

**AN ANALYSIS OF THE EFFECT OF SUPPLIER RELATIONSHIP MANAGEMENT
PRACTICES ON PROCUREMENT PERFORMANCE AMONG COUNTIES IN KENYA.**

A CASE OF KAKAMEGA COUNTY GOVERNMENT

BY

ANNE SAISI

**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF
REQUIREMENTS FOR THE DEGREE OF MASTER OF SCIENCE
IN SUPPLY CHAIN MANAGEMENT**

SCHOOL OF BUSINESS AND ECONOMICS

MASENO UNIVERSITY

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DECLARATION

Student's Declaration

This research study is my original work and has never been presented to any institute of learning or examination body.

Signature.....Date.....

ANNE SAISI

MSC/BE/00093/19

Supervisor's Declaration

This proposal has been submitted for examination with my approval as the university supervisor

Signature.....Date.....

DR. MOSES OGINDA

DEPARTMENT OF MANAGEMENT SCIENCE

SCHOOL OF BUSINESS AND ECONOMICS

MASENO UNIVERSITY

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DEDICATION

I dedicate this project to my family for continuous encouragement in the course of my studies and completion of this research project.

ABSTRACT

Signs of poorly managed supplier relationships include late delivery, subpar goods, duplicated raw materials, and repeated legal threats from suppliers owing to unpaid invoices. The firm risks losing both its most valuable suppliers and its most dedicated consumers if the aforementioned supply chain issues are not resolved. Therefore, the Kakamega county administration has taken some heat for the way it has handled ties with its suppliers. The high cost of goods and services provided, poor workmanships in various projects, and the stalling or incompleteness of other projects are just some of the issues highlighted in the audit report on the performance of the county government of Kakamega for the financial years 2016/17, 2017/18, 2018/19, and 2019/20. Despite these challenges, there has not been research on the same. Therefore the general objective of this study was to establish the effect of supplier relationship management on procurement performance in Kakamega County Government. Specific objectives of the study were: To determine the effect of supplier collaboration on procurement performance; to examine the effect of supplier commitment on procurement performance, and to determine the effect of supplier communication on procurement performance in Kakamega County Government. This study was also guided by the following hypotheses: H01: Supplier collaboration has no significant effect on procurement performance in Kakamega County Government; H02: Supplier commitment has no significant effect on procurement performance in Kakamega County Government; and H03: Supplier communication has no significant effect on procurement performance in Kakamega County Government. This study was therefore mainly guided by the transaction cost theory and also supported by theory of constraints, and social exchange theory.. The research design for this study was descriptive. The study population consisted of a Chief Officers, procurement officers and suppliers who were 80 in total. A census survey was therefore used on this total population. Primary data was collected via the use of questionnaires. The county government of Vihiga provided eight volunteers for the trial run. The supervisor and subject matter experts were contacted to establish the reliability of the data collection tool, yielding a rating of 0.89. The reliability of the instrument was calculated using the Cronbach alpha coefficient, and a result greater than 0.7 was obtained, indicating its dependability. Multiple regression analysis was used to examine the performance of Kakamega County Government's supplier relationship management and procurement, while means and standard deviations were used to characterize the organization's progress toward its objectives. Using multiple regression analysis, the study discovered no statistically significant connection between supplier collaboration and procurement performance. Supplier dedication strongly influences procurement performance, according to research conducted in Kakamega County, Kenya. A statistically significant correlation was also established between supplier communication and procurement success. Supplier commitment and supplier communication, but not supplier collaboration, were shown to affect procurement success in the Kakamega county administration. The research shows that a stronger focus on supplier commitment and supplier communication will help the county government of Kakamega improve its procurement performance. To reap the benefits of supplier relationship management, the county administration of Kakamega should be pushed to adopt the practice. The study was conducted with the expectation that researchers, policymakers, and practitioners would gain some insight from it.

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ABBREVIATIONS AND ACRONYMS

SRM	SUPPLIER RELATIONSHIP MANAGEMENT
PF	PROCUREMENTPERFOMANCE
OBB	ORGANIZATIONALBUYING BEHAVIOUR
SCM	SUPPLY CHAIN MANAGEMENT
SC	SUPPLY CHAIN
PS	PROCUREMENT CYCLE
NDR	NEW PRODUCT DEVELOPMENT
SDP	SUPPLIER DEVELOPMENT PROGRAMME

OPERATIONAL DEFINATION OF TERMS

Supplier relationship management-Supplier relationship management is the systematic, business assessment of supplier's strengths and capabilities with respect to overall business strategy

Supplier Commitment: This refers to a commitment between business partners when contracting and during contract management period.

Supplier communication- This is the process of information sharing and increased access to value chain data between business partners which enables them to monitor the supply chain in real-time

Procurement performance- This is a measure of identifying the extent to which the procurement function is able to reach the set goals and at the minimum cost.

Supplier collaboration- Refers to members in a supply chain dependence on mutual trust, timely sharing, accurate information which is required for a responsive supply chain.

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Few things are more crucial than the relationships between suppliers and customers for a company's competitiveness, performance, and long-term success (Nagurney, 2010; Veludo et al., 2006). According to Gadde and Hakansson (2001), an organization's competitiveness and capacity to generate profits depend on how well it manages its supply chain. The management of the connection between a company and its suppliers and its buyers is cited by Griffith and Myers (2005) as a critical aspect in the creation of value for both consumers and investors. Businesses now need to employ globalization and outsourcing strategies (Tang & Musa, 2011) to hone in on their strengths in order to thrive (Blome & Schoenherr, 2011).

How effectively a corporation handles its connections with its suppliers determines how smoothly its supply chain operates. Understanding the strategic relationships with key suppliers is crucial for maximizing value generation in the supply chain. Research shows that effective relationship management may improve business outcomes (Tan, 2000). Trust and dedication play crucial roles in high-value strategic partnerships when specific investments are large, proving that contractual governance alone is insufficient. According to Narayandas and Rangan (2004), the key to the success of such collaborations is for both participants to feel that they are gaining something from the relationship.

SRM is a way of interacting with suppliers and other third parties (Calvinato, 2012). Supply chain experts saw supplier relationship management as a systematic approach to needs specification and the coordination of contacts with suppliers. SRM facilitates communication

between the company and the client. Supply chain issues are causing a fall in revenue for many companies. These businesses should consider how implementing Supplier relationship management strategies might boost the efficiency of their supply chains. Hughes (2010) argues that ineffective and unproductive supply chain procedures are a major contributor to companies' inability to achieve their goals. He continues by saying that his organization is certain that a well-integrated and lucrative supply chain is crucial to the success of the business. Al-Abdallah and Aynman (2014) looked at how SRM affected the competitive performance of manufacturing businesses in Japan, Korea, the USA, and Italy. It was shown that performance increases were possible when buying organizations properly managed their connections with their suppliers. The study found that firms can't depend on only their own internal system to improve productivity.

Kepher and Ismael (2015) investigated the effect of supplier management on the effectiveness of Kenya's industrial sector's procurement processes. They advised EAB to review its buyer supplier integration to improve procurement outcomes. They also suggested that EAB improve its Supplier Training to better facilitate communication and support ERP software implementation. If at all possible, EABL should increase Supplier collaboration in planning for the future, responding to change, and handling emergencies. The study also recommends that EABL use certain procurement practices in order to better manage the quality of its products.

Nyamasege and Biraori looked at the impact of SRM on the effectiveness of SCM in the public sector in 2015. They found that centralized commodity use was necessary for the ministry to properly manage supplier relationships. In addition, PEs need to set up systems for overseeing their suppliers in areas including meeting delivery deadlines, handling customer complaints, and maintaining quality control. Recommendations on how information and flows should be

provided to suppliers were also proposed to be included in the engagement.

Tangus (2015) looked at how SRM affected the success of factories in Kisumu County, Kenya. In order to spark the interest of companies in efforts that increase supplier productivity and, in turn, increase the success of the organization, it is recommended that the organization adopt supplier development programs. Initiatives to include suppliers in the company's growth may improve productivity. Concomitantly, he thought that companies have to strategically manage their supplier bases according to the monetary value of the items and services they were purchasing. By assigning a relative importance score to each supplier, firms may better manage their supply chains. He recommended that companies improve productivity by exchanging information. This highlights the significance of open lines of communication between industrial companies.

Kitheka and Mulwa (2013) argued several things based on their study of SQM's effects on companies in Kakamega County. In order to speed up the discovery of defects and lessen customer discontent, it was suggested that quality inspections be performed prior to shipping. Executives from both the supermarket and the supplier firm should be involved in the quality control process for suppliers in order to decrease consumer complaints. Wachira (2013) found that effective procurement relied heavily on supplier confidence, open lines of communication, and strategic relationships. According to Kamau (2013), a healthy love relationship requires all parties involved to put in their best efforts.

Consumers, according to Castelli and Brun (2010), put a premium on the ways in which a company may stay in touch with them. Value is increased via SRM because the appropriate

product is made available to customers at the right time and the right price is paid for it. Free and open exchange of data between a company and its suppliers and customers is possible when those parties have a positive working relationship (Sundram et al., 2011).

Divesh and Zillur (2016) looked at the connection between strong connections between buyers and suppliers and the durability of the supply chain. This study set out to understand the factors preventing the Indian auto industry's supply chain from adopting more sustainable practices. According to the findings, a company's "triple bottom line" (economic, environmental, and social) performance improves when it has good ties with its suppliers. The supplier relationship may be evaluated more thoroughly if its three components—selection, development, and performance review—were treated independently (Divesh & Zillar, 2016). Inadequate supplier relationship management (SRM) leaves many companies open to supply chain vulnerabilities (Akintoye et al., 2013). Shu Mei- Tseng (2014) set out to investigate this question so as to better understand how organizations may establish and maintain fruitful partnerships with their suppliers. They discovered that companies with strong ties to their suppliers tend to have higher profits. Businesses need to enhance their knowledge management to recruit and retain quality suppliers (Shu MeiTseng, 2014).

Companies with integrated supply chains had more financial success than those that paid less attention to supply chains, as stated by Hughes (2010), who also claims that inefficient supply networks are the major cause of poor organizational performance. For Supplier Relationship Management to be successful, there must be consistency in approach and a defined set of behaviors that build trust over time. Flynn (2010). The first step in successful Supplier Relationship Management is to institutionalize new ways of interacting with large suppliers. The second step is to actively dismantle existing norms and practices that may stand in the way

of collaboration. Trust between buyers and sellers is essential for efficient supply chain management, says Beach (2012). Building confidence with a supplier is essential for any good business partnership. Despite using different business practices and lingo in the past, firms and their suppliers may find success in working together via SRM (McLachlin & Larson, 2011). Segmenting suppliers, SRM governance, supplier performance management, and supplier development are all examples of approaches utilized in SRM (Zimmermann, Rajal, Buchholz, Plinval, & Geissmann, 2015). Classifying suppliers according to a specified set of criteria allows for the identification of the most crucial suppliers to participate in SRM with (Chopra & Meindl, 2013).

According to Goko's (2012) analysis, effective supplier quality management necessitates the following: thorough record-keeping; early identification of errors; decentralization of management structures at supermarkets; adherence to two specifications; and, most importantly, full buy-in from senior management. According to research from Ratemo (2011), suppliers' poor record keeping is a major cause of both time and money wasted throughout the procurement process. The company's supply chain was weakened because it paid little attention to the requirements of its vendors. Poor supplier record keeping, longer processing times, and higher total pricing all led to the same result, according to study by Ratemo (2011). The company's inability to maintain positive relationships with its suppliers negatively impacted its procurement results. Trust, communication, risk assessment and management, and strategic supplier collaboration are essential features of productive supplier relationships, as noted by Wachira (2013).

Kamau (2013) looked at the most common types of supplier relationships and found that effective partnerships need trust, communication, commitment, teamwork, and shared goals.

