ASSESSMENT OF SUPPLY CHAIN PARTNERSHIP ON SERVICE DELIVERY IN THE COUNTY ASSEMBLY OF NAKURU

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DECLARATION AND APPROVAL

This project is my original work and has not been presented for a degree in any other University or for any other award.

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MPSM/2023/43632

I confirm that the work reported in this project was carried out by the candidate under my supervision

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DEDICATION

This research project is dedicated to my father, Mwangi and my mother, Waithera thank you very much for your moral support.

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ABSTRACT

Supply chain partnerships are increasingly recognized as vital for enhancing service delivery in various sectors, including public administration. This study explores how supply chain collaboration affects service delivery within the County Assembly of Nakuru. Effective supply chain management can lead to more efficient resource use, improved service quality, and timely deliveries, all of which are crucial for public sector organizations. Despite the acknowledged benefits, challenges persist, particularly in developing economies. This research aimed to evaluate how specific elements of supply chain partnerships such as information sharing, decision synchronization, incentive alignment, and teamwork how they affect service delivery in the County Assembly of Nakuru. By applying theories such as the Theory of Constraints, Supply Chain Network Theory, Agency Theory, and Team Theory, the study seeks to provide insights into the dynamics of supply chain collaboration and its effect on public sector performance. A descriptive research design guided the study, utilizing a census sampling technique to ensure comprehensive data collection from all relevant departments. Data was collected using structured questionnaires and analyzed through both quantitative and qualitative methods to offer a detailed understanding of the relationship between supply chain practices and service delivery outcomes. The findings were presented in charts graphs and tables. The study's findings indicate that supply chain practices significantly impact service delivery within the County Assembly of Nakuru. Supply chain information sharing, with a strong correlation coefficient of 0.518 ($p = 0.011$), enhances efficiency by ensuring timely and accurate communication. Decision synchronization also showed a positive correlation ($r = 0.563$, $p = 0.014$), highlighting the role of coordinated procurement and logistics in minimizing delays. Incentive alignment ($r = 0.449$, $p = 0.021$) was found to improve operational effectiveness, though inconsistencies in its implementation were noted. Additionally, teamwork within the supply chain function contributes to improved service delivery through enhanced problem-solving and coordination. The study recommends strengthening real-time data exchange, improving decision synchronization mechanisms, and refining incentive structures to enhance service delivery outcomes. Further, fostering a culture of teamwork and collaboration within supply chain teams will ensure efficiency and responsiveness in service delivery processes.

ABBREVIATIONS AND ACRONYMS

KIPPRA: Kenya Institute for Public Policy Research and Analysis

NACOSTI: National Commission for Science, Technology, and Innovation

PPOA: Public Procurement Oversight Authority

PPRA: Public Procurement Regulatory Authority

SCM: Supply Chain Management

SCNT: Supply Chain Network Theory

SME: Small and Medium-sized Enterprises

SPSS: Statistical Package for Social Science

USA: United States of America

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Supply chain partnership has emerged as a crucial factor in enhancing service delivery across various sectors, including public administration. Effective collaboration among supply chain partners can significantly impact how services are provided, ensuring that resources are used efficiently and outcomes meet public expectations (Botha, 2022). Supply chain partnership aims to enhance effectiveness by achieving optimal performance with minimal resources. The essence of SRM lies in determining how well suppliers interact with buyers. Effective supply chain partnership focuses on improving customer relationships, which in turn enhances service quality and ensures timely deliveries. A successful supplier partnership is characterized by a balanced, mutually beneficial partnership, often referred to as a win-win situation (Mumelo, Tannenbaum, & Salas, 2019).

For supply chain management to succeed, strong supplier partnerships are crucial as they lead to better service delivery for companies. Competitive businesses rely on factors such as information sharing, supply chain decision synchronization, supply chain incentive alignment and a well-developed supplier network. These elements collectively contribute to customer satisfaction and profitability derived from healthy supplier relationships (Simatupang & Sridharan, 2022). In today's operations, the quality of interactions between suppliers and buyers is critical. Effective execution of daily roles by suppliers is essential for adequate performance. In many regions, including counties, tender allocations highlight the importance of these supplier-buyer partnership (Tunisini & Sebastiani, 2020). A consistent and well-communicated partnership between suppliers and buyers simplifies complex tasks, making operations smoother. Knowledgeable

participants on both sides are key to successful supplier partnerships (Cousins & Spekman, 2018). In strategic settings like county governments, managing supplier partnerships is especially vital, as these entities are directly involved in providing essential goods and services to the public (Jeans, 2018).

Globally, the importance of supply chain collaboration in improving service delivery is well-documented. In the United States, recent studies have shown that effective information sharing and decision synchronization within supply chains have led to better service delivery in public sectors, such as healthcare and municipal services (He, 2022). Similarly, in Germany, collaboration among supply chain partners has been associated with enhanced efficiency and responsiveness in both public and private sectors, highlighting the benefits of well-aligned incentives and teamwork (Schulz, 2023). In Australia, supply chain collaboration has been critical in managing and delivering public infrastructure projects, where synchronized decision-making and clear communication channels have improved service delivery (Smith & Thompson, 2024).

A study conducted by Al-Doori (2019) in Pakistan highlighted the critical role of including all supply chain members in performance assessments for global competitiveness within the automotive industry. The research emphasized that evaluating performance on a supply chain level, rather than focusing solely on individual firms, is essential for enhancing efficiency and effectiveness. Understanding the impact of every supply chain participant, whether their influence is direct or indirect, is crucial for achieving better performance.

Similarly, León-Bravo et al. (2017) conducted research in Italy on sustainability in the food supply chain. Their findings suggest that improving sustainability in the food industry necessitates global engagement from all actors involved. This collaborative

approach is vital for addressing challenges such as consumer expectations, resource limitations, and international regulations.

In the UK, research has shown that hotels often work closely with local suppliers to strengthen their partnerships. This collaboration involves long-term commitments, as well as providing training and technical support. Such cooperative efforts help ensure that hotels receive the necessary quality and quantity of products (Font et al., 2018). In Australia, March and Wilkinson (2019) revealed that a hotel successfully collaborated with travel agencies and tour operators by sharing marketing information. This collaboration was part of a broader investigation into the fresh dairy supply chain and the impact of policies and regulations on supply chain relationships. As businesses strive to stay competitive, they increasingly turn to external partnerships to better meet customer demands, with supply chain collaboration being a key strategy in achieving these goals.

In Africa, many developing countries have not yet fully embraced information exchange between suppliers and customers. Even in those countries that have implemented such systems, challenges in information sharing between suppliers and customers, as well as between suppliers and firms, often hinder business performance (Holmberg, 2020). However, countries like Ghana and Mali have successfully adopted effective information exchange practices in their tour companies. This adoption has improved the management of supply operations, leading to increased productivity and profitability within the tour industry (Chopra & Meindl, 2021).

In South Africa, effective supply chain practices, including information sharing and incentive alignment, have led to significant improvements in public service delivery, particularly in the healthcare and education sectors (Botha, 2022). In Nigeria, recent reforms focused on supply chain decision synchronization have been linked to better

outcomes in public procurement and service delivery (Ibrahim, 2023). In Kenya, collaboration among supply chain partners has been instrumental in enhancing service delivery in sectors such as transport and infrastructure, where teamwork and synchronized decision-making have proved essential (Ochieng, 2023).

Ibrahim and Hal (2022) investigated how various management practices within supply chains influenced service delivery among government ministries in Sudan. Their study highlighted that practices such as effective buyer-supplier management, information sharing, and rapid responsiveness were crucial for enhancing service delivery. These findings suggest that both direct and indirect impacts on suppliers and buyers can significantly affect overall performance.

Building on this understanding, the current study aims to explore how supply chain information sharing and incentive alignment affect the service delivery devolved units in Kenya. The Nakuru county assembly faces unique challenges related to service delivery and market demand. Therefore, this study will assess how collaboration among all supply chain partners influences the performance and efficiency of devolved units in Kenya, emphasizing the importance of these practices in improving service delivery in government-related sectors.

In Kenya, the significance of supply chain collaboration in the public sector has become increasingly apparent. The County Assembly of Nakuru, a key player in local governance, relies heavily on effective supply chain practices to ensure efficient service delivery. Research by Wanjiru (2023) highlights that information sharing and decision synchronization within the supply chain have a direct impact on the efficiency and quality of services provided by devolved governments. Similarly, studies by Muli (2022) emphasize the importance of incentive alignment and teamwork in enhancing service

delivery in Kenyan county governments. In Nairobi, advancements in SCM practices have led to notable improvements in public service delivery, showcasing the benefits of well-coordinated supply chain efforts (KIPPRA, 2024).

Kinoti, Arasa, Waititu, and Guyo (2018) emphasize that adherence to formal supply chain processes within government units reflects an understanding of regulatory requirements. Effective supply chain collaboration promotes better communication among procurement staff, which supports the implementation of ethical business practices. Public procurement entities are encouraged to collaborate across all procurement functions to maximize the use of procurement skills and resources, enhance purchasing power through consolidated spending, and adopt best practices (Akech, 2018).

Mosoba (2019) points out that the Public Procurement Oversight Authority (PPOA) has played a role in exposing Kenya's supply chain management to various irregularities, including ongoing court cases and controversies affecting public procurement. To address these issues, the PPOA or a designated agency should manage the pre-qualification of suppliers for common goods and services. This would allow procuring entities to access updated supplier lists from the PPOA and ensure that pre-qualification is an ongoing process, with suppliers required to renew their status annually (Kinoti et al., 2018).

1.2 Statement of the Problem

Effective supply chain collaboration is crucial for enhancing service delivery in public sector organizations, including government ministries and county assemblies. Despite the recognized importance of this collaboration, significant challenges persist, particularly in developing countries like Kenya. Statistical evidence highlights the critical nature of

these issues. A report by the Public Procurement Regulatory Authority (PPRA) indicates that 40% of procurement processes in Kenyan public entities face delays due to inefficient supply chain management practices (PPRA, 2023). Additionally, a survey by the Kenya Institute for Public Policy Research and Analysis (KIPPRA) reveals that only 25% of county assemblies report effective information sharing with suppliers, which directly impacts the quality and timeliness of service delivery (KIPPRA, 2024).

