knowledge to make informed decisions. They are seen as experts in their respective domains and are trusted to act in the company's best interests. This assumption implies that managers have the ability to analyze complex situations, assess risks, and make sound judgments (Torfing & Bentzen, 2020). For example, the managers of the Bomet Water & Sanitation Company Ltd would be expected to possess the technical expertise and managerial skills required to effectively provide water and sanitation services.

While Stewardship Theory provides valuable insights, it possesses limitations. One limitation is the potential for conflicts of interest between managers and shareholders. Managers may prioritize their individual goals or their subordinates' over the interests of shareholders (Chrisman, 2019). Additionally, the theory assumes that managers have complete information and can accurately predict the consequences of their actions. However, in reality, managers may face uncertainty and limited information, which can impact their decision-making and the outcomes for shareholders.



Relating Stewardship Theory to the general objective of determining the effect of water and sanitation provision practices on the performance of water and sanitation companies in county governments in Kenya, we can explore how the theory applies in this specific context. By examining the behavior and actions of managers in the Bomet Water & Sanitation Company Ltd, we can assess the extent to which they exhibit stewardship characteristics (Subramanian, 2018). This analysis could involve evaluating the managers' commitment to the organization's goals, their level of engagement and proactivity in improving performance, and their decision-making processes that prioritize shareholder interests.

Applying Stewardship Theory suggests that if the managers of the Bomet Water & Sanitation Company Ltd act as responsible stewards, they would make decisions that enhance the company's performance. For example, they may invest in infrastructure upgrades, implement efficient water and sanitation practices, seek innovative solutions, and prioritize customer satisfaction. By aligning their actions with the interests of shareholders, managers can contribute to the overall success of the company and generate positive outcomes. In conclusion, Stewardship theory provides a valuable perspective on the role of managers as stewards of the organization and their responsibility of acting in the shareholders' best interests. By assessing the stewardship characteristics of managers in the Bomet Water & Sanitation Company Ltd, we can gain insights into their motivation, commitment, and decision-making processes. This theory supported the governance variable. This is because it talks about managers possessing high level of motivation as well as commitment to the organization's success which all are matters that revolve around governance.

2.1.4 Systems Theory

This is an interdisciplinary framework that focuses on understanding the behavior and performance of complex systems. It views organizations as dynamic systems comprised of interconnected and interdependent components, where changes in one attribute may risk the entire system. The Theory examines how various elements within a company relate and emphasizes the importance of considering the holistic nature of systems (Bertalanffy, 1968). Ludwig von Bertalanffy is the proponent of, who introduced it in his book "General System Theory: Foundations, Development, Applications" in 1968. Bertalanffy argued that traditional reductionist approaches, which break down complex systems into separate parts for analysis, fail to capture the essential properties and dynamics of the system as a whole (Smith, 2020). Systems Theory advocates for studying the relationships and interactions between the parts to gain a comprehensive comprehension of the system.

One of the key assumptions of Systems Theory is that organizations are open systems interacting with their external environment. Open systems exchange information, resources, and energy with their environment, which influences their functioning and performance (Hakonga & Juma, 2020). In the water and sanitation companies' context in county governments in Kenya, Systems Theory suggests that the Bomet Water & Sanitation Company Ltd operates within a broader system that includes stakeholders, regulatory bodies, customers, and the natural environment. Changes in any of these components can impact the company's performance and effectiveness. Another assumption of Systems Theory is that organizations are characterized by complexity and interconnectedness. Changes in a system aspect can have ripple effects throughout the organization (Knyazeva, 2020). For instance, changes in government policies or community needs can necessitate adjustments in the company's operations, technology, or service delivery strategies.



within the system Systems Theory emphasizes within the system the need to consider the interdependencies and feedback to loops to understand how changes in one area may affect other areas.

While Systems Theory provides valuable insights into organizational dynamics, it also has limitations. One limitation is the inherent complexity of systems, which can make it challenging to fully comprehend and analyze all the interconnections and interactions (Garrity, 2020). Additionally, Systems Theory may oversimplify the unique characteristics and specificities of individual organizations, as it tends to focus on common patterns and general principles that apply across different systems. Relating Systems Theory to the general objective of determining how water and sanitation provision practices affect the performance of water and sanitation companies in county governments in Kenya, we can explore how the theory applies in this specific context. By adopting a systems perspective, we can analyze how the Bomet Water & Sanitation Company Ltd interacts with its external environment and the interconnectedness of its internal components. This analysis could involve examining how changes in government regulations or community expectations influence the company's operations, how the availability of resources and infrastructure affects service delivery, and how feedback loops and information flows impact decision-making processes.

Applying Systems Theory suggests that understanding the interdependencies and dynamics of the water and sanitation system in county governments in Kenya is crucial for assessing the performance of the Bomet Water & Sanitation Company Ltd. By recognizing the company as part of a broader system, stakeholders can identify areas where improvements or interventions are needed to enhance overall performance (Hakonga & Juma, 2020). This might involve considering the company's practices' impact on the environment, promoting collaboration with stakeholders to address systemic challenges, and ensuring effective communication and coordination within the system. In conclusion, Systems Theory provides a valuable framework for comprehending the complex nature of organizations and their interactions with the external environment. By adopting a systems perspective, the Bomet Water & Sanitation Company Ltd can gain insights into the interconnectedness and dynamics of the water and sanitation system in county governments in Kenya this theory supported the ICT variable. This is because it talks about organizations being dynamic systems that comprises of interconnected and interdependent components, where changes in one component can impact the entire system. All these revolves around ICT adoption and how it can enhance effectiveness in organizational operations which in-turn influences performance.