Choosing a supplier now takes into account not just commodity pricing but also "the cost of time" to satisfy client needs (Mohanty & Gahan, 2015). Therefore, the buyer must now think about both the efficiency of the sourcing procedure and the adaptability of the delivered goods. It has been suggested that supply chain mapping and bottleneck management might significantly cut down on or perhaps get rid of this delay (Law, Verville, & Taskin, 2011). A reduction in the time it takes for customers to make orders might result from a rise in demand awareness throughout the supply chain. Inventory management is being used by companies all around the globe to cut down on lead times. Forecasts help businesses be ready for future demand (Gachago, 2013). However, it is impossible to make 100% accurate forecasts with any kind of forecasting method. Due to the nature of the technology and the inherent error in predicting, there will always be either too much or too little inventory on hand, reducing the effectiveness of the supply chain. A new form of government for Kenya was established with the passage and promulgation of the Government of Kenya Act of 2010. We have switched from a centralized to a decentralized form of government. Kenya's decentralized system consists of the national government and 47 separate county governments. The objective was to streamline the process of obtaining and managing services and money. The PPD Act (2005) is one example of a piece of law that spells out the duties of each participant.

Looking at the previous studies efforts to unravel the effect of supplier relationship management practices on procurement performance, there are open gaps both conceptual and contextual. This is evidenced by previous studies such as Heide and John (2009), and Krause (2006), Spekman (2008) and Spekman and Caraway (2006) and others who failed to offer adequate quantitative or qualitative evidence about the impact of supplier partnership characteristics on the procurement performance. These studies were conducted mostly by private enterprises and other public bodies, rather than by county governments. Because these

studies used a purely descriptive, qualitative approach, they were unable to prove a causal relationship between supplier collaboration and the factors used to evaluate procurement success. Given the above, this study's objective is to examine how supplier collaboration affects procurement efficiency within Kenya's Kakamega County Government.

A few studies (Türker and Altuntaş, 2014), Glock and Ries (2013), Li and Wan (2016), Ward, Shook, and Sobek (2017) among others, reveals a link between supplier commitment and procurement efficiency. However, there is no sufficient evidence connecting supplier commitment to enhanced procurement performance on the part of county governments. Moreover, most of these studies were conducted mostly on private enterprises and other public bodies, rather than on county governments. Moreover, some of these studies shows conflicting results on whether or not supplier commitment affects procurement performance in Kakamega County Government. Therefore, the purpose of this study was to fill these gaps by analyzing the connection between supplier dedication and county government procurement success in Kakamega, Kenya.

The literature evaluation by different authors such as Randy and Mukeri (2015), (Chen, 2015), (Coyle et al., 2016), Hiroki, Garnevska, and McLaren (2016) suggests that there is a correlation between accessible suppliers and positive buying outcomes. However, these studies were conducted mostly by private enterprises and other public bodies, rather than by county governments. Different studies have contradictory findings on the effect of supplier communication on the performance of Kakamega county government procurement efforts. Due to the descriptive, qualitative nature of these studies, they were unable to prove a causal relationship between supplier communication and other success indicators in procurement. In light of the above, this study seeks to examine how county government in Kakamega, Kenya,

might improve its procurement performance via better communication with its suppliers.

Chapter 11 of Kenya's constitution from 2010 codified the country's decentralized structure of government. Therefore, the 47 counties are established under the constitution, and their respective levels of autonomy with respect to the central government are spelled out. Several organizations exist solely to aid county governments. Assembly, County Executive Committee, County Assembly, County Assembly Women's Representation, County Public Service Board, and the Governor's Office. The County Assembly is responsible for approving and monitoring the implementation of county budgets. Citizens, civil society, religious organizations, labor unions, social and commercial organizations, and other groups tasked with providing oversight should be aware of the functions of each institution they are responsible for monitoring.

Kenya's Chapter 12 of the constitution details the necessary steps for the proper administration of public finances. It also explains the rules and procedures for government contracts in Kenya. Ideally, public expenditure would be guided by the values of accountability, openness, and citizen input into procurement choices. More decentralization within counties is called for and processes are provided under both the County Government Act of 2012 and the Cities and Urban Areas Act of 2012. Officers at these institutions will be chosen by public service boards at the state and county levels. They also need to be given the resources they need to succeed in their roles.

All purchases made by Kenya's government must comply with the Public Procurement and Assets Disposal Act (PP and ADA), which came into effect in 2015. The Act's principal purpose is to provide procedures for the purchase and disposal of inoperable, obsolete, or superfluous equipment by public institutions in order to maximize economy and efficiency.

Government agencies in Kenya are required by law to distribute funds for procurement of products and services in a transparent, responsible, and cost-effective manner (Republic of Kenya, 2015). As of 2015, the Public Procurement and Accountability Act (PP and ADA, 2015) replaced the Public Procurement and Disposals Act (PPDA, 2005). This latter change was formalized on December 18, 2015, and it took effect on January 7, 2016. The Public Procurement and Disposal Act (PPDA) (Republic of Kenya, 2015) governs all aspects of government procurement, procurement procedures, inventory and asset management, disposal of assets, and contract administration.

Every public entity's accounting officers shall, as part of the yearly budget preparation process, create an annual procurement strategy that is feasible within the permitted budget well in advance of the start of each fiscal year (PP and ADA 2015 Cap53, 1-11). Even more so in the public sector, procurement faces a number of challenges. Citation: Schiavo-Campus & Sundaram, 2000 Procurement management is now recognized as an integral aspect of every successful business, despite its slow rise to prominence in the past. Some estimates place public expenditure in high-income countries at as much as 45 percent of GDP. He further claimed that evaluations of performance take into account both the strategic and operational dimensions of procurement.

The effectiveness and efficiency of a firm's acquisitions, as interpreted by Van Weele (2006), are factors in the success of the company as a whole. According to his findings, inefficient resource use, a lack of accountability, and bloated government bureaucracy are all possible outcomes of poorly planned and performed decentralized systems.

According to Weele (2010), an organization's success is measured by how well its long-term objectives are accomplished. In his studies, Nyeko (2004) defined "efficient procurement" as "the process by which organizations meet their needs for goods, services, works, and utilities in a way that achieves value for money over the entire life cycle." When the procurement function is not in place, he argues, any public procurement agency would incur losses as a result of biased and arbitrary decisions.

The many aspects of purchasing that called for special skills were categorized according to their relative importance and usefulness. According to CIPS Australia's (2005) definition, efficiency and effectiveness are distinct concepts. It has been said that efficiency is "Doing things right," whereas effectiveness is "Doing the right things." Since a business may be financially successful while being inefficient, it is crucial for the government to strike the right balance between the two. Specifically, planning is "the deliberate social or organizational activity of developing an optimal strategy of future action to achieve a desired set of goals, for solving novel problems in complex contexts, and attended by the power and intention to commit resources and to act as necessary to implement the chosen strategy" (Alexander, 2009, emphasis added).

Nyeko (2004) Whether a candidate is elected or appointed, serving the needs of locals is the job of those in the service industry. The method of acquisition has an immediate impact on the level of service provided. Procurement of goods, services, and works has received surprisingly little scholarly attention, despite its importance to every facet of service delivery in local government.

According to data from the 2008 National Service Delivery Survey, the State Corporation has been working hard to fulfill her mission of improving people's quality of life in the state. There has been considerable investment in areas like as infrastructure creation and maintenance, rural development, human advancement, and effective administration. Resources such as educational institutions, medical facilities, water purification facilities, public transportation networks, energy generation facilities, and law enforcement agencies are crucial for households. According to Ndegwa (2002), decentralization has been discussed in several African countries ever since independence. The word "decentralization" is used to describe the process of delegating authority and resources from the federal to the state and local levels. Local decentralization is relevant in this context because of the promise of locally elected leaders and locally supplied services. The processes of decentralization at the regional, state, or provincial levels, which are frequently inextricably linked to the shape of the state and an explicit balance of political powers, are beyond the subject of this article. Deconcentration only reorganizes the locations of the agencies responsible for carrying them out while preserving central control, while decentralization refers to the transfer of political, administrative, and budgetary duties to lower levels.

Most developed countries' public procurement processes are modeled after the ones outlined in the World Trade Organization's Procurement Agreement. Public contracts in developing countries are not governed by international norms. There may be less of a need for progress in nations when living conditions are worse. Donors have had a hard time spreading their initiatives throughout Africa due to the complexities of the continent's procurement structure. The World Bank and other donor institutions will need to adjust their practices if they wish to see their contributions really used to stimulate development in the economy (Abeillé, 2003). Public sector organizations may find it challenging to meet their own procurement

requirements without violating international and regional treaties due to the proliferation of regional trade blocs among various nations. Another challenge is the disparity in management and policy expectations between industrialized and poor countries.

The local market in emerging nations is very dependent on imports. Most of these nations' economies are especially vulnerable to inefficient procurement procedures. Most government organizations utilize procurement channels to help local economies, promote equality among regions, and further social justice (Kihara, 2009). Despite procurement's significance, it has frequently been exploited to enrich a select few, most notably government cartels (Mokaya, 2013), highlighting the necessity for ethical procurement techniques. According to Arrowsmith (2003), strategic procurement planning is not only an administrative task but rather an essential aspect of the procurement process. This evaluation will focus on how well things are doing in terms of efficiency, effectiveness, service delivery, transparency, and accountability.

1.2 Statement of the Problem

The management of the connection between a company and its suppliers and its buyers is a critical aspect in the creation of value for both consumers and investors. Businesses now need to employ globalization and outsourcing strategies. In today's cutthroat business environment, the importance of a company's connections with its suppliers cannot be emphasized. Improperly managed supplier relationships may lead to late deliveries, subpar goods owing to inaccurate specifications, wasted raw resources, and repeated legal threats from suppliers over unpaid invoices. The company's strategic position is at risk if these supply chain issues aren't resolved, since loyal clients will likely continue to go elsewhere.

Some of the studies that have been conducted before in this area are as follows: Carlyne's (2015) research on the effects of SRM on the productivity of manufacturing businesses in

Kenya's Kisumu County found that implementing more thorough supplier relationship management practices was associated with better results. According to study conducted by Kasisi (2015), who studied the effect of supplier relationship management on the output of a selection of sugar firms in Western Kenya, supplier collaboration is a key factor in company success. The effects of SRM on procurement performance have received less attention than its effects on organizational success.

The inconsistencies in the supplier relationship management and procurement performance have affected the Kakamega County government, as shown by the audit report on the county government of Kakamega's performance for the financial years 2016/17, 2017/18, 2018/19, and 2019/20, which details a number of problems the government has been having that could be fixed with better supplier relationship management. Therefore, value for money, a cornerstone of effective procurement, is difficult to achieve. This setting, together with the size of the procurement budget, offers compelling evidence for investigating the effect of supplier relationship management on the efficiency of Kakamega County Government's purchasing processes.

1.3 Study Objectives

1.3.1 General objective

The general objective of this study was to establish the effect of supplier relationship management practices on procurement performance in Kakamega County Government.

1.3.2 Specific objectives

- i. To determine the effect of supplier collaboration on procurement performance in Kakamega County Government.
- ii. To examine the effect of supplier commitment on procurement performance in Kakamega County Government.

- iii. To determine the effect of supplier communication on procurement performance in Kakamega County Government.

1.4 Research Hypotheses

This study was guided by the following hypotheses:

H01: Supplier collaboration has no significant effect on procurement performance in Kakamega County Government.

H02: Supplier commitment has no significant effect on procurement performance in Kakamega County Government.

H03: Supplier communication has no significant effect on procurement performance in Kakamega County Government.

1.5 Significance of the study

It goes to reason that if foreign development organizations could freely and openly share information with their suppliers, customers, and other stakeholders, everyone involved might save time and money while providing better care to those in need. The supply chain, the unique challenges faced by suppliers, and the ways in which supply chain management can adopt improved methods of delivering products and services would all be better understood if development agencies' procurement systems were integrated with those of their suppliers and, by extension, their beneficiaries. The study will also provide light on the challenges faced by international development organizations when collaborating with vendors.

The results of this study will be used by the government of Kenya to better guide humanitarian groups from other countries. This will establish ties between buyers and suppliers, which will increase the efficiency of government supply chains on a national and county level. The importance of this work lies in the fact that it will provide future researchers with a useful

resource for investigating the dynamics between buyers and sellers. Readers will benefit from the authors' expanded view of research avenues connected to the supply chain and their increased understanding of buyer-supplier relations.