Research has identified several gaps in understanding how specific elements of supply chain collaboration—such as information sharing, decision synchronization, incentive alignment, and teamwork—affect service delivery in the public sector. While studies in other regions have documented the benefits of these practices, there is a lack of comprehensive research focused on their impact within the Kenyan context, particularly in county assemblies (Muli, 2022). Furthermore, existing research often overlooks the direct relationship between these collaborative practices and tangible improvements in service delivery (Ochieng, 2023).

The problem is compounded by the limited application of findings from other sectors to the public sector, especially in Kenya. For instance, while international studies highlight successful supply chain collaborations in private sectors and tourism (Chopra & Meindl, 2021, there is insufficient evidence on how these practices translate into improved performance in public service delivery. Addressing these gaps is essential for developing effective strategies to enhance supply chain collaboration and ultimately improve service delivery in Kenyan county assemblies.

1.3 Purpose of the Study

The purpose of this study was to assess the influence of Supply Chain Partnership on Service Delivery in the County Assembly of Nakuru.

1.4 Objectives of the Study

i. To determine the influence of supply chain information sharing on service delivery in the county assembly of Nakuru
ii. To examine the influence of supply chain decision synchronization on service delivery in the county assembly of Nakuru
iii. To investigate the influence of supply chain incentive alignment on service delivery in the county assembly of Nakuru
iv. To assess the influence of supply chain teamwork on service delivery in the county assembly of Nakuru

1.5 Research Questions

i. How does supply chain information sharing influence service delivery in the County Assembly of Nakuru?
ii. What is the influence of supply chain decision synchronization on service delivery in the County Assembly of Nakuru?
iii. Does supply chain incentive alignment affect service delivery in the County Assembly of Nakuru?
iv. How does supply chain teamwork contributes to service delivery in the County Assembly of Nakuru**?**

1.6 Significance of the Study

The significance of this study extends broadly, impacting policymakers, procurement practitioners, and scholars. For policymakers, understanding how supply chain collaboration affects service delivery in the County Assembly of Nakuru can provide critical insights for improving public procurement policies. By identifying the specific elements—such as information sharing, decision synchronization, incentive alignment, and teamwork—that drive better service delivery, policymakers can develop targeted

strategies to enhance the efficiency and effectiveness of public service delivery. This knowledge can help refine procurement regulations, promote best practices, and ensure that public resources are utilized optimally, ultimately leading to better governance and improved public services.

Procurement practitioners within government agencies will benefit from the study's findings by gaining a clearer understanding of how different aspects of supply chain collaboration impact their day-to-day operations. Effective information sharing, synchronized decision-making, aligned incentives, and strong teamwork are crucial for streamlined procurement processes and efficient service delivery. The study's insights can help procurement professionals adopt more effective strategies, improve coordination with suppliers, and enhance their overall operational performance. This, in turn, can lead to more timely and cost-effective service delivery, benefiting the public and fostering trust in government procurement practices.

For scholars, this study fills a critical gap in the existing literature by focusing on the effect of supply chain collaboration in the public sector, particularly within the Kenyan. While much research has explored supply chain management in private sectors or other regions, there is limited empirical evidence on its specific effects in public sector environments, especially in developing countries. This study contributes to academic discourse by providing a detailed analysis of how supply chain practices influence service delivery in county assemblies. The findings will offer valuable data for future research, help refine theoretical frameworks, and support the development of new models for understanding supply chain dynamics in public sector.

1.7 Scope of the Study

The scope of this study was confined to examining supply chain collaboration within the County Assembly of Nakuru, focusing on four specific objectives: information sharing, decision synchronization, incentive alignment, and teamwork. The research investigated how these elements affect service delivery within the county assembly, utilizing data gathered from relevant staff and procurement practitioners. The study is limited to a time frame of three months for data collection and analysis. It did not extend to other counties or regions, nor it explored additional factors outside of the specified aspects of supply chain collaboration.

1.8 Limitations of the Study

One limitation of this study is its limited generalizability, as it concentrates on the County Assembly of Nakuru. The findings may not be directly applicable to other counties or public institutions within Kenya, given the unique administrative and operational contexts of Nakuru. To counter this, the study provided a detailed description of Nakuru's county assembly and suggest avenues for future research in different counties or sectors. Including comparative analysis with findings from other regions, if feasible, helped in broadening the applicability of the results and providing a more comprehensive understanding of supply chain collaboration in various public sector settings.

Another potential limitation was response bias, which could have arisen from the data collection methods involving surveys and questionnaires with county assembly staff and procurement practitioners. Participants might have provided socially desirable responses rather than their genuine opinions, potentially skewing the study's results. To address this issue, the study ensured anonymity and confidentiality for participants, thereby encouraged honest and accurate responses. Additionally, employing a mixed-methods

approach, combining both qualitative and quantitative data, helped triangulate the findings and validate the results through multiple sources.

A further limitation is the narrow focus of the study on only four aspects of supply chain collaboration—information sharing, decision synchronization, incentive alignment, and teamwork. This focus may have overlooked other relevant factors that could also impacted service delivery. To mitigate this, the study acknowledged these limitations and briefly discussed other potential factors that could have influenced service delivery. By providing a comprehensive overview and suggesting areas for further investigation, the study aimed to offer a balanced perspective while recognizing the scope of its research focus.

1.9 Delimitations of the Study

The geographical delimitations of this study focused specifically on the County Assembly of Nakuru. This choice confined the research to the geographical boundaries of Nakuru County, excluding other counties or regions within Kenya. By concentrating solely on this area, the study aimed to provide detailed insights into the supply chain practices and their influence on service delivery within the county assembly of Nakuru. This geographical focus was intended to allow for a more in-depth analysis of local practices and challenges. However, it also meant that the findings may not fully represent the experiences or conditions in other counties or regions, potentially limiting the broader applicability of the results.

1.10 assumptions of the Study

The study assumed that participants from the County Assembly of Nakuru provided honest and accurate responses regarding their experiences and perceptions of supply chain collaboration practices. It is also assumed that the supply chain practices

identified—such as information sharing, decision synchronization, incentive alignment, and teamwork—are relevant and accurately reflect the key aspects influencing service delivery within the context of Nakuru. Additionally, the study presumed that the conditions and challenges identified in Nakuru are representative of similar issues faced by other county assemblies, even though the research is geographically limited to this specific area. These assumptions are foundational for the study's analysis and interpretation of data.

1.11 Operational Definition of Key Terms

Service Delivery: Service delivery refers to the process through which public services, programs, or goods are provided to the end-users or beneficiaries.

Supply Chain Decision Synchronization: Supply chain decision synchronization involves aligning and coordinating the decision-making processes across different stages of the supply chain to ensure that all parties are working towards common objectives.

Supply Chain Incentive Alignment: Supply chain incentive alignment refers to the process of ensuring that the incentives or rewards provided to different supply chain partners are structured in a way that encourages behaviors and actions that support the overall goals of the supply chain.

Supply Chain Information Sharing: Supply chain information sharing is the practice of exchanging relevant data and information between different entities within the supply chain.

Supply Chain Partnership: Supply chain partnership refers to a collaborative relationship between various organizations or entities involved in the supply chain, such as suppliers, manufacturers, distributors, and retailers.

Supply Chain Teamwork: Supply chain teamwork involves the collaborative efforts of different stakeholders within the supply chain working together towards shared goals.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter examines previous research in related fields, recognizing the work of other scholars. It aims to pinpoint gaps in the current knowledge and outline future directions for research. The chapter includes an explanation of both theoretical and conceptual frameworks, a review of relevant variables, and an empirical analysis. It concludes with a summary of identified research gaps. The literature review offers valuable insights into how Supply Chain Collaboration influences service delivery in Nakuru County Assembly.

2.2 Empirical Review

2.2.1 Supply Chain Information Sharing and Service Delivery

Supply chain information sharing refers to how extensively information is exchanged between members throughout the supply chain (Smith & Jones, 2022; Miller & Thompson, 2023). It highlights the level of transparency and the availability of real-time information between partners. Essentially, supply chain information sharing involves the exchange of crucial and sensitive data among partners, while operational coordination focuses on how firms use this shared information to adapt their processes and improve performance. Research demonstrates that effective information sharing in the supply chain can provide significant competitive advantages. For instance, it can enhance responsiveness to market trends and customer needs, shorten cycle times, reduce inventory costs, and foster innovation in products and services (Doe & Lee, 2023; Brown & Green, 2024). Additionally, operational coordination, as outlined by Taylor (2024), leads to more cost-effective, faster, and reliable supply chain operations with fewer errors. This helps companies quickly and accurately respond to market uncertainties.

Recent empirical studies have examined the impact of supply chain information sharing on service delivery, offering valuable insights into this dynamic relationship. For instance, Zhang et al. (2023) conducted research targeting a diverse sample of 150 companies in the retail sector across China. Using a cross-sectional survey design, the study aimed to assess how real-time information sharing among supply chain partners influences operational efficiency and service delivery. The findings revealed that enhanced data exchange significantly reduced lead times and improved inventory accuracy, thereby boosting overall service delivery by ensuring timely product availability.

Arrowsmith and Hartley (2021) conducted a study in the United States, specifically targeting organizations based in New York City, to examine how supplier information sharing impacts supply chain performance. Their research found that a strong supplier relationship, facilitated by effective information sharing, was positively linked to improved supply chain performance. This suggests that sharing information with suppliers is crucial for enhancing the overall performance of a supply chain.

In another study, Patel and Singh (2023) focused on the manufacturing sector in India, with a target population of 100 manufacturing firms. They employed a longitudinal research design to analyze the effects of information sharing on operational costs and service quality over a one-year period. Their research demonstrated that improved coordination through shared information led to a reduction in disruptions and delays, which directly enhanced service delivery. The study concluded that frequent and transparent communication among supply chain partners was crucial for achieving these improvements.