2.1.5 Balanced Score Card Theory (BSC)

The theory is a performance measurement and management framework providing a comprehensive view of an organization's performance by considering multiple dimensions beyond financial metrics alone. Robert Kaplan and David Norton developed it in the early 1990s as a response to the limitations of traditional financial-based performance measurement systems (Kaplan & Norton, 1992). The proponents of the Balanced Scorecard theory, Kaplan and Norton, recognized that relying solely on financial indicators such as revenue and profit does not provide a complete picture of an organization's performance (Mikula, Vajdová, Koščák, & Jenčová, 2020). The BSC theory introduces a balanced set of performance measures that span four perspectives: “internal processes, financial, customer, and learning and growth,” (Alagidede, & Alagidede, 2016). By considering these perspectives, organizations can align their objectives and measures across different dimensions to achieve their strategic goals.



One of the key assumptions of the Balanced Scorecard theory is that organizational success requires a balance between short-term monetary performance and the drivers of long-term success (Muthoni, 2021). While financial measures are important, they are considered lagging indicators that reflect the results of past actions (Nisha, 2017). The BSC theory suggests that organizations should also focus on leading indicators from other perspectives, such as customer satisfaction, internal processes efficiency, and employee development, to drive future financial performance (Onjole, 2021).

Another assumption of the theory is that the different perspectives are interconnected and mutually reinforcing (Herman, 2023). For example, improvements in customer satisfaction and loyalty can lead to increased sales and revenue, while efficient internal processes can enhance customer experience and reduce costs (Abedian, Amindoust, Madahi, & Jouzdani, 2021). This interconnectedness emphasizes the need for a balanced approach to performance measurement and management, where improvements in one perspective can positively impact others. While the Balanced Scorecard theory provides a holistic approach to performance measurement, it also has limitations. One limitation is the potential challenge of identifying and selecting appropriate measures for each perspective (Khan, 2023). Organizations need to carefully define and align the measures with their strategic goals to ensure relevance and meaningfulness (Mikula et al., 2020). Additionally, the Balanced Scorecard does not provide a prescribed set of measures applicable to all organizations, and customization is necessary to fit the specific needs and characteristics of each organization.

Relating the Balanced Scorecard theory to the general objective of determining how the performance of water and sanitation companies is affected by water and sanitation provision practices in county governments in Kenya, we can explore how this theory applies in this context (Nisha, 2017). By implementing a Balanced Scorecard approach, the Bomet Water & Sanitation Company Ltd can measure and manage its performance across multiple dimensions. This could involve defining financial metrics such as revenue and cost efficiency, customer-focused measures like water quality and customer satisfaction, internal process indicators such as response time and operational efficiency, and learning and growth measures including employee training and innovation.

Applying the Balanced Scorecard theory suggests that by adopting a balanced approach to performance measurement, the Bomet Water & Sanitation Company Ltd can ensure that its strategies and actions are aligned with its overall objectives. By monitoring and managing performance across multiple perspectives, the company can identify sections for track progress, improvement, and make informed decisions to enhance overall performance. For example, if customer satisfaction scores indicate low levels of service quality, the company can allocate resources to improve service delivery processes, leading to enhanced customer experiences and potentially increased revenue. In conclusion, the Balanced Scorecard theory offers a comprehensive framework for performance measurement and management that goes beyond financial metrics alone. By considering multiple perspectives, the Bomet Water & Sanitation Company Ltd can get a more holistic understanding of its performance and make informed decisions to improve its water and sanitation provision practices. This theory supported the dependent variable - performance. This is because it provides four perspectives on how performance can be measured, that is, internal processes, customer, financial, and learning and growth.

2.2 Empirical Review

The empirical review section aims to explore existing empirical studies related to the variables of resources, stakeholder engagement, governance, and ICT in the context of water and sanitation companies in county governments in Kenya, specifically focusing on the case of Bomet Water & Sanitation Company Ltd. This section examines how these variables have been studied and their impact on company performance. By analyzing empirical research, we aim to gain insights into the specific mechanisms and factors that influence performance outcomes. The review will investigate the individual and interconnected roles of resources, stakeholder engagement, governance, and ICT in determining the performance of water and sanitation companies. This analysis will guide our understanding of the research problem, identify gaps in the existing literature, and inform our data collection and analysis strategies.

2.2.1 Resources and Organizational Performance

The availability and effective resources management play a crucial role in determining the organizations' performance in various sectors, including water sanitation practices. This section aims to discuss studies conducted at various levels, starting from a global perspective and gradually narrowing down to regional, national, and local perspectives, with a specific focus on East Africa, Kenya, and the Bomet region. The findings of these studies shed light on the connection between resources and company performance in the context of water sanitation practices. Several global studies have examined the impact of resources on water sanitation practices worldwide. One notable study conducted by Alaerts (2019) analyzed data from multiple countries and found that the availability of financial resources significantly influenced the implementation and water sanitation projects sustainability. The research highlighted the importance of securing adequate funding and investments for infrastructure development and maintenance. The study had not provided the data collection procedure and hence a methodological gap exists which this study sought to address.