The findings of this research will also aid corporate executives in serving their customers better by assisting them in making more educated managerial decisions. If managers read this, they could learn something about how to boost productivity and profits, ultimately benefiting shareholders. The local economy might benefit from the increased production that results from connecting buyers and suppliers. This could encourage new investors to enter the region's industrial sector. When the government has solid buyer-supplier partnerships in place, public-good initiatives have a better chance of getting off the ground and staying on track, and integrated interactive platforms may be created.

1.6 Scope of the Study

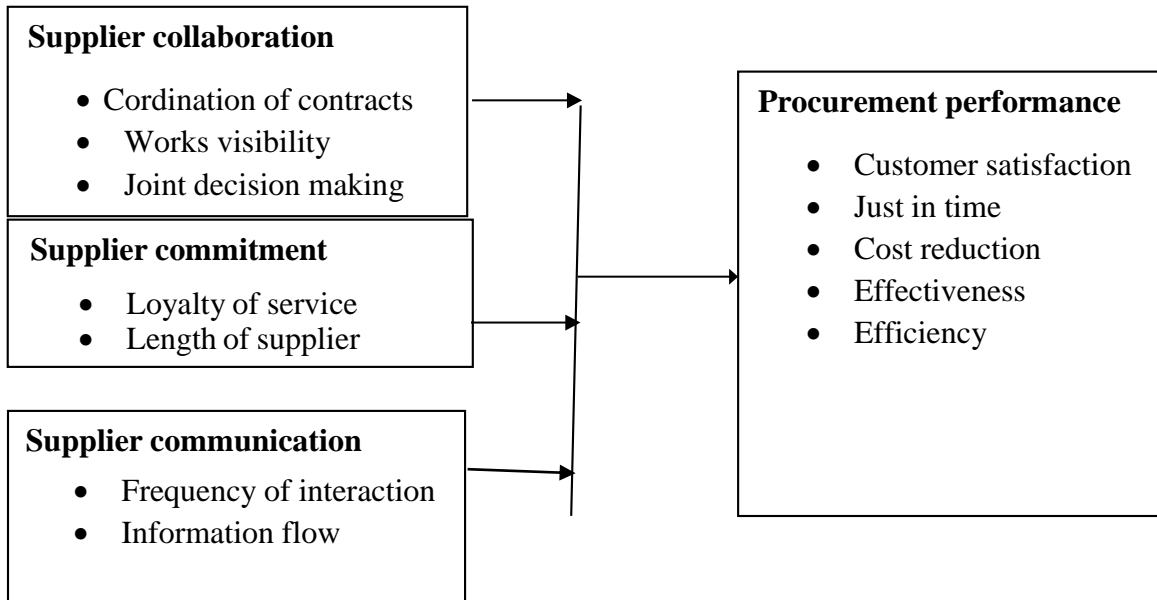
Supplier relationship management's effect on Kakamega County Government's procurement results was studied. This study examined the effects of three objectives of order processing management on the procurement performance of the county government of Kakamega: (1) supplier cooperation; (2) supplier commitment; and (3) supplier communication. Eighty CEOs, buyers, and vendors participated in the study because of their direct involvement in procurement processes. From September 2022 through December 2022, researchers gathered data. Therefore the study was carried out in a scope of 2 years.

1.7 Conceptual Framework

In this exploration, the calculated structure is the brief portrayal of the wonder under examination joined by a visual delineation of the factors under investigation (Mugenda & Mugenda, 2011). The conceptual framework hypothesizes the interaction between various components of supplier relationship management and procurement performance.

Independent variable
Supplier Relationship Management Practices

Dependent variable
Procurement Performance



Source: Self conceptualization (2022)

Figure 1.1: Conceptual Framework on the relationship between supplier relationship management and procurement performance.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Literature review provides the background of the information taken in the area of study. It also helps in getting details of finding out the cause. Literature review is therefore a systematic process of identification, location and analysis of documents containing information related to the proposed research problem being investigated.

2.2 Theoretical Literature

According to Defee et al., (2010) a good study should theoretically be grounded. Theories are analytical tools for understanding, explaining, and making predictions about a given subject matter (Zima, 2007). This study was therefore mainly guided by the transaction cost theory and also supported by theory of constraints, and social exchange theory.

2.2.1 Transaction cost theory

The purpose of TCE is to provide rationale for the existence of businesses. Coase's (1937) work provides the economic foundation for the thesis by arguing that organizations are superfluous since contracting is free if transaction costs are low or nonexistent. As a result, transaction costs will always exist in the commercial world. According to (Williamson, 1979, 1986), "transaction costs are costs that arise from contracting, including costs associated with negotiating and writing the contract and ex post costs associated with executing the contract and settling disputes." Organizations may save money by coordinating their divisions' efforts thanks to transaction cost economics. According to TCE, system utilization has the potential to lower "transaction costs," such as "monitoring costs by specific asset investments," which in turn reduces "opportunistic behaviors." (Son, 2005).

"When deciding between vertical integration (hierarchy) and market exchange, transaction

costs play a role. In addition to the market and hierarchical systems, there is also the system of cooperation. According to the research of Blomqvist et al. (2002), "Cooperation is a resourceful solution if it creates additional value compared to the market and hierarchy options." Mutual dependency, frequent transactions, the potential of risk sharing, and the exchange of knowledge are all dynamics that encourage collaboration, as the author explains. Transaction cost economics (TCE) is "appropriate when reviewing relationships" (Heide& John, 1990) because it elucidates the factors that support the establishment of a stronger connection between buyers and sellers. The "transaction costs are optimized if the relationship management is optimized according to the relationship type" (Krapfel et al., 1991). The theory of constrained equilibrium (TCE) provides the variables that create the business's internal and external boundaries, which is why Cox (1996) "argues that all arguments on the relationship form between the firm and its external environment must include the theory of TCE."

Narasimhan (2005), an advocate of TCE, said that "in today's integrated supply chains which require collaboration at many levels and from various functions, executives are increasingly looking for advanced ways to influence existing and new supplier relationships for their expansionary pursuit." The effects on SRM (supply relationship management) systems are obvious. supplier chain management (SRM) is a method of connecting a company's internal stakeholders with its extensive supplier chain. Strategic relationship management (SRM) is the process of identifying and interacting with key stakeholders to foster buy-in for a partnership, facilitate fruitful communication, and synchronize efforts. Because of this, cost savings, lower risk, and quicker time to market may be achieved via disruptive innovation and other types of continuous efficiency improvement.

2.2.2 Theory of constraints

The theory of constraints (TOC) was first introduced by Eliyahu Goldratt in his 1984 book *Goal*. It is an overarching management concept meant to aid firms in their pursuit of long-term goals. Goldratt introduced the concept to project management with the release of *Critical Chain* in 1997. The theory of constraints (TOC) is a management paradigm that postulates that each controlled system has a limited set of constraints that prohibit it from achieving all of its goals. TOC uses a focusing strategy to identify the source of the problem and then restructure the company's operations to avoid it. In line with well-known proverbs, TOC refers to the idea that "a chain is no stronger than its weakest link." As a result, it's possible that the weakest link in the chain might compromise the whole system or have a detrimental effect on the outcome (Athanasopoulou, 2009). Throughput, operational expense, and inventory are the primary criteria by which enterprises may be assessed and controlled, according to the theory of constraints. Inventory refers to the entire amount spent by the system on items with the intention of selling them. Every dollar spent by the system in turning input into output is a cost. Throughput is the rate at which a system generates income from sales. Certain conditions must be met before the ultimate goal may be attained. Common examples include worries about security, quality, and legal compliance (Buffington et al., 2007).

Establishing a flow of commodities is the solution for supply chains to ensure more availability and eliminate wastes like surpluses that have a negative impact on company operations. Applying the TOC distribution solution throughout the whole supply chain improves upon its already impressive performance when applied to a single organization. A supply chain is only

as strong as its weakest link, thus TOC may help pinpoint these weak spots so they can be addressed. Relationship management, particularly between retailers and their suppliers, is crucial to a well functioning supply chain. That's why it's so important to keep the lines of communication open with everyone in the supply chain (Chang, Chiang, & Pai, 2012).

According to Asseman et al. (2014), the pace at which an objective-arranged framework accomplishes its aims is always limited by one or more constraints. The probability of the system's success in its intended task decreases with each additional constraining element (Mathu, 2014). The theory of constraints (TOC) is a management strategy for removing roadblocks to a company's progress toward maximizing of profits and effective use of resources, as described by Levalle & Nof (2015). Asseman et al. (2014) argue that businesses may be more successful in realizing their vision and goals if they use constraint-based risk management.

Logistics, operations, and warehousing are only few of the areas where a holistic strategy is needed to successfully integrate TOC and theory-based management (Mathu, 2014). When dealing with issues like value chain collaboration and links, supply relationship management employs the Theory of Constraints. According to Rahman (2002), there are several benefits to using a TOC in the product development process, including cost savings, improved designs, higher profitability, and streamlined management. The idea was helpful in evaluating the efficacy of commercial state firms by studying how various styles of management approach SRM.

2.3 Empirical review

Under this literature review, the researcher presents subsection of the published working the area of research interest as per the objective of the study.

2.3.1 Social Interaction Theory 2.1.3

The study was mainly anchored on the Social Interaction theory. Nodes and lines are used to graphically describe the relationships between entities in a social network (Chabowski et al., 2011). Social interaction theory relies heavily on two characteristics: centrality, which refers to a company's position in a network and its ability to govern information flow, and density, which refers to the fullness of the linkages between the actors in a network. Therefore, it is important for a firm to include stakeholders from all departments when making choices about its supply chain. It has been suggested that social network theory may be used to examine the interdependencies present in decentralized systems (Butts, 2007).

Supply chain analysis and investigation are possible under Kenya's decentralized government system by using social network theory (Sarkis et al., 2009). Some of the precautions that counties should take when making purchases may be explained by social network theory, which also lends credence to the significance of supplier relationship practices in supply chains (Lee, 2005; Sarkis et al., 2009). Adopting social networks will facilitate the efficient implementation of strategic procurement practices, where decentralized systems of government can reap the benefits of its central position to champion and monitor proactive initiatives (Vurro et al., 2009). Devolved Kenyan authorities would do well to place a premium on supply chain configuration design (Neville & Menguc, 2006; Vurro et al., 2009) in order to increase supply chain density and the country's ability to collaborate with its suppliers.

According to the social exchange theory (Blakenburg & Johanson, 1992; Prenkert & Hallen, 2006), a business network may be seen as an exchange network. Supply network ties are directly affected by this, highlighting the importance of the supply network inside the larger company network. By building on Bagozzi's (1974) description of organized behavioral systems, market exchange theory (Easton & Araujo, 1994) provides an alternative perspective to social exchange theory. The network-as-business-systems approach, highlighted by

Alajoutsijarvi and Tikkanen (2001), views the business network as a behaviorally-structured interactional system. According to Eriksson (2001), in such a system, resource transformation and commerce take precedence over social engagement. Supply networks, also known as buyer-supplier networks, are often analyzed using this framework. Equal weight should be given to both the social exchange perspectives of trust, collaboration, etc., and the market exchange perspectives of converting and trading resources. Despite this, there is still an imbalance between these two perspectives in the existing literature on the study of buyer-supplier interactions. While the marketing literature has mostly focused on the impact of trust and commitment on customer satisfaction and loyalty, supply chain management has largely ignored the soft drivers of flexibility.

A continuum exists between the web of linkages that makes up business networks and the dyadic interaction that defines buyer-supplier interactions, as stated by Claro (2004).