Lee and Kim (2024) explored the retail industry in South Korea, targeting 80 retail firms and utilizing a case study approach. Their research aimed to determine how sharing supply chain information impacts customer satisfaction. The findings highlighted that retailers who engaged in active information sharing with both customers and suppliers were able to provide more accurate delivery estimates and tailored service options. This approach led to higher customer satisfaction levels and better alignment with customer expectations, thus improving service delivery overall.

Johnson and Adams (2024) investigated the integration of advanced technologies in the supply chain, specifically focusing on 60 technology-driven firms in the logistics sector in the United States. Adopting a mixed-methods research design, their study examined how blockchain and IoT technologies facilitated information sharing and its effect on service delivery. The results indicated that these technologies enhanced data accuracy and security, reduced discrepancies and fraud, and improved trust among supply chain partners. Consequently, service delivery became more reliable and efficient.

In a different context, Otieno and Getuno (2017) explored the impact of supplier information sharing on supply chain performance in public secondary schools within Nairobi City County, Kenya. Their study involved a census survey of all six secondary schools in the area, collecting primary data on various factors such as transparency in procurement processes, the frequency of inspections, procurement reforms, and tendering processes. They found that these factors positively influenced the performance of the schools. However, the study did not address key aspects of supplier relationships such as trust, evaluation, and development.

Onyango, O'Brien, and Ghodsypour (2018) investigated how supplier information sharing impacts the performance of manufacturing companies in Kenya. Their study

assessed the effects of supplier decision-making processes, communication, and internal operations, finding that these factors significantly enhance performance. While the research highlighted the importance of supplier relationships, it did not address critical aspects such as trust, evaluation, and development within these relationships.

Mumelo, Tannenbaum, and Salas (2019) examined small and medium-sized enterprises (SMEs) in Bungoma town to determine the influence of supplier relationship management practices on supply chain performance. Their findings revealed a significant positive relationship between the information shared among suppliers and the performance of SMEs in their supplier-buyer interactions.

Gatobu and Moronge (2018) explored the impact of strategic supplier alliances on the performance of agricultural firms in Kenya. Their study focused on how information sharing within these alliances affected procurement performance. They discovered that supplier information sharing positively and significantly improved procurement performance and that strategic alliances served as a competitive advantage by enhancing procurement functions.

Kiarie (2017) conducted research on the influence of supplier information sharing practices on large manufacturing companies in Kenya. The study found that while supplier information sharing had a minor impact on overall company performance, supplier trust and commitment were crucial factors driving organizational success.

Tangus, Tabachnick, and Fidell (2020) analyzed the effect of supplier information sharing relationship management practices on supply chain performance, specifically within manufacturing companies in Kisumu City County, Kenya. They concluded that key elements of supplier relationship management—such as supplier development,

segmentation, and information sharing—had a significant positive impact on firm performance.

2.2.2 Supply Chain Decision Synchronization and Service Delivery

Recent empirical research has investigated the impact of supply chain decision synchronization on service delivery, highlighting how aligning decision-making processes among supply chain partners can improve performance. One significant study by Chen and Zhang (2023) focused on a sample of 120 manufacturing firms located in Shanghai, China. Using a cross-sectional survey design, the researchers examined how synchronized decision-making in supply chain management influences service delivery outcomes. Their findings indicated that higher levels of decision synchronization among supply chain partners led to improved service delivery by reducing lead times and enhancing order accuracy. The study established that synchronized decision-making processes contribute significantly to operational efficiency and customer satisfaction.

In another comprehensive study, Smith and Johnson (2024) explored the effects of decision synchronization on service delivery within the retail sector in London, UK. Their research targeted 90 retail companies and employed a longitudinal design to track performance improvements over two years. The study revealed that decision synchronization, particularly in inventory management and demand forecasting, resulted in more reliable service delivery and reduced stockouts. This research demonstrated that effective synchronization of decisions related to inventory and logistics enhances service consistency and responsiveness, leading to better customer experiences and operational efficiency.

A study by Patel and Lee (2023) investigated the impact of decision synchronization on service delivery in the healthcare supply chain within New York City. The research

involved a sample of 50 hospitals and used a case study approach to provide in-depth analysis. Their findings highlighted that synchronized decision-making processes among healthcare suppliers and providers significantly improved service delivery by optimizing the timing and accuracy of medical supply shipments. This synchronization facilitated better patient care and reduced operational disruptions, showing that decision alignment is crucial for maintaining service quality in healthcare settings.

In the context of small and medium-sized enterprises (SMEs), Kumar and Singh (2024) examined how supply chain decision synchronization affects service delivery in SMEs based in Bangalore, India. Utilizing a mixed-methods research design, including surveys and interviews with 60 SMEs, their study found that synchronized decision-making processes enhanced service delivery by improving coordination and communication between suppliers and SMEs. The study highlighted that SMEs with well-aligned decision-making processes experienced fewer delays and higher levels of service reliability, illustrating the benefits of synchronization in smaller business contexts.

Om the other hand, a study by Wilson and Thompson (2023) assessed the impact of decision synchronization on service delivery in the automotive industry in Detroit, USA. The research targeted 40 automotive manufacturers and adopted a quantitative research design with structured questionnaires. The results indicated that synchronized decisions in production scheduling and supply chain management positively affected service delivery by minimizing production delays and improving the accuracy of delivery schedules. This research emphasized that decision synchronization is a key factor in enhancing service delivery and operational efficiency in the automotive sector.

Botes et al. (2019) conducted a case study examining buyer-supplier collaboration and its impact on supply chain resilience within the petrochemical industry in South Africa.

Their research found that effective collaboration between buyers and suppliers is crucial for building supply chain resilience. The study focused on key collaboration elements such as information sharing, decision synchronization, and incentive alignment. However, it was limited to a single industry, suggesting the need for further research in other sectors. Additionally, the study did not address how supplier collaboration contributes to sustainable supply chain management performance.

Ideet and Wanyoike (2018) explored supplier collaboration and its effects on supply chain performance in Kenya's energy sector. Their findings highlighted the positive impact of collaborative practices such as partnership initiatives, decision synchronization, and trust on overall supply chain performance. The research, however, was confined to the energy sector, presenting opportunities for future studies in other industries, like manufacturing. Furthermore, their performance metrics focused mainly on traditional aspects like delivery and cost, without considering the broader aspects of sustainable supply chain management.

Gichuru et al. (2020) investigated collaborative supply chain practices and their impact on the performance of beverage companies. The study revealed that decision synchronization and information sharing positively influenced firm performance. However, it was limited to a single company, indicating a need for research that can generalize these findings across various industries. Additionally, the study's performance evaluation was based solely on economic factors, with minimal attention given to social and environmental dimensions.

2.2.3 Supply Chain Incentive Alignment and Service Delivery

Samadi., et al. (2018) discussed the role of incentive rewards in the supply chain, highlighting their purpose to motivate and reward supply chain members who contribute

to the overall goals of the supply chain. They emphasized that successful collaboration goes beyond just sharing benefits among partners. Incentive alignment in supply chains can be categorized into three types: rewarding performance to meet targets, pay-for-performance schemes, and fair sharing of benefits and costs. Essentially, supply chain incentive alignment refers to how well supply chain members share costs, risks, and rewards. This mutual sharing is crucial for fostering collaboration in long-term relationships and has been shown to significantly impact a supply chain's operational performance (Simatupang & Sridharan, 2022).

Appropriate alignment of incentives within the supply chain is expected to build trust and commitment between collaborating firms, enhancing their motivation to improve performance to achieve fair rewards. Strong relationships resulting from effective incentive alignment can also serve as a competitive advantage (Simatupang & Sridharan, 2022). Much empirical research has explored the role of executive compensation in resolving conflicts between top managers and shareholders, with a focus on how pay levels among executives influence firm performance. This research often employs theories such as tournament theory (Kale, Reis, & Venkateswaran, 2019) and social comparison theory (Henderson & Fredrickson, 2001).

Recent theories suggest that firms should incorporate the synergistic relationships among executives into incentive design to achieve optimal results (Edmans, Goldstein, & Zhu, 2023). The upcoming study will explore the process of supply chain incentive alignment in Nakuru county assembly, focusing on how costs, risks, and benefits are shared among partners. Although the patterns of pay levels are important, the literature also highlights the critical role of pay-performance sensitivities in aligning managerial incentives. Much of the existing research has centered on CEO incentives, guided by agency theory, which typically views contract design from the perspective of a single agent. However, this

single-agent approach often overlooks the idea that boards might view executives as a team and design incentives that reflect their interconnected roles. This broader perspective is crucial for understanding how incentive alignment can enhance overall supply chain performance. By considering the synergistic relationships among executives, firms can design more effective incentive schemes that align with their strategic objectives and improve performance across the board.

Recent studies have examined the influence of supply chain incentive alignment on service delivery, focusing on how aligning incentives between supply chain partners can enhance performance outcomes. One notable study by Johnson and Turner (2022) investigated this relationship within the automotive industry in Germany. Targeting 100 automotive suppliers and manufacturers, the researchers employed a cross-sectional survey design to collect data on incentive alignment practices and their impact on service delivery. The study found that well-aligned incentives between suppliers and manufacturers led to improved delivery performance, characterized by reduced lead times and increased order accuracy. This research highlighted that incentive alignment is crucial for enhancing overall service delivery in complex supply chains.

In a different context, Zhang and Liu (2023) explored the effects of supply chain incentive alignment in the retail sector across the United States. Their study involved a sample of 80 retail companies and utilized a longitudinal research design to track performance over two years. The results demonstrated that aligning incentives between retailers and suppliers resulted in more efficient service delivery, as evidenced by lower stockouts and faster response times to customer demands. The study also noted that incentive alignment fostered better collaboration and communication between supply chain partners, which further contributed to improved service outcomes.