In another global study by Sakawati et al. (2019), researchers explored the role of human resources in water sanitation practices. The study found that organizations with well-trained and motivated personnel were more probable of achieving higher performance levels in water sanitation. It emphasized the need for investing in human resource development, training, and retention to enhance organizational performance in this sector. The current study sought to add financial resources and therefore enhanced the existing body of knowledge on the subject matter. Turning our attention to Africa, a study by Tseole et al. (2022) explored the connection between resources and organizational performance in water sanitation practices across the continent. The findings indicated that limited financial resources and inadequate infrastructure hampered safe water and sanitation services delivery. The study emphasized the need for increased investment in the water sector to improve performance and meet the Sustainable Development Goals (SDGs). The current study sought to add human resources and therefore enhanced the existing body of knowledge.

In a regional study focusing on East Africa, Tsinda and Abbott (2017) examined how resources impact water sanitation practices in several countries, including Kenya, Uganda, and Tanzania. The research revealed that the availability of technical expertise and financial resources greatly influenced the implementation of effective water treatment and waste management systems. Moreover, the study emphasized the importance of regional collaboration and knowledge sharing to address resource gaps and improve organizational performance in water sanitation practices.

The study had not provided how validity was tested and therefore a methodological gap existed which this study sought to address.

In a similar vein, a study by Magawa (2021) investigated the influence of technology and infrastructure on water sanitation practices in East Africa. The findings highlighted the positive impact of well-designed and maintained infrastructure, such as water treatment plants and sanitation facilities, on organizational performance. The study underscored the need for continuous investment in technology and infrastructure in ensuring the provision of safe water and sanitation services. The study had not been conducted in Bomet County and therefore a contextual gap existed. Zooming in on Kenya, a study conducted by Mason, Oyaya, and Boulenouar (2020) assessed the relationship between resources and organizational performance in water sanitation practices at the national level. The research identified that inadequate funding, limited human resources, and inefficient governance structures were key challenges faced by water sanitation organizations in Kenya. The study recommended the establishment of effective financial mechanisms, capacity-building initiatives, and policy reforms to enhance performance and sustainability in the sector. Financial resources are added and therefore a conceptual gap addressed.

Furthermore, a study by Nyakwaka and Benard (2019) investigated how community engagement impact organizational performance in water sanitation practices in Kenya. The findings highlighted the positive correlation between community involvement and improved performance. The study emphasized the importance of participatory approaches, such as community-driven initiatives and awareness campaigns, to foster sustainable water sanitation practices. The use of descriptive statistics in the data analysis procedure had not been justified and therefore a methodological gap existed. Taking a closer look at the Bomet region, Sakas et al. (2022) examined how resources affect water sanitation practices in the local context. The findings reported the availability of financial resources, access to clean water sources, and community engagement were critical factors influencing organizational performance. The study emphasized the importance of community-driven initiatives, such as the establishment of water user committees and capacity-building programs, to ensure sustainable and effective water sanitation practices. Human resources were not within the study scope which this study sought to add and hence address a conceptual gap.

In a similar local study focusing on Bomet and its environs, Koskei et al. (2018) explored how water governance structures influence organizational performance in water sanitation practices. The research revealed that transparent and accountable governance mechanisms positively influenced performance outcomes. The study recommended the establishment of effective regulatory frameworks, community participation in decision-making processes, and collaboration between local authorities and water sanitation organizations to enhance performance in the region. Justification for use of primary data only was not provided and hence a methodological gap existed. In conclusion, the studies highlighted in this section provide valuable insights into how resources and organizational performance in water sanitation practices are associated. From a global perspective, the availability of financial resources and well-trained human resources emerged as significant determinants of successful implementation and sustainability of water sanitation projects. At regional, national, and local levels, various resource-related challenges, such as limited funding, inadequate infrastructure, and insufficient expertise, were identified as barriers to achieving optimal performance.



To improve water sanitation practices, it is essential to secure adequate resources, strengthen governance structures, promote regional collaboration, engage local communities actively, and invest in technology and infrastructure. These findings offer valuable guidance to organizations, and stakeholders in the water sector, enabling them to develop targeted strategies and interventions to enhance organizational performance and ensure access to safe water and sanitation services.

2.2.2 Stakeholder Engagement and Organizational Performance

Stakeholder engagement is a critical aspect of organizational performance in various sectors. This section examines studies conducted at different levels, including a global perspective, regional perspectives (Africa and East Africa), a national perspective (Kenya), and a local perspective (Bomet and its environs). The studies explore how stakeholder engagement affect organizational performance, specifically the water sanitation practices. From a global perspective, studies have emphasized the importance of stakeholder engagement in driving organizational performance in water sanitation practices. Research by Thapa, Farid, and Prevost (2021) highlighted that effective stakeholder engagement, involving communities, governments, and international organizations, plays a vital task in the successful implementation and sustainability of water sanitation projects worldwide. The study emphasized the need for collaboration, shared decision-making, and accountability to achieve improved organizational performance in global water sanitation initiatives. Regulatory authorities had not been incorporated in their study which this study sought to add and therefore address a conceptual gap.