2.3.2 Effect of supplier collaboration on procurement performance

Togar (2002) explains that collaboration occurs when "two or more chain members work together to create a competitive advantage by sharing information, making joint decisions, and sharing benefits that result in greater profitability of satisfying customer needs than acting alone." Buyer-supplier collaboration is a departure from the discreteness that supports economic transactions and into a relational exchange (Mac Neil, 2004). This is because the roles of supplier and buyer are no longer rigorously defined in terms of the simple transfer of ownership of objects. Buyer-supplier commitment is defined differently by different authors: Moorman, Zaltman, and Deshpande (2002) see it as a continual want to sustain a valued connection, whereas Dion et al. (2004) see it as the belief that trade partners are willing to devote efforts to maintaining the relationship. Partners put forth effort via commitment to strengthen and grow the partnership.

Heide and John (2009), and Krause (2006) found that the hope of a future link was a major motivator for business partnerships. Buyers and sellers may work together more efficiently when sharing data if they exhibit cooperative decision making and incentive alignment, as suggested by Simatupang and Sridharan (2005). Collaboration is something that all employees of the organization should be behind. A buyer requires authority to bargain with a vendor and strike a mutually beneficial agreement. If management is just interested in saving money, or if workers are reluctant to give over power to the vendor, this will never happen. In addition to superior technology and innovation, quicker time to market, lower costs, and higher product quality, working together has the additional benefit of facilitating more open communication between all parties involved. Supply disruptions are less likely to occur when both parties are on good terms with one another and look out for each other's best interests. One negative aspect is the time and effort that must be invested. It is crucial that buyers prioritize relationship development above other value-added activities. Establishing trust with a new provider is a process that requires time and energy. There are also greater switching costs in the event of supplier problems. Most businesses are reluctant to share sensitive information, strategy, planning, or goals out of fear of losing control (Benton et al., 2005).

A cooperative agreement may not be sought when a company has significant negotiating power over its suppliers. Buyers may be cautious to form an alliance with suppliers who have all the cards if they, too, are in a position of powerlessness. Beyond the possibilities of technology alone, "collaboration" between organizations is sometimes emphasized as a need for customer-responsive supply chain management. Over the last decade or so, there has reportedly been a shift toward building close, mutually beneficial relationships with just a few of trusted vendors. According to Kalwani and Narayandas (2005), "growing evidence that to be competitive firms are moving away from the traditional approach of adversarial relationships with a multitude of suppliers" implies that companies are shifting their attention to establishing long-term

partnerships with a select few suppliers. It should be noted that similar arguments are presented by Spekman (2008) and Spekman & Caraway (2006). Additionally, it has been said that "many of the world's most successful corporations, the very things that made them great, were neither developed nor owned in-house." These achievements are the result of teamwork" (Cardell, 2002). According to research conducted by Myhr and Spekman (2005), companies with highly collaborative supply networks were more likely to maintain long-term partnerships than those with less collaborative supply chains. According to many studies (Biong & Selnes, 2005; Crosby, 2000; Hennig-Thurau, 2002), the success of a business depends on its ability to maintain positive relationships with both its suppliers and its consumers. Buyer-supplier collaboration may be defined as "two or more chain members working together to create a competitive advantage" (Togar, 2002). Relational exchanges need knowledge sharing, incentive alignment, and shared decision making (Corsten & Sridharan, 2005). Ultimately, the duration of the collaboration is ensured by increased trust, devotion, and flexibility on the side of both organizations and their suppliers (John, 2002).

Chin, Tat, and Sulaiman (2015) looked at the connections between environmental cooperation, sustainability performance, and green supply chain management. The literature on the topic of Malaysian manufacturing enterprises was analyzed for this research. The findings indicate a positive relationship between green supply chain management practices and business performance. According to the findings, environmental collaboration improved sustainability outcomes as well. Botes, Niemann, and Kotzé (2017) conducted research on buyer-supplier collaboration and supply chain resilience in South Africa's petrochemical industry. The study used a case study research technique, and data were acquired via semi-structured interviews. The study found no evidence that collaboration within the supply chain improved resilience. The study's findings suggest that boosting supply chain agility, velocity, and transparency

might strengthen its resilience.

Abate (2018) investigated the effects of supply chain integration on operational efficiency in Ethiopia. Internal ($r=.593$), customer ($r=.773$), and supplier ($r=.719$) integration were all shown to have a favorable effect on operational performance. Results from the study also suggest that operational performance may be enhanced by adopting more adaptable production techniques, providing appropriate training in the new process, and establishing a regular communication channel. The study did not, however, focus just on the government-owned corporations of Kenya.

Research done by Gudda and Bwisa (2013) within the Kenyan SME sector discovered a link between clustering and collaboration on product creation. The study also discovered that, within the wider innovation policy goals, efforts can be taken to build distinctive supporting measures for different cluster manufacturing SMEs depending on their product knowledge gaps. The study did not include state-owned firms or include the company's overall performance. Nyamasege and Biraori (2015) also looked at what factors affect supply chain management effectiveness at the Kenyan government's central bank. Sixty managers in the ministry were polled using a descriptive case study method. Lack of supplier relationship management approaches was shown to be a major bottleneck in supply chain management activities. According to the findings, the Ministry of Supply should organize programs to promote collaboration amongst suppliers. Future research will examine SRM across all state commercial entities, although this examination only covered one ministry. The greatest strategy for beverage firms to enhance their performance, according to Gichuru, Iravo, and Arani (2015), is to share both knowledge and resources. The study found that collaboration from suppliers was critical to the company's success. However, the study overlooks important facets of SRM such as communication with suppliers and categorizing them.

Improved procurement outcomes have been linked in many studies to increased supplier collaboration. However, these studies failed to offer any quantitative or qualitative evidence about the impact of supplier partnership characteristics on the procurement performance of county governments. These studies were conducted mostly by private enterprises and other public bodies, rather than by county governments. Similarly, the Kakamega county administration cannot agree on whether or not supplier collaboration improves procurement performance. Because these studies used a purely descriptive, qualitative approach, they were unable to prove a causal relationship between supplier collaboration and the factors used to evaluate procurement success. Given the above, this study's objective is to examine how supplier collaboration affects procurement efficiency within Kenya's Kakamega County Government.

2.3.3 Effect of supplier commitment on procurement performance

Procurement efficiency is improved when both the buyer and the seller are fully invested in the relationship between them. This is because there is less chance that either side would turn elsewhere to satisfy their requirements. The level of commitment between a company and its suppliers increases when the company is certain that the supplier will make every effort to keep the supply chain running smoothly over the long term (Stanko et al., 2007). A strong commitment exists when both people are willing to invest their time, effort, and resources into the relationship. Kwon (2005) found that when a firm builds connections with its suppliers, the company's procurement performance improves because the company's workers identify with and embrace the values of those suppliers. Establishing and maintaining long-term partnerships, which increase procurement performance and create a sustainable competitive advantage, requires a high degree of commitment from both buyers and suppliers (Gefen, 2000).

According to Stanley's (2004) study, supply chain commitment is of paramount importance because all parties involved need access to all relevant information in order to make informed decisions about how to integrate the various parts of the supply chain and achieve optimal procurement results. Procurement performance relies heavily on the confidence and devotion of all parties involved in the supply chain. Open communication and trust between all partners in the supply chain are foundational to effective supply chain management. Research shows that one-third of all strategic collaborations end in failure due to a lack of commitment on both sides (Ford, 2001).

Strategic inventory placement and the precise positioning of diverse commodities in product line, plant, regional, and field warehouses is emphasized by Glock and Ries (2013). Knowing how to manage inventory position and deployment is just as important as determining how much inventory to maintain and where to put it. When a company makes adjustments to its production or distribution strategy in an effort to enhance supply chain management, the inventory placement and deployment plan should be readjusted (Türker & Altuntaş, 2014). Different types of businesses and products will have different requirements for supply chain and inventory management services. The purpose of an inventory position and deployment plan, as stated by Wachuma and Shalle (2016), is to optimize inventory management in service of customer delivery and supply chain operations. When deciding where to build the warehouse, the logistics strategy must take stockpile configuration into consideration.

Wachuma and Shalle, in their 2016 essay "Global Perspectives on Supply Chain Collaboration," looked at a number of factors that are critical and widely acknowledged as being important in the creation, management, and maintenance of a cooperative arrangement among supply chain players. According to their findings, loyalty, competency, and the length

of time working together are the three most important factors in establishing confidence among supply chain partners. Separating supply and demand integration was a primary focus for Glock and Ries (2013). Just-in-time delivery (frequent, small lots with reduced buffer inventories), supplier consolidation, supplier evaluation based on quality and delivery performance history, contracting with suppliers for the short and long term, and so on all contribute to a more paperless supply chain.

Li and Wan (2016) employed a transaction cost economics technique to examine electronic information flows in supply chains. According to their findings, the risk of opportunism in supply chain interactions increased as the amount and complexity of shared data increased. Ward, Shook, and Sobek (2017) state that as a result of rising pressure to lower costs and raise service levels, businesses are reevaluating the optimal distribution of stock throughout their supply chains. In the past, push models were utilized in supply chains, where inventory was stored close to the final customer. Several companies have abandoned the system, which relies on forecasts for the foreseeable future, in favor of a pull system in which they have no inventory on hand (Glock & Ries, 2013). The push-pull supply chain paradigm is a hybrid technique that was developed to address the inefficiencies of the traditional approach.

Prajogo, Oke, and Olhager (2016) state that, to stay ahead of the competition, organizations must invest in finding new ways to handle pressing issues in Supply Chain Management. The package industry is being profoundly affected by these innovations and the corresponding software. Businesses may boost output by fixing Supply Chain Management problems such globalization, outsourcing, and the need to reengineer manufacturing systems (Pham, 2014). This shows how crucial it is for companies to have fast shipping times for their products. A speedier turnaround time for items might potentially increase sales and customer loyalty. If you

can outlast your competitor in the market, you'll have a greater chance of making a profit. The difference between closing a sale and seeing it fall through might be as simple as shipment delays.

Li and Wan (2016) suggest that Supply Chain Management should take on additional responsibility in light of the idea that the order fulfillment process is a single, integrated system. Companies that may embrace the SCM concept are distinguished by their openness to change and innovation in how they produce and deliver goods and services to customers. Obviously, there must be stockpiling from the manufacturer to the consumer. Companies without appropriate management and organizational depth will not be able to fully enjoy the benefits of Supply Chain Management at every stage of the process, from procuring raw materials to serving the demands of the end consumer. According to Ward, Shook, and Sobek (2017), service providers should have deep knowledge of supply chain organization and experience in implementing organizational transformation. It is recommended that service providers include the needs of Supply Chain Management software systems into their solutions to aid firms in their implementation (Mohebbi & Shafaei, 2012).

Bajgoric (2014) claims that finding the right mix of carriers is the key to a satisfying customer experience. The cost-benefit analysis must take into account the cost premium associated with expedited shipping times. According to Mohebbi and Shafaei (2012), while choosing a faster fulfillment option, retailers should consider the additional costs associated with carriers, replenishing inventory, storage, labor, and distribution. According to Amimo (2014), considering the delivery location is essential since the needs of the carriers vary substantially depending on the location of the customers. Transport inside a state and between states, as well as international shipping and domestic shipping, have distinct requirements. The elements that

determine the actual delivery rates are varied (Bajgoric, 2014). Knowledge of carrier rate cards and surcharges, as well as details like warranty or insurance costs for couriers, is essential for successful pricing negotiation. The need of ensuring that all carriers engaged have the same definition of what constitutes an acceptable level of service is emphasized by Bode and Wagner (2012). Carrier agreements should include the expected daily volume of shipments, as well as the frequency and kind of reporting. Carrier connections are dependent on visibility, which is why it is so important (Bajgoric, 2014). That includes the retailer's awareness of inventory, tracking, fulfillment costs, and returns, as well as the customer's awareness of these factors. When a package is already in route, it might be held up for any number of reasons. How carriers respond to these changes will affect how satisfied their customers are. If you have a service outage, you must be prepared to stay alert, make adjustments, and transfer providers as needed (Bajgoric, 2014). How well a company's carrier is integrated with its commerce platform determines how well it will do in the future and how well it will serve its customers. The most effective shipping technology will provide efficient contact with other departments and smooth coordination with delivery partners.