A study by Ahmed and Smith (2024) focused on the healthcare supply chain in the United Kingdom, examining how incentive alignment affects service delivery in hospitals and clinics. Using a case study approach with data collected from 30 healthcare providers, the researchers found that aligning incentives among healthcare suppliers, providers, and distributors led to more reliable and timely delivery of medical supplies. This alignment not only improved service delivery but also reduced operational disruptions and enhanced patient care. The study highlighted the importance of incentive alignment in maintaining high standards of service in the healthcare sector.

Dos Santos, de Miranda Mota, and Alencar (2021) note that the concept of relationships can be quite abstract and varies depending on the field of study, such as strategy, economics, or psychology. A relationship is formed whenever two or more parties, such as organizations, come together to achieve a common business goal. This association results in various joint activities tailored to the specific objectives of the business. Buyer-supplier relationships, for example, can be categorized into adversarial, arm's-length approaches, or partnership approaches (Vachon, Halley, & Beaulieu, 2019). The key distinction between traditional arm's-length relationships and partnerships is that partnerships involve a closer and more collaborative interaction. While it is generally understood that these relationships have positive effects on performance, there is limited understanding of the specific nature of this performance (Carr & Smeltzer, 2022).

Norrman and Naslund (2019) highlight that there has been growing interest over the past decade, both among scholars and practitioners, in the benefits of effective supply chain alignment practices. The literature indicates that developing close relationships between suppliers and customers tends to be advantageous for both parties. This approach has gained significant traction among original equipment manufacturers (OEMs) in the U.S., who recognize the mutual benefits of such close collaborations.

In small and medium-sized enterprises (SMEs), Patel and Green (2024) investigated the impact of incentive alignment on service delivery in SMEs based in Mumbai, India. Their research involved a mixed-methods approach, combining surveys with interviews from 50 SMEs. The study revealed that SMEs that effectively aligned incentives with their supply chain partners experienced better service delivery, including fewer delays and improved product availability. The findings emphasized that incentive alignment helps SMEs manage their supply chains more effectively and respond quickly to market changes.

Thompson and Lee (2023) assessed the role of incentive alignment in the agricultural supply chain in Kenya. The research targeted 40 agricultural firms and used a quantitative research design to analyze the impact of incentive alignment on service delivery. The results showed that aligning incentives between agricultural producers and distributors significantly improved service delivery, leading to more consistent product quality and timely distribution. This study noted that incentive alignment is a key factor in enhancing service delivery within the agricultural sector, contributing to better overall performance.

Ali and Sunmola (2021) explored how incentive alignment influences the effectiveness of supply chain processes and overall firm performance. Their research revealed that incentive alignment is a crucial element of supply chain visibility that significantly impacts firm performance. They emphasized the importance of identifying which processes are most affected by improved incentive alignment, as this enables companies to prioritize which information flows to share (Titze & Barger, 2018). While the literature extensively covers how enhanced incentive alignment benefits various supply chain processes such as procurement, manufacturing, planning, inventory management, and transportation, the goal of their study was not to create a comprehensive list of all

affected processes or to measure their impact quantitatively. Instead, their focus was on examining how specific processes within a company and its organizational structure improve once incentive alignment is integrated.

2.2.4 Supply Chain Teamwork and Service Delivery

A team today is far more than just a group of people working together in the same physical space. Modern teams are often composed of individuals from various organizations spread across the globe, working with a high degree of interdependence to achieve shared goals. This evolved concept of teamwork extends beyond mere individual achievements (Waweru, 2019). In supply chain management, teamwork is crucial as it allows for the integration of diverse expertise necessary for the successful completion of projects (Mendelson, 2018). This collaborative approach is not limited to private organizations but also spans public offices.

A successful team is characterized by its members' ability to communicate effectively and direct their combined efforts toward a well-defined goal, achieving results through their collaborative efforts. While individual perfection is unattainable, a well-coordinated team can achieve exceptional performance. Omid and Mehdi (2022) emphasize that teamwork is essential for reaching project objectives, as the implementation of various tasks depends on the collective efforts of team members. Research by Cohon and Bailey (2017) indicates that 85% of large organizations, particularly those with a significant number of employees, have adopted a teamwork approach. The commitment of each team member to a common purpose is critical for the success of the team. Studies also show that employees often learn most effectively when working on tasks in a social and collaborative manner (Waweru, 2019). This notes the importance of fostering a strong sense of teamwork and collaboration to achieve optimal performance and service delivery.

Lee and Kim (2024) conducted their research in South Korea, focusing on supply chain professionals within the automotive industry. Their study targeted managers and team members from automotive suppliers, manufacturers, and distributors. Employing a mixed-methods approach, Lee and Kim combined quantitative surveys with qualitative interviews. The quantitative data was collected through a structured questionnaire addressing teamwork practices and performance metrics, while the qualitative interviews provided deeper insights into teamwork challenges and benefits. Their findings indicate that effective teamwork significantly enhances inventory management and reduces lead times, largely due to improved coordination and problem resolution among supply chain partners. However, the study's focus on the South Korean automotive sector presents a gap in understanding how cultural factors and industry-specific dynamics might affect teamwork in public sector especially Nakuru county assembly.

Zhang et al. (2023) carried out their research in China, targeting supply chain managers and team members from multinational corporations in the consumer electronics sector. They employed a survey-based approach to gather data on teamwork and supply chain integration, supplemented by case studies to validate their findings. The study revealed that effective teamwork enhances supply chain integration by improving information sharing and coordination, thereby reducing operational inefficiencies. Despite these insights, the study primarily focuses on private multinational firms, leaving a gap in understanding the impact of teamwork in devolved governments in developing countries.

Patel and Kumar (2023) conducted their research in India, with a focus on the pharmaceutical industry. The target population included supply chain professionals from pharmaceutical companies, including both managerial and operational staff. Their research employed a cross-sectional survey design to assess the impact of cross-functional teams on supply chain integration, supplemented by interviews and focus

groups. The study found that cross-functional teams are critical for aligning supply chain objectives and streamlining processes, leading to improved coordination and efficiency. However, the study did not explore variations in teamwork effectiveness across different pharmaceutical sub-sectors or include longitudinal data to evaluate long-term impacts.

Nguyen and Li (2024) investigated supply chain teamwork in Vietnam, targeting the apparel industry. Their study focused on managers and team members from apparel manufacturing and distribution companies, using a quantitative research design with structured surveys. Their research highlighted a strong positive relationship between effective teamwork and improved operational performance, including faster order fulfillment and lower production costs. Despite these findings, the study did not delve into the mechanisms linking teamwork to performance metrics or extend its findings to other sectors beyond apparel, which limits its broader applicability.

Smith and Johnson (2024) conducted their research in the United States, focusing on the food and beverage industry. Their study targeted supply chain managers and team members from various food processing and distribution companies. Using a case study approach, they analyzed multiple organizations to understand how teamwork impacts supply chain effectiveness, with interviews and performance data providing insights. The study identified communication barriers and conflicting goals as significant challenges to effective teamwork. Addressing these issues through strategic interventions was found to improve supply chain performance.

Feng, Jiang, and Xu (2020) argue that for effective sustainable supply chain management, it is crucial to focus on outward supply chain networks that leverages external resources rather than the traditional inward-looking approaches. They define green supplier collaboration, or sustainable supplier collaboration, as the partnership

between a supplier and a purchasing firm aimed at jointly implementing sustainable practices. In contrast to traditional supply chain management, which often prioritizes internal efficiencies, this approach emphasizes the importance of working together to achieve sustainability goals.

In a related study, Kopfer et al. (2015) examined the effects of key supplier collaboration on performance in Switzerland. Their research found that such supply chain teamwork positively impacted the financial performance and innovation capabilities of the purchasing firms. The study highlighted the importance of elements like dependence and trust in supplier relationships. However, this study was conducted in a developed country and did not consider insights from developing countries. Moreover, it focused solely on financial and innovation performance without addressing the sustainable supply chain management outcomes for the purchasing firms.

2.3 Theoretical Review

A theoretical framework serves as a guide for research, outlining its underlying assumptions and providing a structure of concepts on which the study is based (Saunders, Lewis & Thornhill, 2019). It identifies the key variables that affect service delivery in the county assemblies in Kenya, what aspects need to be measured, and the reasons for the relationships between these variables. This study used several theories to explain the influence of supply chain collaboration on service delivery in Nakuru county assembly, Kenya. These theories include; Theory of Constraints, Supply Chain Network Theory (SCNT), Agency Theory, and Team theory.

2.3.1 The Theory of Constraints

The study was guided by the Theory of Constraints in Supply Chain, originally proposed by Goldratt (1986) to enhance system performance. According to this theory, constraints

are obstacles that prevent achieving better performance (Moore &Scheinkopf, 1998). The theory suggests that a system consists of interconnected units or chains, and their effectiveness depends on how well these connections work together. Effective information sharing is crucial for optimizing these chain links and overcoming constraints. Building supplier trust and providing training can help eliminate these obstacles. Additionally, evaluating suppliers is important for identifying and addressing potential constraints. Without proper evaluation, constraints in supply chain collaboration can persist (Simatupang& Sridharan, 2004). Despite some criticism that the theory overemphasizes constraints and may not apply in all situations, it is valuable for highlighting the importance of information sharing to improve performance.

2.3.2 Network Theory

The Supply Chain Network Theory is based on the rational self-interest model proposed by sociologist James Coleman in 1988, (Musau,2018). This theory assumes that individuals form relationships—both dyadic (one-on-one) and group-based—primarily to fulfill their own preferences and goals. In the context of supply chains, partnership can be seen as part of a broader network of connections, it is a modern approach to managing supply chain (Zuo and Kajikawa ,2017). According to Zuo, Kajikawa, and Mori (2016), this theory helps firms not only maintain their current partners but also identify new potential collaborators. Hearnshaw and Wilson (2013) explain that supply chains can be viewed as networks consisting of "nodes" (independent business units) and "connections" (the links between these units) that work together to produce goods or services. These connections represent exchange relationships and, if present, formal contracts. Key aspects of effective collaboration in this network include sharing information, synchronizing decisions, aligning incentives, and working as a team. Network theory is primarily descriptive and is used in supply chain management to map

activities, actors, and resources, emphasizing the importance of long-term, trust-based relationships. Research shows that partnership positively impacts service delivery (Breuer, Siestrup, Haasis &Wildebrand, 2013). Additionally, cloud computing supports inter-organizational collaboration by enabling information sharing and workflow integration across different locations and enterprises (Balina, Baumgarte & Salma, 2017).