Moving to a regional perspective, studies conducted in Africa have examined how stakeholder engagement and organizational performance in water sanitation practices are connected. Wehn et al. (2018) explored the role of stakeholder engagement in achieving sustainable water sanitation outcomes across the continent. The study emphasized the importance of engaging stakeholders, such as local communities, NGOs, and governmental agencies, in decision-making processes, capacity building, and awareness campaigns. Effective stakeholder engagement was found to enhance organizational performance by promoting community ownership, resource mobilization, and sustainable water sanitation practices. No justification for the sampling techniques adopted was provided and therefore a methodological gap existed which this study sought to address.

Zooming in on East Africa, studies have focused on how stakeholder engagement impact organizational performance in water sanitation practices. Marijani (2017) conducted research in countries like Kenya, Uganda, and Tanzania, revealing that engaging stakeholders, including communities, local authorities, and development partners, significantly influenced the successful implementation and performance of water treatment and waste management systems. The study highlighted the importance of collaborative approaches, knowledge sharing, and community participation in enhancing organizational performance in water sanitation practices in East Africa. The study had not provided where the pilot study was conducted and hence a methodological gap existed. At the national level, studies in Kenya have investigated how stakeholder engagement and organizational performance in water sanitation practices were associated. In the water sector, Nzomo (2021) explored stakeholder engagement's role in improving governance structures and decision-making processes. The research highlighted that effective engagement with stakeholders, such as water service providers, regulatory agencies, and consumers, positively influenced organizational performance by fostering transparency, accountability, and inclusivity. Stakeholder engagement was found to be essential in addressing challenges, improving service delivery, and



ensuring sustainable water sanitation practices at the national level. The study had not been conducted in Bomet County and therefore a contextual gap existed.

In the local context of Bomet and its environs, studies have examined how stakeholder engagement impact organizational performance in water sanitation practices. Koskei (2018) investigated the role of community engagement in improving water sanitation outcomes. The findings highlighted that engaging local communities, including residents, community-based organizations, and local leaders, contributed to improved organizational performance by promoting community participation, behavioural change, and ownership of water sanitation initiatives. The study emphasized the importance of involving stakeholders at the local level to achieve sustainable and effective water sanitation practices. The current study adds regulatory authorities' involvement and hence it addressed a conceptual gap.

Overall, the studies discussed in this section emphasize the significance of stakeholder engagement in driving organizational performance in water sanitation practices. Effective stakeholder engagement practices have been found to enhance collaboration, transparency, accountability, and community ownership, ultimately improving service delivery, sustainability, and performance outcomes. To achieve optimal organizational performance in water sanitation practices, it is crucial to prioritize and invest in stakeholder engagement strategies at the global, regional, national, and local levels, involving various stakeholders, and promoting participatory approaches to decision-making and implementation.

2.2.3 Governance and Organizational Performance

Governance is essential in shaping the performance of organizations in various sectors, including water sanitation practices. This section examines studies conducted at different levels, including a global perspective, regional perspectives (Africa and East Africa), a national perspective (Kenya), and a local perspective (Bomet and its environs). The studies explore governance' impact on organizational performance in the context of water sanitation practices. Starting with a global perspective, studies have highlighted the importance of governance in driving organizational performance in water sanitation practices worldwide. Research by Wuijts, Driessen, and Van-Rijswick (2018) focused on the significance of accountable and transparent governance structures at the global level for effective implementation and sustainability of water sanitation projects. It was reported that strong governance frameworks, involving international organizations, governments, and civil society, were crucial in improving performance outcomes and achieving the SDGs relating to water sanitation. The current study adds leadership practices and therefore addressed a conceptual gap.

In a similar global study, Hepworth et al. (2020) explored how governance indicators on organizational performance in water sanitation practices. The findings revealed a positive correlation between effective governance, measured through indicators such as transparency, accountability, and stakeholder engagement, and improved performance outcomes. The study emphasized the need for robust governance frameworks to ensure proper resource allocation, policy enforcement, and collaboration among stakeholders. The current study adds board structure and therefore will enhance the existing literature on governance and performance of water and sanitation companies. Moving to a regional perspective, studies conducted in Africa have studied how governance and organizational performance in water sanitation practices are associated. Gabriellsson, Huston, and Gaskin (2020) explored the role of governance in achieving sustainable water sanitation outcomes across the continent. The study emphasized the importance of good



governance practices, including effective regulatory frameworks, policy coherence, and institutional capacity building, in enhancing organizational performance. Strong governance was found to be instrumental in promoting accountability, resource mobilization, and stakeholder engagement for improved water sanitation practices. The study had not provided how reliability was tested which this study sought to provide and hence addressed a methodological gap.