Supply Chain Management is essential, and successful companies know this. According to Divanbeigi and Ramalho (2015), supply chain management may be used in a wide variety of social settings, including medical missions, disaster relief operations, emergency circumstances, cultural evolution, and quality of life improvement. Due to its importance in today's industries, Supply Chain Management expertise is highly sought for by employers (Bajgoric, 2014). There is a worldwide supply network in which all of us take part. Every one of the basic issues that supply chain management addresses—from the proliferation of multinational corporations and strategic alliances to the internationalization of commerce and sourcing to the unpredictability of energy prices and environmental concerns—has a major

effect on the success or failure of a company. Thanks to these changes, supply chain management is now widely recognized as a vital area of study for aspiring entrepreneurs (Amimo, 2014). This is due to the fact that consignment businesses in the area may help dampen the market's sensitivity to news and prevent a "bullwhip" impact.

Managing the processes of purchasing from and issuing orders to manufacturers is crucial to the success of any business (Christopher, 2014). In a supply chain, each customer and vendor is represented by a node. Product development, production planning, order fulfillment, logistics, marketing, sales, demand forecasting, and customer service are all examples of typical supply chain operations cited by Sahay (2013). Procurement, inventory management, transportation/distribution, and sales are some more procedures.

A survey of the relevant literature reveals a link between supplier commitment and procurement efficiency. However, these studies could not find any evidence connecting supplier commitment to enhanced procurement performance on the part of county governments. These studies were conducted mostly by private enterprises and other public bodies, rather than by county governments. Research has produced conflicting results on whether or not supplier commitment affects procurement performance in Kakamega County Government. Since these studies used a qualitative approach and depended on descriptive approaches, they failed to establish any causal-effect correlations between supplier commitment and procurement performance metrics. Therefore, the purpose of this study is to fill these gaps by analyzing the connection between supplier dedication and county government procurement success in Kakamega, Kenya.

2.3.4 Effect of supplier communication on procurement performance

From the perspectives of both buyers and sellers, the study of relationships is now a well-developed school of thought in the literature, as shown by the work of Okello and Were (2014). Performance is believed to improve with closer connections, although little is known about the basis of this effect. According to Romano and Formentini (2012), all buyer-supplier interactions may be seen as a component of a bigger relationship. Both buyers and sellers see one another's communications as mutually beneficial. This study sheds light on potential performance areas that we believe have been neglected in prior research, such as the frequency of communication and the flow of information through dependable channels (Claub, 2012), even though it is understood that most purchasing and supply relationships will fall short of this ideal or it may not be applicable to their needs. Supplier or buyer success is typically conceptualized only in terms of cost savings to one side. By including each partner's perspective via transparent dialogue and evaluating the efficacy of distribution channels and other related activities, the performance of the relationship gains context.

Makena (2014) argues that in order to compete in today's global market, organizations need implement supply chain best practices at an organizational level. For example, staff training should be a high priority, but this cannot be done if communication channels are clogged. According to the research (Coyle et al., 2016), managers in the Kenyan industrial sector would do well to pay attention to the connection between supply chain management strategies and improved performance. Organizational performance is best improved by adopting a number of different strategies rather than relying on just one.

Randy and Mukeri (2015) looked at how employees' education, experience, and competence in the workplace influenced their productivity. Companies that significantly outperformed their

industry competitors tended to use more modern ways of working, such as frequent internal information exchange and strong communication among firm partners in a supply chain. They have adapted collaborative, connected, and dynamic ways of working in order to thrive in this environment. Investing in things like frequent training and information sharing platforms may help a company's bottom line (Chen, 2015). When employees struggle to grasp their responsibilities, the steps they should take to complete tasks, or the reasoning behind a requirement, output drops. Training, by making the purpose of the task more clear, may help with these productivity concerns. Also, reducing the need for employees to figure out solutions to issues and correct mistakes on their own may save a lot of time and effort in the workplace (Coyle et al., 2016). Better work performance might be the result of training, which would cut down on turnover, maintenance costs, and customer complaints. If employees complete their jobs more efficiently, managers will have more time to focus on strategic initiatives.

Hiroki, Garnevaska, and McLaren (2016) conducted research on New Zealand consumers' views on locally sourced food and the role of life cycle-based environmental sustainability. They found that workers' qualifications were crucial, perhaps to cultivate harmonious employee relations, a culture of learning, and the enterprise's intellectual capital. Smaller businesses were also more likely to place more weight on specific qualifications and to emphasize a direct causal link between resource investment and business outcomes (Randy & Mukeri, 2015). Segmenting companies into those that are "new" and those that are "old" Business leaders helped elaborate on the links between originality and the qualifications most highly valued by companies.

High levels of company change and innovation were shown to be associated with less support for the value of credentials, contrary to what may be thought at first glance (Hehl & McDonald, 2014). This might be because "just in time" skill development is reactive rather than strategic,

whereas a traditional education is more of a long-term commitment. Finally, according to research conducted by Jung-seung and Liang (2016), only a small percentage of respondents (less than 15%) consistently rated skills and experience more highly than credentials. The rest of the respondents, the majority, said that credentials were important, but only in particular situations. The complexity of VET policy, planning, and implementation arises from the necessity to tailor the vast array of training products and services to the specifics of each industry. In the business world, supply chain rules and regulations are many. Customers have the right to return products in many contemporary marketplaces (Kasemsap, 2015), therefore doing so is already widespread practice. While the average for businesses was 5% to 9%, the high-fashion apparel industry had return rates of 25% to 40% of sales (Chen, 2015). E-commerce and e-marketplaces, made possible by the Internet, have increased the urgency of return issues during the last two decades (Stock, & Christopher, 2016). Estimates put the annual value of product returns in the US at around \$100 billion in 2015. Customers that put a premium on the ease of returns have found that stores that provide more generous return policies stand out in the crowded online shopping space. This is because buyers are seldom given the chance to try out a product before buying it (Cohen & Dienhart, 2013). Seventy-plus percent of shoppers consider a store's return policy prior to completing a purchase, according to a survey by Craig, DeHoratius, and Raman (2016).

Woo, Kim, Chung, and Rho (2016) conducted a study that looked at the importance of suppliers' communication skills and external green integration for achieving green and financial success in the Korean construction industry. Using structural equation modeling, data were collected from 103 distinct construction supplier firms. The results showed that the suppliers that provided the most information were the most successful in lowering the expenses of becoming green and gaining an edge over the competition. Positive buyer-supplier connections were also

linked to financial performance. Similarly, in a study on how merchants and their suppliers work together and communicate Increased trust and adaptability in the supply chain benefits both buyers and sellers, as shown in study by Narayanan, Narasimhan, and Schoenherr (2015). The results also demonstrate that working together boosts organizations' productivity.

Gizaw (2016) analyzed the effects of poor supply chain integration on a company's bottom line. A total of 108 people were surveyed for the study, and an explanatory research strategy was adopted. In addition, data collection for the research relied on the use of questionnaires. Greater supply chain integration was shown to result in enhanced operational performance for trading businesses, and the research indicated that internal integration, customer integration, information integration, and supplier integration were all important predictors of company success. The export success of Uganda's oil-seed agro-processing firms was studied in 2013 by Ecel, Ntayi, and Ngoma, who looked at the role that supplier development played in the industry. This study used a cross-sectional quantitative survey and a field investigation to examine fifty different companies in Uganda. This research used quantitative methods of data analysis. The study demonstrated a positive and statistically significant link between supplier development and export performance. The results indicated that effective communication with suppliers, as well as the evaluation and feedback of their performance, contributed to the achievement of export goals. This research analyzes the effectiveness of Kenya's state-owned firms and their role in the country's export performance.

The literature evaluation suggests that there is a correlation between accessible suppliers and positive buying outcomes. However, these studies did not provide any quantitative or qualitative information regarding how differences in supplier communication contributed to the enhanced procurement performance seen by county governments. These studies were

conducted mostly by private enterprises and other public bodies, rather than by county governments. Different studies have contradictory findings on the effect of supplier communication on the performance of Kakamega county government procurement efforts. Due to the descriptive, qualitative nature of these studies, they were unable to prove a causal relationship between supplier communication and other success indicators in procurement. In light of the above, this study seeks to examine how county government in Kakamega, Kenya, might improve its procurement performance via better communication with its suppliers.

2.3.4 Literature Gap

Improved procurement outcomes have been linked in many studies to increased supplier collaboration. However, previous studies such as Heide and John (2009), and Krause (2006), Spekman (2008) and Spekman and Caraway (2006) and others have failed to offer adequate quantitative or qualitative evidence about the impact of supplier partnership characteristics on the procurement performance of county governments. These studies were conducted mostly by private enterprises and other public bodies, rather than by county governments. Similarly, the Kakamega county administration cannot agree on whether or not supplier collaboration improves procurement performance. Because these studies used a purely descriptive, qualitative approach, they were unable to prove a causal relationship between supplier collaboration and the factors used to evaluate procurement success. Given the above, this study's objective is to examine how supplier collaboration affects procurement efficiency within Kenya's Kakamega County Government.

A survey of the relevant literature, (Türker & Altuntaş, 2014), Glockand Ries (2013), Li and Wan (2016), Ward, Shook, and Sobek (2017) among others reveals a link between supplier commitment and procurement efficiency. However, there is no sufficient evidence connecting supplier commitment to enhanced procurement performance on the part of county

governments. These studies were conducted mostly by private enterprises and other public bodies, rather than by county governments. Research has produced conflicting results on whether or not supplier commitment affects procurement performance in Kakamega County Government. Since these studies used a qualitative approach and depended on descriptive approaches, they failed to establish any causal-effect correlations between supplier commitment and procurement performance metrics. Therefore, the purpose of this study is to fill these gaps by analyzing the connection between supplier dedication and county government procurement success in Kakamega, Kenya.

The literature evaluation by different authors such as Randy and Mukeri (2015), (Chen, 2015), (Coyle et al., 2016), Hiroki, Garnevska, and McLaren (2016) suggests that there is a correlation between accessible suppliers and positive buying outcomes. However, these studies did not provide any quantitative or qualitative information regarding how differences in supplier communication contributed to the enhanced procurement performance seen by county governments. These studies were conducted mostly by private enterprises and other public bodies, rather than by county governments. Different studies have contradictory findings on the effect of supplier communication on the performance of Kakamega county government procurement efforts. Due to the descriptive, qualitative nature of these studies, they were unable to prove a causal relationship between supplier communication and other success indicators in procurement. In light of the above, this study seeks to examine how county government in Kakamega, Kenya, might improve its procurement performance via better communication with its suppliers.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the selected research design in details. It shows and explains what was done and how it was done. It comprises of the following subsections; research design, target population, sample designs, data collection instrument, data collection procedure, validity and reliability of research instruments and data analysis.

3.2 Research Design

The research design is the overarching strategy for doing research and testing ideas. The research design specifies the actions to be performed to gather the information needed to answer the questions provided by the various user departments within an organization. The descriptive research design necessitated the use of this approach, which included administering questionnaires and conducting interviews. Descriptive research encompasses a wide range of methods, including surveys that describe the status quo, correlation studies that examine the associations between variables, and developmental studies that aim to trace the evolution of the problem across time (Gronhang, 2002).

3.3 Target Population

Mugenda and Mugenda (2003) says, target population is the population and the entire group of individuals, events or objects having common observable characteristics to which the researcher wants to generalize results of the study. The study was carried out in Kakamega County and targeted senior employees who included the Chief officers, procurement officer and supplies who are 80 in total as shown in table 3.1 below. The study therefore concentrated on the chief officers, procurement officers and the suppliers (one per category of prequalification) since they are directly involved on the procurement activities.

Table 3.1 Target Population

Category	Population	Percentage (%)
Chief Officers	18	22.5
Procurement officers	28	35
Suppliers	34	42.5
Total	80	100

Source: Kakamega County Resource centre (2023)

3.4 Sample and sampling technique

Researchers may choose study variables with more accuracy when they employ sampling techniques. Sampling is done so that results from one group may be extrapolated to the whole population (Saunders et al., 2016). Creswell, (2014) further indicated that there are two main categories of sampling techniques: probability sampling and non-probability sampling. While probability sampling gives each member of the population a non-zero chance of being selected, non-probability sampling selects units of the sample depending on subjective factors, such as the researcher's choice or availability.