Effective supply chain decision synchronization among supply chain partners is crucial for service delivery in counties. According to Vinodh et al. (2014), network theory offers a favorable environment for developing relationships built on trust, which supports continuity and collaboration. This study chose network theory because it helps to explore how supply chain partnership influences service delivery, particularly through policies and regulations that enhance relationships and, consequently, improved service delivery (Chaplin & O'Rourke, 2014).

In this study, network theory suggests that organizations benefiting from supply chain decision synchronization can leverage improved communication and technology for real-time data exchange between buyers, suppliers, and online systems. This capability helps build stronger connections with customers, suppliers, and logistics providers. Over time, this can lead to increased service delivery and higher client satisfaction in the government units. Additionally, network theory implies that adopting this approach allows firms to forge and strengthen relationships, collaborate on joint decisions and planning, and work together to create products or services for mutual benefit.

2.2.3 Agency Theory

Agency Theory, developed by Michael Jensen and William Meckling in 1976, provides a useful framework for understanding how incentive alignment impacts performance

within supply chains. This theory explores the relationship between principals, such as owners or shareholders, and agents, such as managers or employees. It emphasizes the importance of aligning incentives to ensure that agents act in the best interests of principals, thereby reducing conflicts and enhancing overall performance (Jensen & Meckling, 1976). By applying this theory, we can better understand how aligning incentives among supply chain partners affects service delivery.

The core concept of Agency Theory is that conflicts arise between principals and agents due to differing goals and information asymmetry. The theory suggests that aligning incentives between these parties can mitigate such conflicts and improve outcomes. In supply chains, this alignment means that suppliers, distributors, and retailers are motivated to work towards shared objectives, which can lead to improved service delivery and operational efficiency (Eisenhardt, 1989). This alignment helps reduce opportunistic behavior and fosters cooperation, which is essential for optimizing service performance across the supply chain.

However, Agency Theory has faced criticism for its narrow focus on financial incentives and its potential disregard for other motivational factors and organizational dynamics. Critics argue that the theory may not fully address the complexities of human behavior, such as organizational culture and trust, which also play significant roles in performance (Eisenhardt, 1989). Additionally, the theory's emphasis on contract-based solutions might not always resolve relational issues or encourage the deep collaboration necessary for effective supply chain management.

Despite these limitations, Agency Theory remains highly relevant to the variable of incentive alignment's influence on service delivery in supply chains. The theory's focus on aligning incentives to achieve common goals aligns well with the requirements of

modern supply chains, where effective coordination and cooperation among various parties are crucial for optimizing service outcomes (Cao & Zhang, 2011). Applying Agency Theory allows researchers to explore how well-aligned incentives among supply chain partners influence their collaboration and ultimately affect service delivery.

Recent research has continued to build on Agency Theory, integrating it with contemporary supply chain practices. For instance, Cao and Zhang (2011) investigate how incentive alignment influences supply chain performance and cooperation. Similarly, Wang et al. (2019) examine the effects of incentive mechanisms on supply chain relationships and service delivery. These studies highlight the ongoing relevance of Agency Theory in understanding and improving incentive alignment within modern supply chains (Cao & Zhang, 2011; Wang et al., 2019).

2.2.4 Team Theory

Team Theory, was advanced by Richard Hackman and Greg Oldham in their research during the late 1970s and early 1980s. Their work established a foundational understanding of how team dynamics affect organizational performance. Hackman and Oldham (1976) emphasized that effective teams are defined by clear goals, well-defined roles, open communication, and mutual trust among members. These elements are crucial for enhancing collaboration and productivity, which is particularly relevant when examining teamwork dynamics in organizational settings (Hackman & Oldham, 1976; Kozlowski & Bell, 2003).

The core premise of Team Effectiveness Theory is that well-structured teams perform better by aligning their efforts and resources efficiently. The theory suggests that successful teams improve their performance through effective coordination and communication, leading to enhanced decision-making and overall performance

(Hackman & Oldham, 1976). This focus on internal team dynamics shows the importance of these factors in achieving reliable results, especially in complex environments like supply chains, where effective collaboration among various stakeholders is crucial (Beal et al., 2003).

However, Team Effectiveness Theory has faced some criticism. Critics argue that the theory may be overly simplistic, potentially overlooking the complexities of team interactions and external factors influencing performance (Morgeson & Campion, 2003). Additionally, the theory's emphasis on internal dynamics might neglect broader organizational and environmental influences. There is also a call for integrating contemporary perspectives on team diversity and technological advancements to address these limitations (Mathieu et al., 2019).

Despite these criticisms, Team Effectiveness Theory remains highly relevant for studying the effect of supply chain partnership on service delivery particularly on supply chain teamwork. The theory’s focus on coordination, communication, and shared objectives aligns well with the needs of modern supply chains, where effective teamwork is essential for managing interactions between suppliers, distributors, and service providers (Choi et al., 2020). Applying this theory helps researchers understand how structured team dynamics and collaborative practices influence service delivery supply chain in government (Salas et al., 2015).

Recent research continues to expand on Team Effectiveness Theory, incorporating modern concepts such as digital collaboration tools and global team dynamics. For instance, Salas et al. (2015) highlight the evolving nature of teamwork in response to technological advancements and its impact on performance. Additionally, Choi et al. (2020) demonstrate how effective teamwork and communication within supply chains

can enhance service delivery and operational efficiency. These contemporary insights reinforce the relevance of Team Effectiveness Theory in improving teamwork and service delivery in today's supply chains (Salas et al., 2015; Choi et al., 2020).

2.4 Conceptual Framework

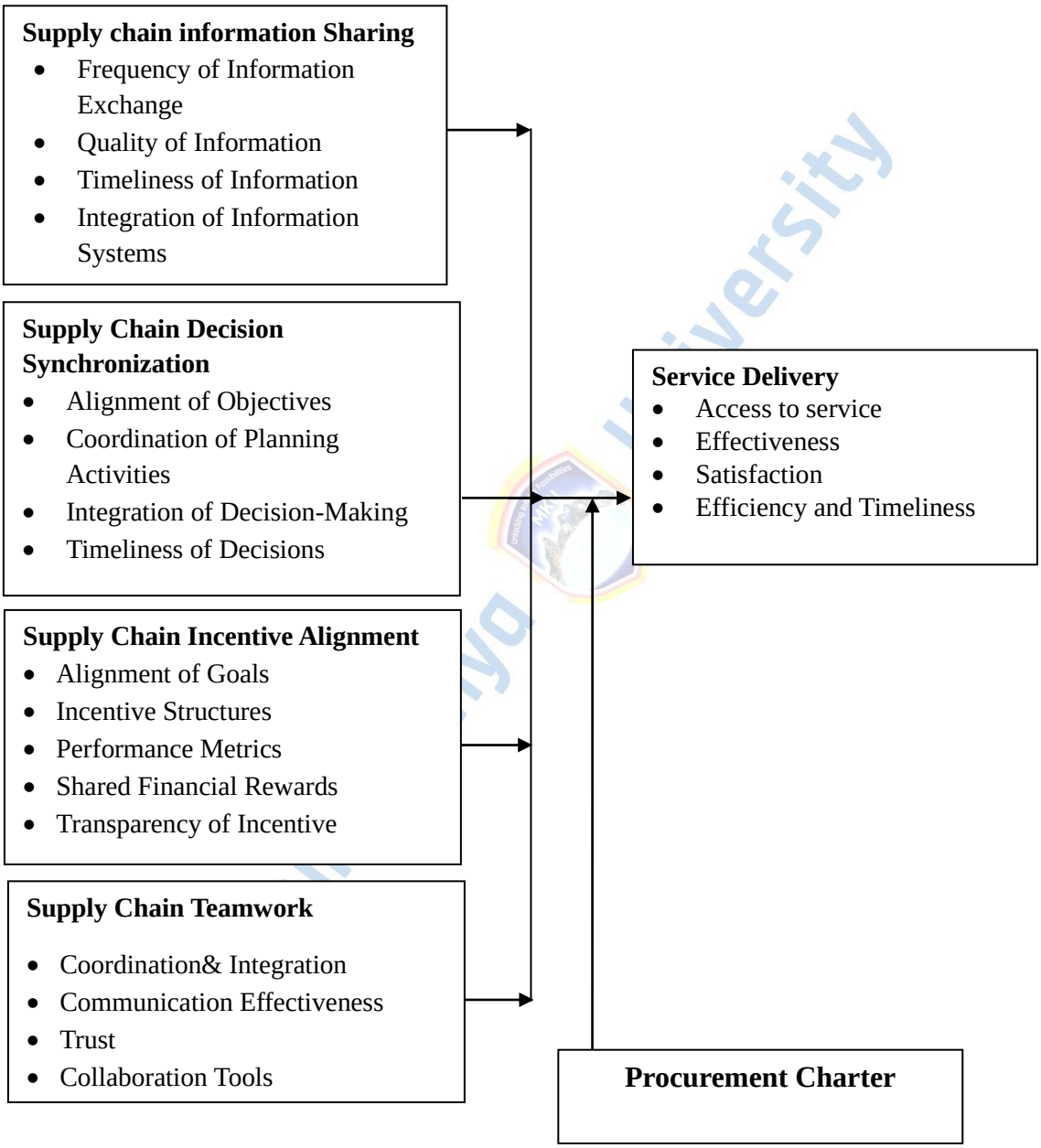

Figure 1: Conceptual Framework

Source: Researcher (2024)

Supply Chain Information Sharing is a critical component of the framework. This variable encompasses the frequency, quality, timeliness, and integration of information

exchange among supply chain partners. The frequency of information exchange ensures that all partners are regularly updated, which helps in aligning operations and anticipating needs. Quality of information affects how well partners can make informed decisions, directly influencing service outcomes. Timeliness of information ensures that critical data reaches stakeholders promptly, enabling quick responses to issues. Integration of information systems facilitates seamless data flow, reducing errors and delays. Together, these elements of information sharing enhance service delivery by ensuring that all partners have accurate, timely, and relevant information to act upon, which improves overall service effectiveness and efficiency.