In a regional study focusing on East Africa, Njiru (2017) investigated how governance impact organizational performance in water sanitation practices. The research revealed that effective governance mechanisms, such as well-defined regulatory frameworks, institutional coordination, and policy implementation, notably influenced organizational performance. The need for governance reforms was emphasized to address challenges related to funding, infrastructure development, and service delivery in the water industry. The formula on how the sample size was arrived at was not clear and therefore a methodological gap existed. Studies in Kenya have investigated how governance and organizational performance in water sanitation practices are related. Muiruri and Bett (2020) examined the role of governance structures in driving performance outcomes. The findings highlighted that accountable and participatory governance mechanisms, involving local authorities, community-based organizations, and water user committees, significantly influenced organizational performance. Effective local governance was found to promote community engagement, resource mobilization, and sustainable water sanitation practices at the grassroots level. This study adds company policies and therefore addressed a conceptual gap.

In another national study, Hakonga and Juma (2020) focused on how governance impact the Kenyan water sanitation organizations' performance. The research revealed that governance factors like clear mandates, transparency, and accountability played a crucial role in enhancing organizational performance. The study emphasized the need for strong governance frameworks, stakeholder participation, and policy enforcement to ensure sustainable water sanitation practices and improved service delivery. A contextual gap existed as the study had not been conducted in Bomet County. In the local context of Bomet and its environs, studies have examined the impact of governance on water sanitation practices' organizational performance. Mosonik (2017) investigated the role of local governance structures in driving performance outcomes. The findings highlighted that accountable and participatory governance mechanisms, involving local authorities, community-based organizations, and water user committees, significantly influenced organizational performance. Effective local governance was found to promote community engagement, resource mobilization, and sustainable water sanitation practices at the grassroots level. Leadership practices had not been examined which this study seeks to add and therefore enhance the existing body of knowledge on the subject matter.

Furthermore, a study by Hagarsu, Wanyonyi, and Kikwatha (2020) explored how governance impacts the performance of water sanitation projects in Bomet and its environs. The research revealed that strong governance, characterized by transparency, accountability, and community participation, positively influenced project outcomes. The study emphasized the need for effective governance mechanisms to ensure proper resource allocation, stakeholder coordination, and community involvement in decision-making processes. The study used multiple linear regression but failed to provide diagnostic tests and hence a methodological gap existed.

Overall, the studies discussed in this section underscore the importance of governance in shaping organizational performance in water sanitation practices. Effective governance practices, at the

global, regional, national, and local levels, are critical in addressing challenges, promoting accountability, and ensuring sustainable water sanitation outcomes. To achieve optimal organizational performance, it is essential to prioritize governance reforms, strengthen regulatory frameworks, foster stakeholder engagement, and enhance policy implementation. By promoting transparent and accountable governance structures, organizations can drive improvements in service delivery, resource management, and overall performance in water sanitation practices.

2.2.4 ICT and Organizational Performance

ICT has become increasingly influential in shaping organizational performance across various sectors, including water sanitation practices. This section examines studies conducted at different levels, including a global perspective, regional perspectives (Africa and East Africa), a national perspective (Kenya), and a local perspective (Bomet and its environs). The studies explore how ICT impacts organizational performance in the context of water sanitation practices.

Starting with a global perspective, studies have highlighted the importance of ICT in driving organizational performance in water sanitation practices worldwide. Research by Cavazza, Galioto, Raggi, and Viaggi (2018) emphasized the significance of ICT adoption for improved data collection, monitoring, and analysis in the water sector. The study revealed that ICT tools and platforms usage enabled more efficient resource allocation, enhanced decision-making processes, and improved performance outcomes. It emphasized the need for investment in ICT infrastructure and capacity-building initiatives to leverage the potential of technology for water sanitation practices globally. The study had not provided the rationale for adoption of cross-sectional research design and hence a methodological gap existed which this study sought to address.

In a regional perspective, studies conducted in Africa have examined how ICT and organizational performance in water sanitation practices were connected. Magawa (2023) explored the role of ICT in achieving sustainable water sanitation outcomes across the continent. The study highlighted the potential of ICT, including mobile technology and remote sensing, in data collection, communication, and knowledge sharing. It emphasized that ICT adoption could improve organizational performance by enhancing efficiency, promoting innovation, and enabling real-time monitoring and evaluation in water sanitation practices. The study had not provided the data collection procedure which this study sought to provide.

In a regional study focusing on East Africa, Prescott, Dobbie, and Ramirez-Lovering (2021) investigated how ICT impacts organizational performance in water sanitation practices. The research revealed that the use of ICT tools, such as Geographic Information Systems (GIS), mobile applications, and data analytics, facilitated better resource management, increased operational efficiency, and improved decision-making processes. The study emphasized the need for capacity building and investment in ICT infrastructure to unlock the full potential of technology in enhancing organizational performance in water sanitation practices in East Africa. This study adds training and therefore addressed a conceptual gap.

At the national level, studies in Kenya have investigated the relationship between ICT and organizational performance in water sanitation practices. Bii and Namsonge (2021) examined the role of ICT adoption in improving service delivery and operational efficiency in the water sector. The research revealed that ICT tools usage, lie customer relationship management systems and automated data collection platforms, streamlined processes, reduced response times, and enhanced organizational performance. The study emphasized the importance of integrating ICT solutions



into water sanitation practices to improve performance outcomes at the national level. The current study adds software and therefore addressed a conceptual gap.