According to Creswell (2014), a sample size is the specified number of pieces selected from a larger whole to accurately represent the whole. The sample size of a study should be carefully considered by researchers in order to reduce the possibility of selection bias (Kumar, 2011). However, both a large and a small sample size may make research costly and inefficient (Zikmund et al., 2013). The sample size must be determined using scientific methods. Saunders et al. (2016) state that the probability of drawing a wrong conclusion about a population diminishes as the size of the sample grows.

Participants were selected via a census survey by the researchers. According to Hofman and Patel (2014), researchers should conduct a census survey if they wish to include all of the units

in their study. Mugenda and Mugenda (2003) pointed out that a census survey is especially useful when the population being examined is large. The survey comprised 80 participants, all of whom were chief officers, procurement officials, or suppliers in Kakamega County.

3.5 Data Collection Method

3.5.1 Data Types and Sources

Primary data were gathered by administering a questionnaire to participants in a census survey designed for this research. Kakamega County, Kenya's government was the major focus of the primary data, which centered on the impact of supplier relationship management on procurement performance. The information was gathered from the Chief officials, Procurement officials, and suppliers who are directly engaged in the procurement operations of the County Government of Kakamega.

3.5.2 Data Collection Procedure

Research procedure is a step in the scientific method where the research process is described in sufficient detail to permit another researcher to repeat the research (Cooper & Schindler, 2014).

A transmittal letter authorizing the researcher to go on to the data-gathering stage was received from the University's school of postgraduate studies after a successful defense of the study's concept, following standard operating procedure for academic work. In the second place, the researcher used the drop-and-pick data gathering technique after receiving a letter of consent from the head of the organization within which the study activity is being carried out.

3.5.3 Research Instruments

The questionnaire utilized by the researcher is a form that, once filled out by respondents, provides the researcher with information pertinent to the study. The questionnaires were developed by researching the previously carried out similar studies, questionnaires and theory.

To use this instrument, questions must be written and sent out to respondents. There were both open-ended and closed-ended questions on the surveys. It excels in numerical analysis. After distributing the surveys, we collected them from the respondents. This allowed respondents to complete the survey when it was most convenient for them. Since this instrument provides reliable data, researchers may rest certain that their findings will be complete and free of bias when applied to large samples.

3.5.4 Pilot study

A pilot research, as defined by Zikmund et al. (2013), is an exploratory study that uses a representative sample of the whole population. The goal of the pilot research is to iron out any kinks in the survey design. Bryman (2012) believes that pilot studies are particularly crucial in self-completion surveys since there is no interviewer present to explain any confusion. As an added bonus, inappropriate questions and recommendations may be identified and adjusted. Since doing so might impair the representativeness of the sample utilized in the main study, Bryman and Bell (2011) recommend against including prospective participants in the sample of the pilot research. Instead, it's better to get information from a large sample of respondents who are evenly distributed throughout the target audience. Eight participants who were not included in the main research sample participated in pilot testing. Data was imported into SPSS and coded for analysis after pilot testing was completed to determine the data's validity and reliability. After receiving feedback from the pilot study, the questionnaires underwent further refinement before being sent to the whole population.

3.5.5 Instruments Validity Test

Cooper and Schindler (2014) coined the term "research validity" to define the extent to which a study's results are representative of its sample population. Four unique types of validity are identified by Christensen et al. (2014). The reliability of inferences about the relationship

between independent and dependent variables is essential to the credibility of statistical findings; the extent to which results can be generalized to other people, other settings, and other times is a measure of construct validity; external validity refers to how easily results can be applied to new populations; and internal validity refers to how confidently results can be applied to new situations.

Creswell (2013) suggests that doing a pilot study may improve the validity of a survey's results. The questionnaire was piloted with cooperative supervisors and important informants before the major data collection phase began.

In order to assess whether or not the data from a particular instrument accurately represents the specified domain or concept content, a Content Validity Analysis was performed for this study (Creswell, 2002). According to Amin (2005), one should only accept items with a Content Validity Index (CVI) of 0.78 or above ($CVI = \text{Number of Judges pronouncing item valid} / \text{total Number of items}$). Following the recommendations laid forth by (Cooper & Schindler, 2008), the researcher also sought commentary from the supervisor.

3.5.6 Instruments Reliability Test

To determine the precision and consistency of data, it is necessary to evaluate the dependability of a measurement method (Cooper & Schindler, 2014). Zikmund et al. (2013) state that doing pilot experiments using the actual research equipment is necessary for reducing measurement error bias. Zohrabi (2013) provides a complete categorization of both external and internal reliability. Focusing on the most important aspects of the research may increase its external dependability and make it more likely that the results of the study can be duplicated. Reliable outcomes are the product of internally consistent data collection, processing, and interpretation. High internal dependability is shown when a second researcher re-analyzes the same data and comes to the same conclusions as the first. Creswell (2013) believes that the success of the experimental treatment's interactions with other aspects determines how well the results may

be extrapolated to other settings or persons. Evaluating an experiment's internal validity helps researchers determine how confidently they can apply the findings to real-world situations (Creswell, 2014). According to Cooper and Schinder (2014), threats to internal reliability include experimental methodologies, treatments, or study participants' experiences that may affect the researcher's ability to draw trustworthy conclusions about the population in question. For the purpose of evaluating test score reliability and determining internal consistency in the context of structured questionnaires, Warrens (2014) states that the most popular coefficient is Cronbach's alpha. According to Saunders et al. (2016), internal consistency is the extent to which respondents' responses to one question are comparable to their responses to other questions in the same survey. Cronbach's alpha ranges from 0 to 1, where 1 indicates complete reliability (Warrens, 2014). However, the reliability of the research instrument is only assessed up to a Cronbach's alpha of 0.7. According to Tavakol and Dennick (2011), a Cronbach's alpha value of less than 0.7 indicates that the research instrument is not trustworthy, whereas a value of 0.7 or more indicates that the instrument is reliable. This study employed Cronbach's Coefficient Alpha to analyze the internal consistency of the survey used in the research. Cronbach's alpha values for all variable constructs were determined to be more than 0.7, demonstrating the validity of the tool. The reliability and validity of the questionnaire were verified by the pilot study.

3.6 Data Analysis Methods

Data was analyzed using descriptive analysis that is in quantities analysis where the information is presented in frequencies and percentages. Equally in qualitative analysis where the information is presented in words, the frequencies and percentages of the response to each question were calculated and presented in form of tables and pie charts.

The study was guided by multiple regression function which explains supply chain performance measures index as a function of components of procurement unethical practices.

The regression model to be adopted by the study is given below:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Where;

Y = Procurement performance measurement

X_1 = Supplier

collaboration X_2

= Supplier

commitment X_3 =

Supplier

communication

In the model, β_0 = the constant term while the coefficient β_1 , β_2 , β_3 are used to measure the sensitivity of the dependent variable (Y) to unit changes in the predictor variables while ε represents the error term which captures the unexplained variations in the model.

3.7 Ethical Considerations

Researchers should behave ethically when it comes to protecting the rights of people who are involved in or affected by a study, as stated by Saunders et al. (2016). These are important ethical considerations for researchers to keep in mind, since doing research and finding solutions to issues sometimes involves violating the rights of some individuals (Saunders et al., 2016; Zikmund et al., 2013). Three basic pillars of research ethics (Christensen et al., 2014)

provide the researcher with a framework for doing research in an ethical manner: the relationship between society and science; professional difficulties; and the treatment of study participants. In the realm of business studies, issues of professional ethics and misconduct take on added weight. Research misconduct includes actions like fabrication, falsification, or plagiarism throughout any stage of the research process (Christensen et al., 2014; OSTP, 2016).

The study was conducted with the twin tenets of "do no harm" and "do good" in mind (Christensen et al., 2014). This research was conducted in accordance with accepted principles of research ethics, including the use of informed consent, protection of participant privacy, and participation on a strictly voluntary basis. The identity of the sources were kept secret at all costs. All respondents were informed of the study's purpose, and their responses were kept confidential. No questions concerning the respondent's identity or demographics were included in the survey, which instead sought information specific to the cooperative in issue.

CHAPTER FOUR

RESULTS AND DISCUSSIONS

This chapter presents analysis and discussion of the research findings as set out in the study objectives and methodology. The main aim of the study was to establish the effect of supplier relationship management on procurement performance at the county government of Kakamega. Primary data was gathered from questionnaires and analyzed using both descriptive and inferential statistics. Besides the study findings, response rate and demographic characteristics of respondents have been presented.

4.1. Response rate

From a target population of 80 respondents, 79 questionnaires were received, the majority of which were received after subsequent visits. This accounted for 98.75% of the target respondents. A sample of at least 30 respondents is considered adequate to provide data that can be subjected to correlation and regression analysis (Kothari, 2004)

Table 4.1: Response rate

Category	Sample size	Response Received	Proportionate Percentage (%)
Chief Officers	18	18	22.8%
Procurement Officers	28	28	35.4%
Suppliers	34	33	40.55%
Total	80	79	98.75%

Source: Research data, 2023

4.2 Validity and Reliability Analysis

4.2.1 Validity Analysis

Content Validity Analysis was conducted for this research to determine how well the data from a given instrument reflects the targeted domain or idea content (Creswel, 2002).

Amin (2005) suggests using the calculation for the Content Validity Index (CVI) ($CVI = \frac{\text{Number of Judges declaring item valid}}{\text{total Number of items}}$) and accepting only things with a CVI of 0.78 or above.

Two academic Dons with extensive experience in supply chain management evaluated the instruments to ensure their reliability. These two Dons' opinions were sufficient for verifying the items on the data gathering devices. On a scale from 1 (very important) to 2 (not very relevant), the things were ranked. The experts debated what data points would be useful in measuring the relevant factors. The measures' reliability and validity were further assessed using a Content Validity Index (CVI). The content validity index (CVI) was calculated using the following formula:

$CVI = \frac{n}{N}$, where n is the proportion of items that were validated as being relevant, and N is the total number of items in the instrument. According to (Amin, 2005), a CVI of 0.7 or above was deemed suitable.

Table 4.2: Content Validity Index (CVI) Results

<u>Expert</u>	<u>Content Validity Index</u>
Expert 1	0.91
Expert 2	0.87
Supervisor	0.88
<u>Average</u>	<u>0.89</u>

Source: Research data, 2023

As presented in *Table 4.2* all the CVIs were above 0.7, meaning the items were relevant to the study variables. On average, the Content Validity Index was 0.89 which was in agreement with Amin (2005) who recommended that for any tool to be considered valid the CVI has to be 0.7 and above (Amin, 2005).

4.2.2 Reliability Analysis

According to Zikmund et al. (2013), minimizing measurement error bias requires doing pilot studies using the final study equipment. This demonstrates how much the researcher may depend on the original data. Data is stated to be absolutely reliable if and only if it can be trusted as genuine, authentic, dependable, and respectable. As indicated by a high Cronbach's Alpha (0.5 suggests doubtful, >0.5 indicates acceptable, >0.8 indicates good, and >0.9 indicates superb; Field, 2005). Cronbach's Alpha was used to evaluate the reliability of the instruments included in Appendix II, and the results showed that all questions for both the predictor and response variables had an Alpha of 0.87, indicating that the instruments were reliable. This demonstrates the dependability and acceptability of electronic budgeting, automated cash management, electronic procurement, automated financial reports, and financial reporting quality.

The reliability of the research instrument was evaluated using Cronbach's Coefficient Alpha. Cronbach's alpha values for all of the variable constructions were over 0.7, indicating their reliability.

Table 4.3: Cronbach's Alpha Test for Independent Variables

Independent variables	Number of items	Cronbach's Alpha
Supplier collaboration	21	0.83
Supplier commitment	21	0.90
Supplier communication	21	0.88

Source: Research data, 2023

4.3 General Information

4.3.1 Gender of participants

The study sought to find out the gender of the respondents. Results are given on Figure

4.2. From the findings, 65% of the respondents were male while the rest were female.

Table 4.4: Gender of participants

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	52	65.0	65.8	65.8
	Female	27	33.8	34.2	100.0
	Total	79	98.8	100.0	
Missing	System	1	1.3		
Total		80	100.0		

Source: Research data, 2023

4.3.2 Respondents' Level of Education

The study sought to find out the highest level of education attained by the respondents.