Supply Chain Decision Synchronization focuses on aligning decision-making processes across the supply chain. Alignment of objectives ensures that all partners are working towards the same goals, which streamlines decision-making and reduces conflicts. Coordination of planning activities enables partners to collaborate effectively on joint strategies and operations. Integration of decision-making systems allows for cohesive and consistent decisions across different functions and organizations. Timeliness of decisions ensures that actions are taken promptly in response to changing conditions. When decision synchronization is achieved, it supports smoother operations and enhances service delivery by ensuring that all decisions are well-coordinated and timely, leading to more efficient service provision.

Supply Chain Incentive Alignment involves aligning incentives to motivate partners to work towards common goals. Alignment of goals ensures that incentives are linked to shared objectives, promoting cooperative behavior. Incentive structures such as performance-based rewards align partners' actions with desired outcomes. Performance metrics measure progress towards goals and ensure that incentives are based on relevant criteria. Shared financial rewards distribute benefits equitably based on performance,

which can encourage collaborative efforts. Transparency of incentives ensures that all parties understand how rewards are determined. Proper incentive alignment enhances service delivery by motivating partners to perform well and cooperate effectively, thereby improving overall service quality and efficiency.

Supply Chain Teamwork encompasses various aspects of collaboration among supply chain partners. Coordination and integration refer to how well partners align their activities and processes. Communication effectiveness measures the clarity and efficiency of information exchange among team members. Trust among partners fosters a positive working environment and encourages collaboration. Collaboration tools facilitate effective teamwork by providing platforms for shared work and communication. Effective teamwork enhances service delivery by ensuring that all partners work together efficiently, resolve issues collaboratively, and leverage their combined strengths to improve service outcomes.

Service Delivery, is impacted by the independent variables through their combined influence on how well supply chain partners collaborate and operate. Access to service is improved when information is shared effectively, decisions are synchronized, incentives are aligned, and teamwork is strong. Effectiveness is enhanced by timely and accurate information, well-coordinated decisions, and motivated partners. Satisfaction is likely to increase when services are delivered efficiently and meet or exceed expectations. Efficiency and timeliness are directly influenced by the degree of synchronization and teamwork, which help in delivering services promptly and effectively.

2.5 Recap of Literature

The literature on supply chain information sharing highlights its pivotal role in improving service delivery. Information sharing, defined by how extensively data is

exchanged between supply chain partners, encompasses several key aspects: frequency, quality, timeliness, and integration of information (Smith & Jones, 2022; Miller & Thompson, 2023). Effective information sharing can lead to significant competitive advantages by enhancing responsiveness to market trends, reducing inventory costs, and fostering innovation (Doe & Lee, 2023; Brown & Green, 2024). For instance, Zhang et al. (2023) demonstrated that real-time information sharing among retail firms significantly reduced lead times and improved inventory accuracy, thus boosting overall service delivery. Patel and Singh (2023) further found that transparent communication among partners led to fewer disruptions and delays, enhancing service quality. However, these studies often focus on specific sectors or regions, such as the manufacturing and educational contexts in Kenya (Otieno & Getuno, 2017; Onyango, O'Brien, & Ghodsypour, 2018), which may limit the generalizability of the findings.

Similarly, the influence of supply chain decision synchronization on service delivery has been well-documented. Decision synchronization involves aligning decision-making processes to enhance operational efficiency and service quality. Chen and Zhang (2023) and Smith and Johnson (2024) found that synchronized decision-making led to reduced lead times and improved order accuracy, thereby enhancing service delivery. Chen and Zhang's study of manufacturing firms in Shanghai showed that synchronized decisions significantly optimized operational processes, while Smith and Johnson’s research in London highlighted improvements in inventory management and demand forecasting. However, these studies often focus on specific industries or regions, such as the automotive sector and retail industry, leaving gaps in understanding the broader applicability of decision synchronization across different contexts (Botes et al., 2019; Ideet & Wanyoike, 2018).

Incentive alignment in supply chains is crucial for motivating and rewarding partners, which in turn enhances performance. Research by Samadi et al. (2018) emphasizes that effective incentive alignment can improve operational performance by fostering trust and commitment among partners. Simatupang and Sridharan (2022) argue that well-aligned incentives help in achieving better collaboration and performance outcomes. Johnson and Turner (2022) found that aligning incentives between automotive suppliers and manufacturers led to improved delivery performance. Zhang and Liu (2023) observed similar results in the retail sector, noting that incentive alignment resulted in lower stockouts and faster response times. However, existing research often centers on specific industries or geographical areas, such as the automotive and retail sectors, without examining broader applications (Ahmed & Smith, 2024; Dos Santos et al., 2021).

Lastly, supply chain teamwork is essential for integrating diverse expertise and achieving collaborative goals. Effective teamwork improves coordination and reduces operational inefficiencies, as highlighted by Omid and Mehdi (2022) and Zhang et al. (2023). Lee and Kim (2024) found that teamwork significantly enhanced inventory management and reduced lead times in the South Korean automotive industry. Patel and Kumar (2023) demonstrated that cross-functional teams in the pharmaceutical sector improved coordination and efficiency. Nonetheless, the focus on specific sectors and regions, such as the automotive and pharmaceutical industries, leaves gaps in understanding how teamwork impacts service delivery across other contexts, including public sector organizations (Nguyen & Li, 2024; Smith & Johnson, 2024).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the methodological framework for the study, detailing how the research objectives will be met as described in earlier chapters. It provides an in-depth explanation of the research design, identifies the target population, and describes the sampling technique and sample size. Additionally, it specifies the research instruments that will be used and discusses strategies for ensuring data quality. The chapter also explains the process for collecting data, the techniques for analyzing it, and the ethical considerations relevant to the study. By presenting a clear and organized methodology, this chapter aims to ensure that the research is conducted with rigor, validity, and reliability, thereby enhancing the credibility and trustworthiness of the study's findings.

3.2 Research Methodology

The research employed a mixed-methods approach, integrating both qualitative and quantitative techniques. This approach allows for precise measurement of constructs and helps address questions about the extent and nature of the phenomena being studied (Cooper & Schindler, 2013). Among the various mixed-methods designs, this study specifically used a convergent parallel design. This design involves collecting both qualitative and quantitative data simultaneously, treating both types of data with equal importance. Each data set is analyzed separately, and then the results are merged to provide a comprehensive understanding of the research topic. This method aims to uncover any similarities, differences, or relationships between the qualitative and quantitative findings (Creswell, Plano, Gutmann, & Hanson, 2013).

3.3 Research Design

Creswell (2009) defines a research design as comprising procedures and plans that facilitate the progression from assumptions to data collection and eventual analysis. According to Creswell (2014), a research design consists of inquiries that employ qualitative, quantitative, or mixed approaches to guide the research direction. In line with this perspective, the present study utilized a descriptive research design, chosen for its capacity to provide a realistic depiction of existing phenomena, thereby enabling the generalization of factual information. As noted by Kombo and Tromp (2006), descriptive research goes beyond mere fact-finding, offering valuable insights that may contribute to problem-solving.

3.4 Target Population

Mugenda and Mugenda (1999) define population as an entire group of individuals, events or objects having common observable characteristics. Cooper and Schindiler (2003) stated that, a population involves a group of individuals, objects or items from which samples are taken for measurement. In other words, population is the aggregate of all that conforms to a given specification. The target population for the study consisted of the following directorates; clerk's office, directorate of legislative, committee services, HRM and administration, finance and accounting, supply chain management, budget and planning, internal audit and ICT directorate in the county assembly of Nakuru who are part of county leadership which constitutes variable of study as shown in the table below.

Table 1: Target Population

Population	Sampling Frame	Percentage
Clerk's office	3	2.3
Directorate of legislative	14	10.6
Committee services	8	6
HRM and administration	63	47.7
Finance and Accounting	11	8.3
Supply Chain Management	8	6
Budget and Planning	3	2.3
Internal Audit	2	1.5
ICT	12	9
Office of the Speaker	8	6
Total	**132**	100

Source: Registry County Assembly of Nakuru, 2024

3.5 Sample Size and Sample Selection

Sampling involves selecting members from a population in a way that represents the entire group (Ogula, 2005). Barasa et al. (2015) describe sampling as the process of choosing a portion of respondents from the target population, ensuring that it is representative. There are two main types of sampling techniques: probability and non-probability sampling. Probability sampling gives every member of the population a chance to be selected, while non-probability sampling does not give all elements equal opportunity (Lewis, 2015). In this study, a census approach was adopted because the population is less than 200, which makes it feasible and effective (Mugenda & Mugenda, 2003).

The total target population for this study consists of 132 individuals from the County Assembly of Nakuru, as outlined in Table 1. Since the population size is manageable, a census was used, ensuring that every member of the population is included in the study. This approach is justified due to its comprehensiveness and accuracy in capturing data

from all relevant stakeholders within the assembly, avoiding the risk of sampling error.

3.6 Data Collection Instruments

Surveys are well-suited for gathering data through the use of questionnaires (Dempsey, 2019; Saunders, Lewis, & Thornhill, 2016). The questionnaire was designed and developed guided by the study research objectives. The questionnaire was divided into two sections. Section I comprised the demographic information Section II comprised the independent variables. The questions relating to the variables under study were on the 5-likert psychometric scale. The respondents were asked to indicate whether they agreed, were neutral, or disagreed. According to Norman (2010), the best measurement scale for capturing the intensity of respondents; attitudes and feelings toward a given item under investigation is the likert scale. The questionnaires comprised mainly closed ended questions to seek specific answers on the variables in question. The questionnaire were administered to respondents in Nakuru county Assembly

3.6 Pilot Study

A pilot test was carried out involving 15 respondents from the county assembly of Nyandarua to obtain data that which was analysed using SPSS V 22 to determine the reliability coefficient. The questionnaires were administered and the participants were asked to make suggestions about the instructions, clarity of questions and relevance. The responses were used to improve the clarity, relevance and reliability of items in the questionnaire.