In the local context of Bomet and its environs, studies have examined ICT impacts on organizational performance in water sanitation practices. Yang-Fu and Wenyan-Wu, (2018) investigated the role of ICT adoption in enhancing data management and communication processes. The findings highlighted that the use of ICT tools, such as cloud-based platforms for data storage and mobile applications for field data collection, improved efficiency, accuracy, and accessibility of information. The study emphasized the need for training and infrastructure development to facilitate the adoption of ICT in water sanitation practices at the local level. Sampling techniques adopted were not adopted and hence a methodological gap existed.

Furthermore, a study by Ighalo, Adeniyi, and Marques (2020) examined how ICT impacts the performance of water sanitation projects in Bomet and its environs. The research revealed that ICT tools usage, like remote monitoring systems and sensor technology, enabled real-time data collection and analysis, leading to improved operational efficiency and performance outcomes. The study emphasized the need for investment in ICT infrastructure, capacity building, and knowledge sharing to leverage the potential of technology in enhancing organizational performance in water sanitation practices. The study had not provided justification for the use of questionnaire and therefore a methodological gap existed.

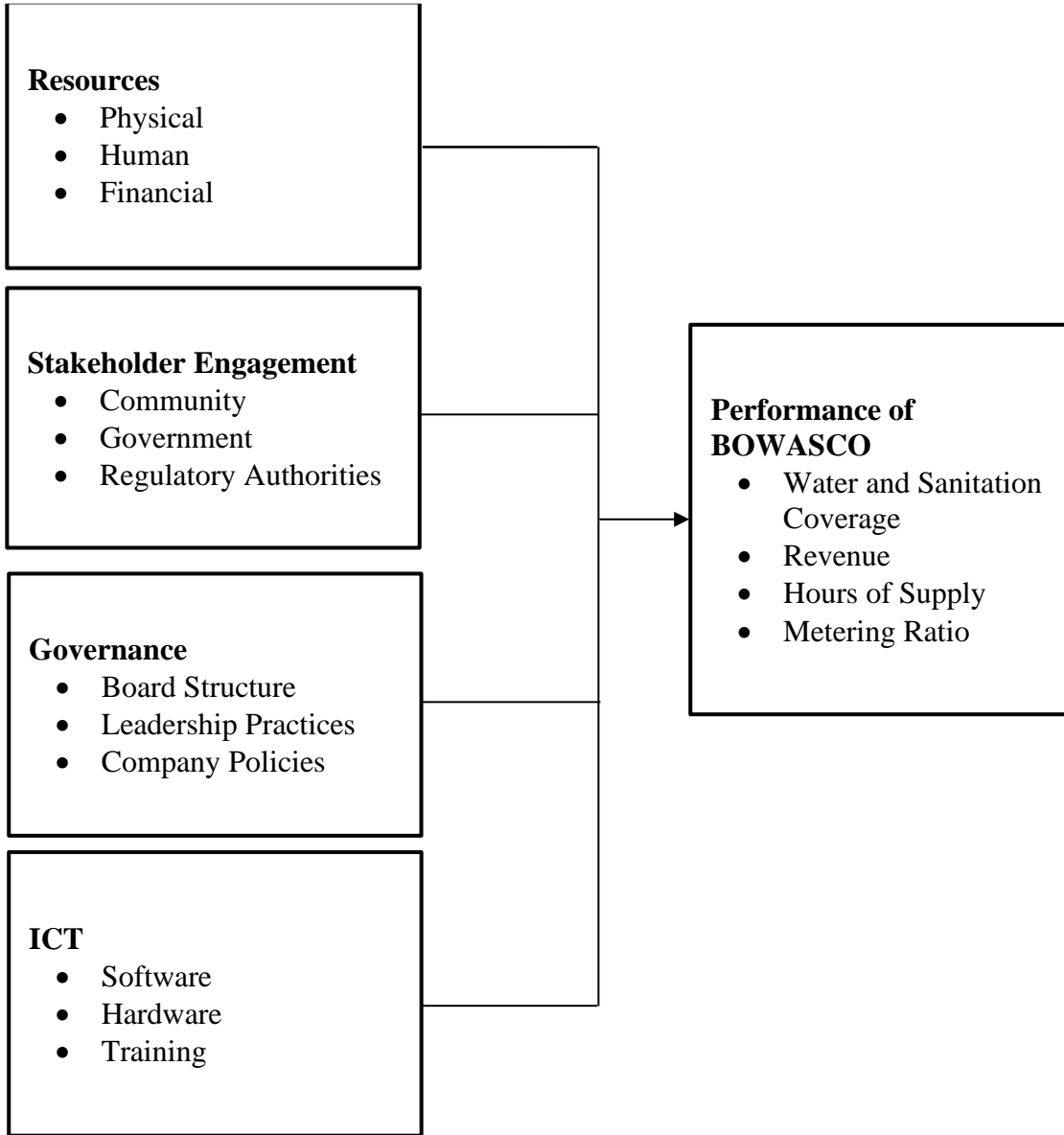
Overall, the studies discussed in this section underscore the importance of ICT in shaping organizational performance in water sanitation practices. Effective adoption of ICT tools and platforms, at the global, regional, national, and local levels, can enhance resource management, decision-making processes, and operational efficiency in the water sector. To achieve optimal organizational performance, it is essential to prioritize investment in ICT infrastructure, capacity building, and knowledge sharing. By harnessing the potential of ICT, organizations can improve performance outcomes, facilitate data-driven decision-making, and enhance water sanitation practices in a more efficient and sustainable manner.