Results are given on Table 4.3 below.

Table 4.5: Level of education for participants

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Masters	15	18.8	19.0	19.0
	Undergraduate	47	58.8	59.5	78.5
	Tertiary	15	18.8	19.0	97.5
	KCSE	2	2.5	2.5	100.0
	Total	79	98.8	100.0	
Missing	System	1	1.3		
Total		80	100.0		

Source: Research data, 2023

From the findings, majority of the respondents, 58.8% have a bachelor’s degree followed by 18.8% with master’s degree and tertiary while 2.5% have attained KCSE qualifications. This means that most of the employees at the organization had substantial educational qualifications.

4.3.3 Duration of work by the participants

The study sought to find out the number of years respondents worked with the county government. Results are shown on Table 4.4. From the findings, majority of the respondents, 47.5%, had worked with the county for over 5 years, 37.5% had worked for between 3-5 years, while 13.8% of the respondents had worked for the lesser period, 1-3 years.

Table 4.6 : Duration of work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-3 years	11	13.8	13.9	13.9
	3-5 years	30	37.5	38.0	51.9
	Above 5 years	38	47.5	48.1	100.0
	Total	79	98.8	100.0	
Missing	System	1	1.3		
Total		80	100.0		

Source: Research data, 2023

4.4 Results of the Data Analysis

This section presents data analyzed from each of the specific objectives of the study in terms of mean and standard deviation to give a generalized opinion of the respondents.

4.4.1 To Establish the Effect of supplier collaboration on procurement Performance of the the county government of Kakamega

The study set out to examine how much of an impact supplier cooperation had on the efficiency with which Kakamega County Government makes purchases. The data is tabulated and shown below. Three statements were found and graded in relation to supplier cooperation. The options

for the ranking were [1] strongly disagree to [5] strongly agree. The respondents agreed with the assertion that shared decision making is encouraged the most (mean=4.3291; [SD] =0.92987), out of the three selected statements. Participants were split on whether or not improvements in supplier relationship management impact procurement performance (mean=3.8734; [SD] =1.10206) and whether or not improvements in collaborative quality management (mean=3.6329; [SD] =1.2828).

These findings corroborate research by Niemann and Kotzé (2017) on buyer-supplier cooperation and supply chain resilience in South Africa's petrochemical sector. According to the results of the research, supply chain cooperation has no discernible effect on supply chain resilience. According to the research, supply chain resilience may be improved by increasing supply chain agility, velocity, and transparency.

Table 4.7: Extent of the effect of supplier collaboration on procurement performance

	N	Mean	Std. Deviation
Joint decision making is encouraged	79	4.3291	.92987
Supplier partnership is efficient	79	3.8734	1.10206
Joint quality management is enhanced	79	3.6329	1.28280
Valid N	79		

Source: Researcher, 2023

4.4.2 To Establish the Effect of supplier commitment on procurement performance of the county government of Kakamega

The researcher set out to determine how much of an impact supplier commitment had on the procurement success of the Kakamega County Government. The data is tabulated and shown below. In all, four claims about the reliability of the suppliers were found and scored. The options for the ranking were [1] strongly disagree to [5] strongly agree. There is evidence of buyer-supplier commitment to enhance each others' interests such that there is a win-win situation; this statement, with a mean=4.2658; [SD]=0.0.84290, influences the effectiveness

and efficiency of supplier relationship management; and respondents agreed that there is commitment to strengthening the output due to loyalty within the supply chain. Participants' mean agreement/disagreement with the statement "there is evidence to develop a stable long-term relationships" was 3.7975; [SD] =1.04243, and their mean agreement/disagreement with the statement "there is evidence of supplier capacity that enhance performance" was 3.7089; [SD] =1.45136.

The findings corroborate the research of Prajogo, Oke, and Olhager (2016), who argued that in order for businesses to stay competitive, they must devote resources to researching and developing innovative approaches to challenging problems in the fields of modal analysis, supply chain management, load planning, route planning, and distribution network design. These developments, and the accompanying software, are having a significant impact on the parcel business. In a similar vein, Stanley (2004) believes that commitment is a key factor in supply chain integration due to the fact that successful integration decision making and high procurement performance rely heavily on information exchanged among partners via good planning.

Table 4.8: Extent of the effect of supplier commitment on procurement preformance

	N	Mean	Std. Deviation
loyalty within the supply chain		4.3924	.92567
There is commitment to strengthening the output due to	79		
There is evidence of buyer-supplier commitment to enhance each others interest such that there is a win-win situation	79	4.2658	.84290
There is evidence to develop a stable long term relationship	79	3.7975	1.04243
There is evidence of supplier capacity that enhance performance	79	3.7089	1.45136
Valid N	79		

Source: Research data, 2023

4.4.3 To Establish the Effect of supplier communication on procurement performance of the county government of Kakamega

The purpose of the research was to determine whether and how county government of Kakamega's contact with its suppliers affected the county's procurement results. The information is tallied and shown down below. There were around four assertions regarding talking to vendors, and they were all graded. Choose from [] strongly disagree to [] strongly agree on a scale of 1 to 5. The majority of respondents (mean=4.2025; [SD] =1.11378) believe that the county keeps in regular contact with its vendors, and a similar majority (mean=4.0506; [SD] =1.18645) agree that exchanging data is encouraged to improve the quality and efficiency of communications with vendors. Procurement performance was divided down the middle between whether or not timely information flow on products and services is transmitted (mean=3.6076; [SD] =1.40893) and whether or not supplier relationship management influences procurement performance (mean=3.9494; [SD] =1.30971).

The results back up the claims made by Craig, DeHoratius, and Roman (2016) that good communication helps businesses succeed by making it easier for people to share what they know. Communication channels that slow down or hinder participants from reaching their objectives are inefficient and may even be harmful to the supply chain as a whole. Agarwal and Narayana (2020) concur that in order to accomplish what he called relational communication, firms should establish the same standard communication channels or interfaces that are used by all other participants in the supply chain. When establishing transparent channels of communication, it's important to prioritize the needs of the supply chain's participants.

Table 4.9: Extent of the effect of supplier communication on procurement

performance	N	Std.	
		Mean	Deviation
The county has embraced frequent communication with its	79	4.2025	1.11378
Information sharing is embraced	79	4.0506	1.18645
The county's communication has enhanced smooth business	79	3.9494	1.30971
suppliers The needed information flow on goods and services are transaction communicated on time	79	3.6076	1.40893
Valid N	79		

Source: Research data, 2023

4.5 Regression Analysis

The main purpose of this investigation was to determine the relationship between supplier relationship management and procurement performance on the county government of Kakamega.

Table 4.10: Model Summary

Model	R	R Square	Adjusted Square	RStd. Error of theEstimate
1	.992 ^a	.984	.983	.60494

a. Predictors: (Constant), Communication, Collaboration, Commitment

Source: Research data, 2023

It is clear from Table 4.10 that effective supplier relationship management directly impacts procurement results. R2 values of 0.984 and 0.983 after adjusting for outliers indicate a very good correlation between the dependent and independent variables. This demonstrates that 98.3percent of the variance in procurement performance can be attributed to the independent variables (Supplier cooperation, Supplier commitment, and Supplier communication). The

findings of the Dubin-Watson test, which may vary from 0 to 4, suggest that there is no connection when they equal 2, a positive correlation when they go below 2, and a negative correlation when they rise over 2. The findings indicate that there is a positive and robust association between the two factors.

Table 4.11: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1670.591	3	556.864	1521.658	.000 ^b
	Residual	27.447	75	.366		
	Total	1698.037	78			

a. Dependent Variable: PP

b. Predictors: (Constant), Communication, Collaboration, Commitment

Source: Reserch data, 2023

The significance value is 0.000 which is less than 0.05 thus the model is statistically significant in predicting how (Supplier collaboration, supplier commitment and supplier communication) affect procurement performance. The F critical at 5% level of significance was (value = 1521.658), this showing that the overall model was significant.

Table 4.12: Coefficients^a

Model		Unstandardized Coefficients		Beta	Standardized Coefficients	
		B	Std. Error		t	Sig.
1	(Constant)	.803	.387		2.077	.041
	Collaboration	-.135	.085	-.063	-1.590	.116
	Commitment	.203	.085	.122	2.392	.019
	Communication	1.144	.050	.933	22.668	.000

a. Dependent Variable: Procurement Performance

Source: Research data, 2023

Multiple regression analysis was conducted as to determine the relationship between procurement performance and the three variables. As per the SPSS generated the following regression equation was generated:

$$\text{Procurement performance} = 0.803 - 0.135 X_1 + 0.203 X_2 + 1.144 X_3$$

According to the regression equation above taking all factors into account (Supplier collaboration, supplier commitment and supplier communication) constant at zero, performance of procurement will be 0.803. The findings shows that taking all other independent variables at zero, a unit increase in supplier collaboration will lead to a -0.135 decrease in procurement performance; a unit increase in supplier commitment leads to a 0.203 increase in procurement performance, while a unit increase in supplier communication will lead to a 1.144 increase in procurement performance.

This infers that supplier communication contributes most to the procurement performance followed by supplier commitment. At 95% level of confidence and 5% level of significance, supplier commitment, and supplier communication was all significant in procurement performance except supplier collaboration.

4.5.1 Influence of supplier collaboration on procurement performance

There was no statistically significant relationship between supplier collaboration and the procurement performance of the County Government of Kakamega, as measured by a p-value of 0.116 and a coefficient of -0.135 ($t = -1.590$). This suggests that for every 1 unit increase in supplier collaboration, the County Government of Kakamega's procurement performance decreases by -0.135. So, we'll go ahead and accept the naive assumption that supplier collaboration has no impact on the Kakamega County Government's procurement results.

Research by Kotzé (2017) on buyer-supplier collaboration and supply chain resilience in South Africa's petrochemical industry echoed Niemann's results. The study used a case study research

technique, and data were acquired via semi-structured interviews. The study found no evidence that collaboration within the supply chain improved resilience. The study's findings suggest that boosting supply chain agility, velocity, and transparency might strengthen its resilience. It also runs counter to the results of a study by Gudda and Bwisa (2013) on Kenyan SMEs, who discovered a positive correlation between clustering and collaboration on product innovativeness. The study also discovered that, within the wider innovation policy goals, efforts can be taken to build distinctive supporting measures for different cluster manufacturing SMEs depending on their product knowledge gaps. The study did not include state-owned firms or include the company's overall performance.

Abate (2018), who did the opposite study in Ethiopia, concluded that supply chain integration improved operational effectiveness. Internal ($r=.593$), customer ($r=.773$), and supplier ($r=.719$) integration were all shown to have a favorable effect on operational performance. Results from the study also suggest that operational performance may be enhanced by adopting more adaptable production techniques, providing appropriate training in the new process, and establishing a regular communication channel.

When looking at what factors affect the effectiveness of supply chain management in the Kenyan government, Nyamasege and Biraori (2015) came to various conclusions. They zeroed in on the country's coffers. Lack of supplier relationship management approaches was shown to be a major bottleneck in supply chain management activities. According to the findings, the Ministry of Supply should organize programs to promote collaboration amongst suppliers.

Future research will examine SRM across all state commercial entities, although this examination only covered one ministry. The greatest strategy for beverage firms to enhance their performance, according to Gichuru, Iravo, and Arani (2015), is to share both knowledge and resources. Study findings highlighted the importance of supplier collaboration in driving

the company's success. Similarly, in a study on how merchants and their suppliers work together and communicate Increased trust and adaptability in the supply chain benefits both buyers and sellers, as shown in study by Narayanan, Narasimhan, and Schoenherr (2015). The results also demonstrate that working together boosts organizations' productivity.