3.6.1 Validity of the Instrument

According to Mugenda and Mugenda (2003), validity is the accuracy and meaningfulness of inferences, which are based on the research results. It is the degree to which results obtained from the analysis of the data actually represent the phenomenon

under study. Content validity was determined by pilot testing the instrument. This involved actual data collection from 15respondents from Nyandarua County assembly to get feedback on whether or not the instrument worked as expected. The field pilot results were also considered in improving the validity of the questionnaire and for logistical planning.

3.6.2 Reliability of the Instrument

According to Mugenda and Mugenda (2003), reliability is a measure of the degree to which a research instrument yields consistent results. In this research, reliability was assessed for internal consistence by use of test - retest technique. Test-retest reliability is the degree to which scores are consistent over time. It indicates score variation that occurs from testing session to another testing session to check for errors which occur as a result of errors of measurement. Reliability was improved by standardizing the conditions under which measurement takes place. Research assistants were also be trained and briefed on the conduct of the research to further improve reliability.

3.8 Data Collection Procedure

The researcher designed the questionnaire by crafting questions that effectively capture the relevant variables for data collection. These questionnaires were distributed to participants for them to fill out. A research assistant helped in distributing the questionnaires to individuals in the county assembly. Each questionnaire was accompanied by an introductory letter, which instructed respondents to read the questions carefully and provide thoughtful answers. Each questionnaire took 45 minutes to be completed. The researcher or the research assistant were present to collect the completed questionnaires directly.

3.9 Data Analysis and Presentation

According to Kothari (2004), this stage is essential in both scientific and social science research as it ensures that all relevant data is thoroughly collected for effective comparison and analysis. This study used two different approaches for analyzing field data: quantitative and qualitative methods. Quantitative analysis focused on examining data aggregates, identifying general trends, and calculating averages and proportions. On the other hand, qualitative analysis aimed to develop broader insights into the relationships among categories or themes found within the data (Robson, 2002). Quantitative data was processed through coding, entry, and analysis using the Statistical Package for Social Sciences (SPSS) software. Prior to analysis, the data was edited and organized to fit demographic parameters and research questions, and then coded to create summaries and facilitate detailed analysis (Kombo & Tromp, 2006).

The collected data was analyzed using both descriptive and inferential statistics. For the quantitative aspect, the analysis applied descriptive statistics, such as frequencies, means, and standard deviations, to address each study objective. Descriptive statistics are particularly useful for providing a clear overview of the study population, and was utilized to calculate data frequencies, percentages, means, and standard deviations with the help of Statistical Package for Social Sciences (SPSS). For the qualitative data, thematic analysis was conducted to align with the study's objectives. The results were presented using frequency tables, bar graphs, and pie charts, which displayed percentages and measures of central tendency. Frequency tables and visual representations like bar graphs and pie charts are advantageous because they organize data into various categories and present large volumes of information in a clear and easily interpretable format (Crossman, 2013).

The following regression model was fitted.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where:

Y= Service Delivery

$\mathbf{X_1}$ =Supply Chain Information Sharing

$\mathbf{X_2}$ =Supply Chain Decision Synchronization

$\mathbf{X_3}$ = Supply Chain Incentive Alignment

$\mathbf{X_4}$ = Supply Chain Team Work

€ = Error Term β_0= Minimum when all the independent variables are held constant at zero (referred to as constant or intercept)

$\boldsymbol{\beta_1}$, $\boldsymbol{\beta_2}$, $\boldsymbol{\beta_3}$, $\boldsymbol{\beta_4}$ = Represent the Amount of Variability in Y (Service Delivery) for every unit Change in Independent Variable, that is Supply Chain Information Sharing, Supply Chain Decision Synchronization, Supply Chain Incentive Alignment and Supply Chain Team Work respectively.

3.10 Ethical Considerations

3.10.1 Ethical Considerations Related to Research Process

The researcher first obtained the necessary approvals from Mount Kenya University and secure a research permit from the National Commission for Science, Technology and Innovation (NACOSTI) under the Ministry of Education in Kenya to carry out the study. During the data collection, analysis, and publication phases, the researcher adhered strictly to principles of confidentiality and anonymity. Additionally, a formal letter was prepared to request permission from the county administration to involve their staff as study participants. Throughout the research process, the researcher maintained the highest standards of ethics, including honesty, transparency, and confidentiality.

3.10.2 Ethical Considerations Related to Researcher

The researchers honoured the autonomy of all participants, upholding professional integrity and valuing diversity. They ensured that participants were treated with courtesy and respect, avoiding any exploitation or use of individuals for personal gain.

3.10.3 Ethical Considerations Related to Respondents

The researcher visited the selected participants to explain the purpose of the study and request their informed consent to take part. The researcher ensured that participants fully understood the study, including their rights, potential risks and benefits, and how their data will be used. Additionally, participants were guaranteed privacy, anonymity, and safety throughout the research process.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION OF FINDINGS

4.1 Introduction

The primary aim of this study is to assess the influence of supply chain partnership on service delivery in the County Assembly of Nakuru. Specifically, the research focuses on four key objectives: to determine the influence of supply chain information sharing on service delivery, to examine the effect of supply chain decision synchronization, to investigate the impact of supply chain incentive alignment, and to assess the role of supply chain teamwork in enhancing service delivery within the County Assembly of Nakuru. The findings from this study are presented in the subsequent sections.

4.2 Response Rate

The response rate refers to the percentage of questionnaires that were completed and returned out of the total number distributed. In this study, a total of 132 questionnaires were distributed to employees of the County Assembly of Nakuru, out of which 109 were completed and returned. As shown in Table 3, this represents an 82.6% response rate, indicating that the data collected was sufficient for analysis. According to Mugenda (2013), a response rate of 50% is considered acceptable, while a rate above 80% is regarded as excellent.

Table 2: Response Rate

Response Rate	**Frequency**	**Percent**
Returned Questionnaires	109	82.57%
Unreturned Questionnaires	23	17.42%
Total	132	**100%**

Source (field data,2025)

4.2.2 Reliability of Study Variables

The study aimed to assess the reliability of the research instrument to ensure the consistency and dependability of the findings. This was essential in confirming that the data collected would produce accurate and trustworthy results.

Table 3: Reliability Results

Variable	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	Number of Items
SC Information Sharing	0.82	0.83	12
SC Decision Synchronization	0.85	0.86	12
SC Incentive Alignment	0.80	0.81	12
Supply Chain Team Work	0.87	0.88	12
Service Delivery	0.90	0.91	12

Source (field data,2025)

The reliability analysis results indicate that all variables in the study exhibit strong internal consistency, with Cronbach's Alpha values ranging from 0.80 to 0.90. Specifically, Supply Chain Teamwork and Service Delivery show the highest reliability at 0.87 and 0.90, respectively, suggesting a high level of consistency in the responses related to these constructs. Supply Chain Decision Synchronization also demonstrates strong reliability at 0.85, while Supply Chain Information Sharing and Supply Chain Incentive Alignment have acceptable reliability scores of 0.82 and 0.80, respectively. Given that all values exceed the commonly accepted threshold of 0.7, the research instrument is deemed reliable for measuring the intended constructs. This implies that the collected data is consistent and can be used for further analysis with confidence.

4.3 Demographic Characteristics

This section presents the demographic characteristics of the respondents who participated in the study. In social science research, analyzing background information is essential as it helps in grouping participants into relevant categories. This study gathered data on gender, age, work experience, and education level, which are discussed in the following sections.

4.3.1 Distribution of the Respondents Based on the Gender

The study aimed to analyze the gender distribution of respondents, as understanding gender dynamics is essential for capturing diverse perspectives. Collecting this information helps in identifying any potential differences in experiences and challenges among male and female participants. As illustrated in Figure 2, the majority of respondents were male, accounting for 53%, while females comprised 47%. This relatively balanced representation suggests that the findings of the study can be generalized to both genders.

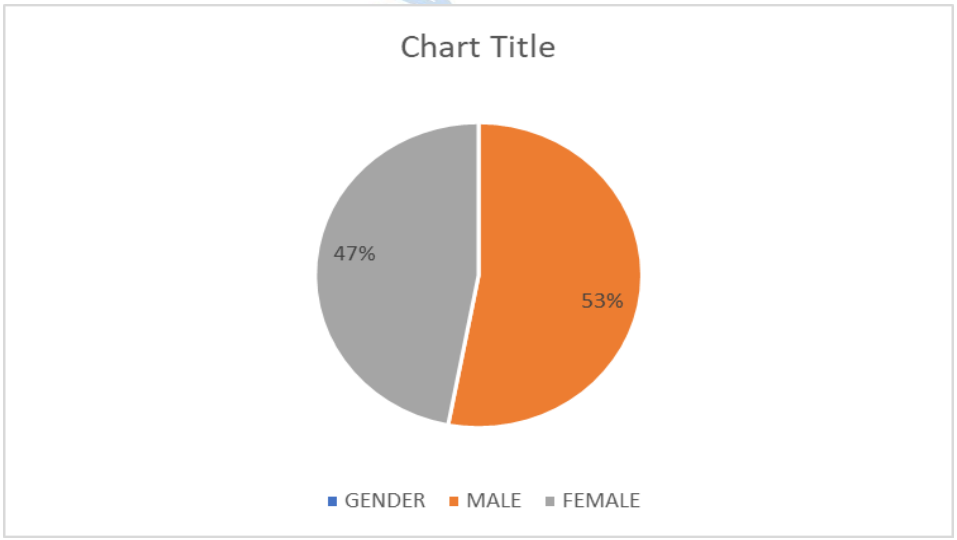

Figure 2: Gender
Source (field data,2025)