2.3 Conceptual Framework



INDEPENDENT VARIABLES

DEPENDENT VARIABLE



3.0 Research Methods

In this study, a descriptive cross-sectional research design was adopted. The research design was adopted because it helps the researcher in gathering data from diverse individuals at a specific point (Nayak, & Singh, 2021). It also helped the researcher be able to describe the status of water and sanitation practices and performance of Bomet Water & Sanitation Company. It was appropriate for the study as it helped researchers describe the relationships among the study variables at a fixed point in time (Patel, & Patel, 2019). In this study it facilitated collection of data on the effect of water and sanitation practices on performance of Bomet Water & Sanitation Company LTD (BOMWASCO).

In this study, the target population was the staff selected from various departments across the 9 water supply schemes under BOMWASCO. There are three department's i.e. commercial, technical and administration. The nine schemes include; Olbutyo Bomet, Longisa, Sigor, Kamureito, Yaganek, and Ndanai. The admin department is housed at headquarters while the other departments are found in each water supply schemes. Proportionate stratified random sampling technique was adopted. This is a sampling technique that involves the sub-division of the population into subgroups that are small and they are usually known as strata. The strata's adopted in this study include staff from the commercial, technical and administration departments. The study adopted proportionate stratified random sampling because it allows random samples to be selected from stratified groups which are proportionate to target population adopted in the study. The sample size was 34 respondents arrived at by applying 20% on the target population as opined by Kombo and Tromp (2009) who stated that for target population less than 3000, a sample size of 10% or 20% should be used. In this study, 20% was adopted.

The data collection tool adopted in this study is questionnaire. A questionnaire is a research instrument that contains a set of questions whose aim is to collect data from respondents (Mahuika, & Mahuika, 2020). In this study, structured questionnaires were adopted where the set of questions or prompts adopted were rated on a 5-point Likert scale of the form, "strongly agree to strongly disagree. Questionnaires were adopted because they facilitate collection of large data within the shortest time possible. After all the data needed for the study is collected in the study, the data collected was analyzed using both descriptive statistics and inferential statistics. The descriptive statistics adopted in this study include; mean, standard deviation, percentages and frequencies. Inferential statistic adopted include multiple regression analysis which was used to test hypotheses. The hypotheses were tested at 5% level of significance and if the p-value is greater than 0.05 the null hypothesis was accepted while if the p-value was less than 0.05, the null hypothesis was rejected. Statistical package for social science (SPSS version 25) aided in data analysis. Data was presented using frequency tables. The multiple regression model was as follows;

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where:

Y = Performance

α = regression constant

$\beta_1, \beta_2, \beta_3, \& \beta_4$ are co-efficients of determination

X_1 = Resources

X_2 = Stakeholder engagement

X_3 = ICT

X_4 = Governance



ϵ is the error term

4.0 Research Findings

Multiple regression analysis was adopted to predict performance of BOMWASCO from resources, stakeholder engagement, governance and ICT. Model summary results were presented in Table 1.

Table 1: Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.869 ^a	.745	.651		1.40442

a. Predictors: (Constant), Resources, stakeholder engagement, Governance, ICT

The value of R was 0.869, which is closer to 1 and therefore it implies that the independent and dependent variable have a significant relationship. R square was 0.745 and therefore it was closer to 1. The model therefore was in a position to explain more variability. Adjusted R square value was 0.651 which implies that 65.1% variation in performance was attributed to changes in resources, stakeholder engagement, governance and ICT. This also shows a gap of 34.9% exists implies that other factors exist that affect performance of BOMWASCO which were not within the scope of this study. Analysis of variance (ANOVA) was used to conduct goodness of fit test of the regression model. The results are presented in Table 2;

Table 2: ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	78.255	4	19.564	2.895	.000 ^b
	Residual	175.680	26	6.757		
	Total	253.935	30			

a. Dependent Variable: Performance

b. Predictors: (Constant), Resources, Stakeholder Engagement, Governance, ICT

The F-ratio was 2.895 at 4 degree of freedom which is the variable factor and it represented the effect size of the regression model. The model was significant at 95% confidence level ($p=0.000$) which implies that performance of BOMWASCO can be predicted from resources, stakeholder engagement, governance and ICT. Regression co-efficients were determined to explain the extent to which each variable affect the dependent variable. The beta values are the ones that were used to determine the extent to which resources, stakeholder engagement, governance and ICT affect performance of BOMWASCO. Findings were presented in Table 3.

Table 3: Regression Co-efficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	9.542	5.079		1.879	.787
	Resources	.229	.153	.284	1.492	.000
	Stakeholder Engagement	.231	.117	.372	1.984	.010



Governance	.451	.194	.050	.265	.003
ICT	.343	.100	.265	1.426	.041

Table 4.12 shows the regression coefficients results whereby resources had a positive and significant effect on performance of BOMWASCO of ($\beta=-0.229$, $p < 0.05$). This implies that an increase in resources by one unit increases performance by 0.229 units. Findings resemble that of Tsinda and Abbott (2017) that resources enhance organizational performance. Stakeholder engagement had a positive and significant effect on performance of BOMWASCO ($\beta=0.231$, $p < 0.05$). This implies that an increase in stakeholder engagement by one unit increases performance of BOMWASCO by 0.231 units. Findings resemble that of Wehn et al. (2018) that stakeholder engagement enhances organizational performance.