4.5.2 Influence of supplier commitment on procurement performance

Supplier commitment significantly affects Kakamega County's procurement performance, as shown by coefficients of 0.203, ($t = 2.392$), and p-values of 0.019. An increase of one unit in supplier commitment leads to a 2.03% increase in County government Kakamega's procurement performance. Since we find a positive correlation between supplier commitment and the Kakamega County Government's procurement performance, we conclude that the null hypothesis is false.

Ward, Shook, and Sobek (2017) found that in response to rising pressure to reduce costs and enhance service standards, businesses have been reevaluating the optimal location of inventory within their supply chains. In the past, push models were utilized in supply chains, where inventory was stored close to the final customer. The system's dependence on future projections has led to a number of enterprises switching to a pull system in which they have no inventory on hand.

In a similar vein, Stanley (2004) considers dedication to be crucial in supply chain integration owing to the fact that strong planning and communication between partners are essential for effective integration decision making and high procurement performance.

These results are consistent with the claims made by Prajogo, Oke, and Olhager (2016), who contend that for businesses to remain competitive, they must actively pursue novel solutions to important Supply Chain Management problems such as modal analysis, supply chain management, load planning, route planning, and distribution network design. The package

industry is being profoundly affected by these innovations and the corresponding software. Businesses may boost output by fixing Supply Chain Management problems such as globalization, outsourcing, and the need to reengineer manufacturing systems (Pham, 2014). This shows how crucial it is for companies to have fast shipping times for their products. A speedier turnaround time for items might potentially increase sales and customer loyalty. If you can outlast your competitor in the market, you'll have a greater chance of making a profit. The difference between closing a sale and seeing it fall through might be as simple as shipment delays.

4.5.3 Influence of supplier communication on procurement performance

Kakamega County's procurement performance is significantly affected by communication with suppliers, as shown by coefficient values of 1.144, ($t = 22.668$), and p-values of 0.000. This suggests that a one-unit increase in supplier communication leads to a 1.144-unit increase in the dependent variable (the efficiency with which the government of Kakamega County makes purchases). Since we find a positive correlation between supplier commitment and the Kakamega County Government's procurement performance, we conclude that the null hypothesis is false.

Research by Woo, Kim, Chung, and Rho (2016) on green and financial performance in the Korean construction sector and suppliers' capacities to communicate and incorporate external green systems found similar results. Using structural equation modeling, data were collected from 103 distinct construction supplier firms. The results showed that the suppliers that provided the most information were the most successful in lowering the expenses of becoming green and gaining an edge over the competition.

Makena (2014) comes to similar conclusions, claiming that in order to compete in today's global market, a firm must fully embrace supply chain management. For example, staff training should be a high priority, but this cannot be done if communication channels are clogged.

According to the research (Coyle et al., 2016), managers in the Kenyan industrial sector would do well to pay attention to the connection between supply chain management strategies and improved performance. Organizational performance is best improved by adopting a number of different strategies rather than relying on just one.

Randy and Mukeri (2015) looked at how employees' education, experience, and competence in the workplace influenced their productivity. Companies that significantly outperformed their industry competitors tended to use more modern ways of working, such as frequent internal information exchange and strong communication among firm partners in a supply chain. They have adapted collaborative, connected, and dynamic ways of working in order to thrive in this environment. Investing in things like frequent training and information sharing platforms may help a company's bottom line (Chen, 2015). When employees struggle to grasp their responsibilities, the steps they should take to complete tasks, or the reasoning behind a requirement, output drops. Training, by making the purpose of the task more clear, may help with these productivity concerns. Also, reducing the need for employees to figure out solutions to issues and correct mistakes on their own may save a lot of time and effort in the workplace (Coyle et al., 2016). Better work performance might be the result of training, which would cut down on turnover, maintenance costs, and customer complaints. If employees complete their jobs more efficiently, managers will have more time to focus on strategic initiatives.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

This chapter presents the summary of findings, conclusions, recommendations and area for further research on the relationship between supplier relationship management and procurement performance of the county Government of Kakamega.

5.1 Summary of Findings

The study set out to see whether successful supplier relationship management might be offered Kakamega County. This study reveals that the procurement performance of the County Government of Kakamega is affected both positively and negatively by supplier relationship management. The primary aims of the research were to (1) establish the impact of supplier collaboration on County Government of Kakamega's procurement performance; (2) determine the impact of supplier commitment on County Government of Kakamega's procurement performance; and (3) assess the impact of supplier communication on County Government of Kakamega's procurement performance.

The study's major objective was to assess the effect of supplier collaboration on the efficiency with which Kakamega County Government makes purchases. It was believed that supplier collaboration would not significantly alter purchasing outcomes. Although supplier cooperation has been shown to exist in a number of studies, the connection between supplier collaboration and the County Government of Kakamega's procurement performance has not yet been investigated. The findings indicate that supplier collaboration has a little effect on overall procurement efficiency. To that end, we'll assume that supplier interaction had no appreciable effect on the procurement performance of the Kakamega County Government.

The second objective was to examine how much of an effect the County Government of

Kakamega's commitment to its suppliers had on the effectiveness with which it made purchases. It was speculated that supplier dedication had little impact on final purchasing outcomes. Despite the many studies that have been conducted on the subject of suppliers' commitment, no studies have yet been conducted on the correlation between suppliers' devotion and the procurement performance of the County Government of Kakamega. Kakamega County Government's procurement results are positively correlated with suppliers' levels of commitment, hence we cannot accept the null hypothesis that there is no such correlation.

The third purpose of the research was to find out how the County Government of Kakamega may benefit from more effective communication with its suppliers. Various studies have recorded interactions with suppliers, with mixed results. It was predicted that two-way communication between suppliers and buyers would have little to no effect on productivity gains in the procurement process. Conclusions Having open communication with your suppliers is crucial to company success. Therefore, the Kakamega county government rejected the null hypothesis that there was no relationship between supplier communication and procurement performance.

5.2 Conclusions

The first objective was accomplished by gathering information on whether or not the County Government of Kakamega's top officers, accountants, procurement authorities, and suppliers work together to enhance procurement performance. It was determined that in order to improve their procurement performance, the County Government of Kakamega should take into consideration cooperative decision making across departments, supplier collaboration, and collaborative quality management. In light of this, we conclude that a rise in supplier collaboration has a negligible impact on the procurement performance of the County Government of Kakamega.

The second objective was to analyze the impact of supplier commitment on the procurement results of the County Government of Kakamega. Kakamega County's procurement performance was found to be significantly influenced by suppliers' promises to boost output due to loyalty, promises to improve each other's interests to guarantee a win-win situation, the establishment of reliable, long-lasting relationships, and the presentation of evidence of the suppliers' ability to improve performance. Therefore, we infer that a rise in supplier commitment has a major effect on the procurement performance of the County Government of Kakamega.

The third objective was to analyze the impact of the County Government of Kakamega's communication with its suppliers on its purchasing results. Kakamega County's procurement performance was shown to be highly impacted by the amount of time spent communicating with suppliers, the quality of that contact, and the timeliness with which information about products and services was provided. Increased communication with vendors is proposed as a means to improve the County Government of Kakamega's procurement results.

5.3 Recommendations

The research concludes that the county government of Kakamega should not place a higher priority on supplier cooperation, since doing so would not improve the county's procurement performance.

Based on the findings, the research suggests that the County Government of Kakamega prioritize supplier commitment in order to improve their procurement performance. According to the research, the County Government of Kakamega would benefit from prioritizing supplier communication in order to improve its procurement performance.

5.4 Limitations of the Study

Therefore, the findings and consequences of this study are limited to the County Government of Kenya. They were intended for Kenya's devolved governments and may not be immediately applicable to other entities. You may only use them to draw comparisons, not to actually replicate the results in a new context or country. This research focused only on Kakamega County, Kenya. The other County Governments around the country were left out because of time and funding limitations. The researcher had an enormous uphill struggle while seeking to recruit volunteers for the study. Most people who took part agreed to do so with the idea that their information would be utilized only for scientific investigation. Given her work commitments, the researcher had to make due with limited time and resources.

5.5 Suggestions for future research

The study set out to examine how SRM influences the effectiveness of procurement processes. There are three key reasons why supplier relationship management matters for procurement results, as shown by the statistics. Additional ways in which supplier relationship management affects procurement performance are not taken into consideration in this study. In order to identify the additional factors impacting supplier relationship management on procurement performance, it is advised that further study be undertaken.

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APPENDICES

Appendix I: Letter of Introduction for Data

Collection Anne Saisi

C/O Department of

Management Sciences School of

Business and Economics

Maseno university

Date-----

TO WHOM IT MY CONCERN

Dear sir/Madam

ACADEMIC

RESEARCH

I am a student at Maseno University pursuing master of Science in Supply Chain Management. As part of the requirements, I am carrying out a research entitled, effect of supplier relationship management on procurement performance in Kakamega County Government. Please assist to answer the questionnaire provided in this proposal. This information will be treated with confidentiality.

Thanks in advance

Yours sincerely

Anne Saisi

RESEARCH SUPERVISOR

Dr. Moses Oginda Maseno

University

Appendix II: Research Questionnaire

The purpose of this study is to assess the effect of supplier relationship management on procurement performance in Kakamega County Government. I kindly request you to fill the questionnaire below to the best of your knowledge. The information provided will be treated with utmost confidentiality and will only be used for the intended purpose:

NOTE: Please do not indicate your name anywhere.

Section A: Background Information

Please tick (√) the appropriate answers.

1. Kindly indicate your gender:
 Male () Female ()
2. For how long have you been working with this County Government? Below one year()
 1 – 3 years ()
 3 – 5 years () Over 5 years ()
3. What position do you hold in your department?
 Chief Officer () Procurement Officer() Supplier ()
4. Kindly indicate the highest level of education?
 University graduate () Masters level (post graduate) ()
)Primary level () Secondary level () Tertiary
 (college level) ()

Section B: Supplier Collaboration

The questions are designed to use the Linkert scale and please indicate your responses to the following statements regarding supplier collaboration technique in your department. Tick your choice in the appropriate answer box. 1 = Strongly disagree 2 = disagree, 3 = neutral Extent 4 = agree, 5 = strongly agree

Parameter for measure	1	2	3	4	5
Information sharing is procured					
Joint decision making is encouraged					
Supplier partnership is encouraged					
Joint quality management is encouraged					

Section C: Supplier commitment

The questions are designed to use the Linkert scale and please indicate your responses to the following statements regarding supplier commitment technique in your department. Tick your choice in the appropriate answer box. 1 = Strongly disagree 2 = disagree, 3 = neutral Extent 4 = agree, 5 = strongly agree

	Statement	1	2	3	4	5
1.	There is commitment to strengthening the output due to loyalty within the supply chain					
2.	There is evidence of buyer- supplier commitment to enhance each other's interests such that there is a win-win situation					
3.	There is evidence of buyer supplier commitment to develop a stable long term relationship					
4.	There is evidence of supplier capacity that enhance performance					

Section D: Supplier communication

The questions are designed to use the Likert scale and please indicate your responses to the following statements regarding supply chain performance technique in your department. Tick your choice in the appropriate answer box. 1 = Strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree

	Statement	1	2	3	4	5
1.	The county has embraced more frequent communications with suppliers through diverse channels and that has built a long-term supplier-buyer relationship.					
2.	Delivery of goods and services has been improved through information sharing with suppliers					
3.	The county's communication with suppliers has enhanced smooth business transaction					
4.	The needed information flow on goods and services are communicated on time.					

SECTION E: PROCUREMENT PERFORMANCE

The questions are designed to use the Linkert scale and please indicate your responses to the following statements regarding procurement performance technique in your department. Tick your choice in the appropriate answer box. 1 = Not at all 2 = Small Extent, 3 = Moderate Extent 4 = Great Extent, 5 = Very great extent

Parameter for measure	1	2	3	4	5
There is an impact on Customer satisfaction					
Procurement performance has improved in terms of just in time					
Procurement performance is efficient					
Procurement performance is effective					
Procurement performance has provided for cost reduction					

THANK YOU FOR YOUR PARTICIPATION!!!!