Governance had a positive and significant effect on performance of BOMWASCO ($\beta=0.451$, $p < 0.05$). This implies that an increase in governance by one unit increases performance of BOMWASCO by 0.451 units. The study is in agreement with that of Hepworth et al. (2020) that governance enhances organizational performance. ICT had a positive and significant effect on performance of BOMWASCO ($\beta=0.343$, $p < 0.05$). This implies that an increase in ICT by one unit increases performance of BOMWASCO by 0.343 units. The study is in agreement with that of Magawa (2023) that ICT improves organizational performance. Regression equation for the study was as follows;

$$\text{Performance} = 9.542 + 0.229 (\text{Resources}) + 0.231 (\text{Stakeholder engagement}) + 0.451 (\text{Governance}) + 0.343 (\text{ICT})$$

5.0 Conclusions and Recommendations

5.1 Conclusion

The study concluded that resources have a positive and significant effect on performance of BOMWASCO. This is attributed to sufficiency of physical resources and the correct use of physical resources to enhance equitable water supply to all residents. A company that has enough manpower needed for effective execution of their core mandate affects performance. The company having competent employees that can handle well water supply and solid waste collection affects its performance. The company having enough funds to meet all expenses required to effectively supply water and collect all solid wastes in the county affects its performance. The performance of BOMWASCO is affected when the company uses all funds allocated each financial year to better water supply and solid waste collection affects its performance.

Stakeholder engagement enhances performance of BOMWASCO. The study further concludes that community engagement in all water supply and solid waste collection practices in the County affects performance. Community engagement in water and sanitation practices enhance better service delivery which affects performance of BOMWASCO. The performance of BOMWASCO is affected when all government agencies participates in the affairs of BOMWASCO. Performance of BOMWASCO is affected when government agencies participation in the affairs of BOMWASCO keeps on improving. Performance of BOMWASCO is enhanced when regulatory authorities' participates in the decision-making process at BOMWASCO. Participation of regulatory authorities in the affairs of BOMWASCO enhances provision of good quality water & sanitation services that affects its performance.



Governance enhances performance of BOMWASCO. A current board structure that effectively represents diverse stakeholder interests affect performance of BOMWASCO. Board structure composition affects how services are offered by the company. The company that adopts good leadership practices helps to offer good quality water and sanitation services. Adoption of leadership practices that keeps on being changed helps to improve service delivery. Having policies that promote a culture of transparency, accountability, and ethical behavior affects performance of BOMWASCO. Using company policies as a strategy to enhance performance helps to improve performance of BOMWASCO.

ICT helps to enhance performance of BOMWASCO. Current software solutions that effectively meets organizational needs and requirement affects performance of BOMWASCO. The use of software that enhances productivity and efficiency within the organization affects performance. The use of software to enhance productivity and efficiency within an organization affects performance of BOMWASCO. Organization's hardware infrastructure that meets the demands of the tasks and processes efficiently affects performance. The use of hardware by a company that influences the quality of water and sanitation services provided affects performance. Training programs provided for ICT usage that are relevant and beneficial to employees affects performance. Encouraging and support of continuous training and upskilling in ICT for employees affects performance of BOMWASCO.

5.2 Recommendations

On resources, the study recommends that physical resources should be used sufficiently and correctly to enhance equitable water supply all residents. BOMWASCO should have enough manpower for effective execution of their core mandate. BOMWASCO should have competent employees that can handle well water supply and solid waste collection. BOMWASCO should have enough funds to meet all expenses required to effectively supply water and collect all solid wastes in the county. BOMWASCO should use all funds allocated each financial year to better water supply and solid waste collection. On stakeholder engagement, the study recommends that the community should continue to be engaged in all water supply and solid waste collection practices in the County. All government agencies should continue to participate in the affairs of BOMWASCO. Government agencies participation in the affairs of BOMWASCO should keep on being improved. Regulatory authorities' should continue to participate in the decision-making process at BOMWASCO. Regulatory authorities should continue to participate in the affairs of BOMWASCO to enhance provision of good quality water & sanitation services.

On governance, the study concludes that BOMWASCO board structure should effectively represent diverse stakeholder interests. Good leadership practices that helps to offer good quality water and sanitation services should continue being adopted at BOMWASCO. Leadership practices should keep on being changed to improve service delivery at BOMWASCO. At BOMWASCO, policies that promote a culture of transparency, accountability, and ethical behavior should continue being developed to enhance performance. The company policies should continue being used as a strategy to enhance performance of BOMWASCO. On ICT, the study recommends that at BOMWASCO, current software solutions should continue being used in a manner that effectively meets organizational needs and requirements. At BOMWASCO, software should continue being used to enhance productivity and efficiency within the organization. Software should continue being used to enhance productivity and efficiency within the organization. At BOMWASCO, hardware infrastructure that meets the demands of the tasks and



processes efficiently should continue being used. The company should continue to use hardware that influences the quality of water and sanitation services provided. The company should continue to use training programs for ICT usage that are relevant and beneficial to employees.

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