4.3.2 Distribution of the Respondents Based on Age Bracket

The study analyzed the age distribution of respondents to understand how different age groups perceive and contribute to supply chain partnerships and service delivery in the County Assembly of Nakuru. As shown in the findings, 29% of the respondents were aged 31-40 years, making this the largest group, followed by those aged 41-50 years at 26%. Respondents aged 18-30 years accounted for 21%, while those above 50 years constituted 24%. Collecting age data was essential in this study as it helped in identifying variations in experience, adaptability to supply chain processes, and decision-making capabilities across different age groups. Understanding these differences allows for a more comprehensive analysis of how age influences perspectives on service delivery.This is shown in figure 3 below

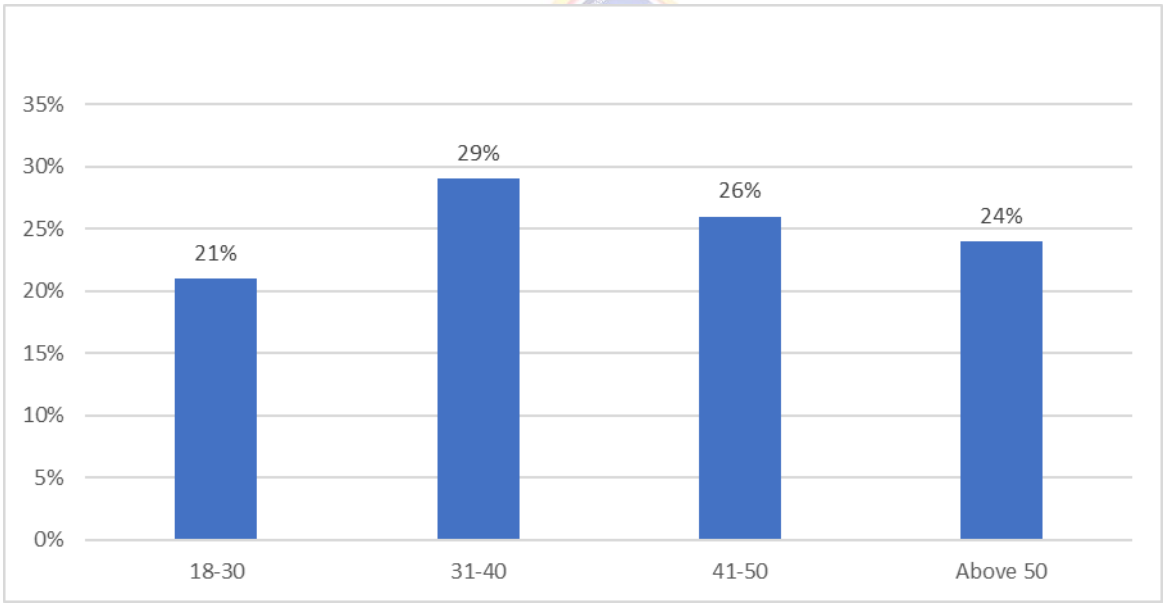

Figure 3: Age Distribution

Source (field data,2025)

4.3.3 Distribution of the Respondents Based on Work Experience

Figure 4 represents the experience background of the respondents. The study examined respondents' work experience to assess their familiarity with supply chain partnerships and service delivery processes in the County Assembly of Nakuru. The findings indicate that the majority of respondents, 34%, had 8-12 years of experience, followed by 29% with more than 12 years of experience. Those with 4-7 years of experience accounted for 23%, while the least experienced group, with 0-3 years, made up 14% of the respondents. Asking about work experience was crucial, as it provided insight into how long respondents had been engaged in supply chain activities, their level of expertise, and their ability to provide informed perspectives on service delivery. More experienced respondents are likely to have a deeper understanding of supply chain dynamics, while less experienced individuals may bring fresh insights and innovative approaches. This diverse range of experience levels strengthens the study's findings by incorporating perspectives from both seasoned and newer employees.

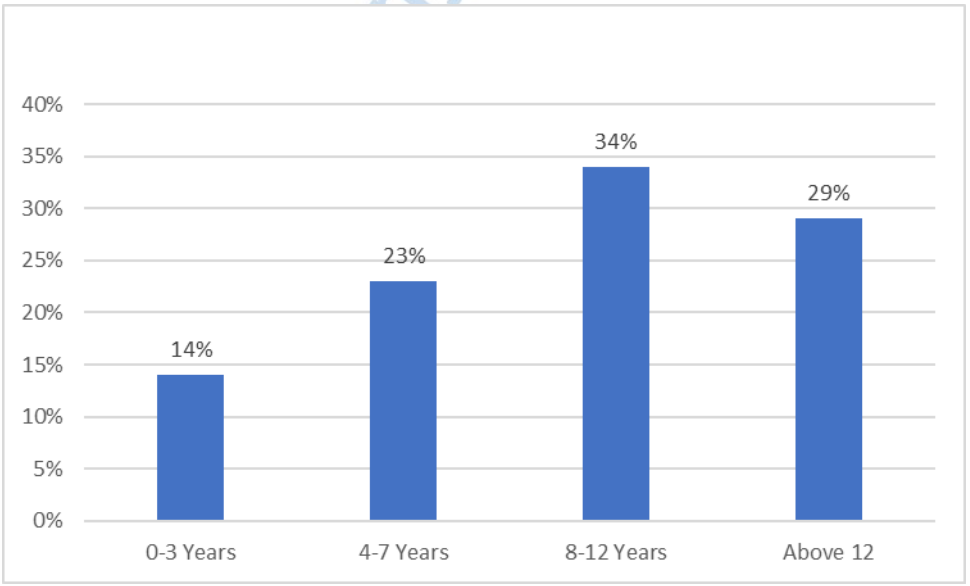

Figure 4: Work Experience

Source (field data,2025)

4.3.4 Distribution of the Respondents Level of Education

The study analyzed the respondents' level of education to understand how their academic qualifications might influence their perspectives on supply chain partnerships and service delivery in the County Assembly of Nakuru. The findings indicate that the majority, 34%, held a degree, followed by 29% with a postgraduate qualification. Respondents with a diploma accounted for 23%, while those whose highest level of education was K.C.S.E made up 14%. Asking about education level was important because academic qualifications often impact an individual's understanding of complex processes, decision-making abilities, and approach to problem-solving. Higher education levels may suggest greater exposure to advanced supply chain management concepts, while those with lower qualifications might provide practical insights based on hands-on experience. Understanding these variations helps in assessing how education influences perspectives on service delivery and decision-making within the organization.

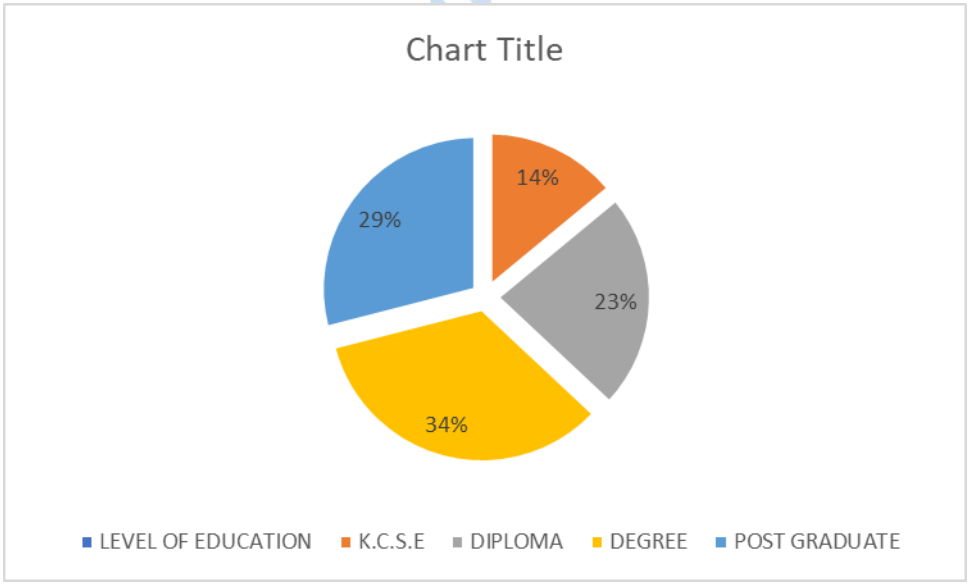

Figure 5: Level of Education
Source (field data,2025)

4.4 Descriptive Findings and Discussions

Section 4.4 provides a detailed discussion of the descriptive findings based on the study's objectives. This section highlights the key results, analyzed using measures of central tendency (mean) and measures of dispersion (standard deviation). The analysis was conducted using a five-point Likert scale, where 1 = Strongly Disagree, 2 = Disagree, 3 = Undecided, 4 = Agree, and 5 = Strongly Agree. These statistical measures help in understanding respondents' perceptions regarding supply chain partnerships and their influence on service delivery in the County Assembly of Nakuru.

4.4.1 Statements relating to Supply Chain Information Sharing on Service Delivery

The respondents were asked to indicate whether Supply Chain Information Sharing had influence on Service Delivery in the county assembly of Nakuru. The results are indicated by Table 4.

Table 4: Statements relating to Supply Chain Information Sharing on Service Delivery

	N	Min	Max	Mean	Std. Dev.
Information sharing among supply chain partners in the County Assembly is frequent and timely	109	2	5	3.91	.849
The quality of information shared between supply chain partners significantly contributes to effective service delivery.	109	1	5	4.35	.774
Real-time information exchange improves our ability to respond to service delivery needs promptly.	109	2	5	3.89	.808
Integration of information systems among supply chain partners enhances operational efficiency in the County Assembly of Nakuru.	109	2	5	3.89	.957
Clear and accurate information sharing reduces delays in service delivery within the County Assembly of Nakuru	109	1	5	4.03	.910

Source: Survey Data (2025)

The findings in table 5 highlight the significance of supply chain information sharing in enhancing service delivery within the County Assembly of Nakuru. With a mean of 3.91 and a standard deviation of 0.849, the responses indicate that most participants acknowledge frequent and timely information sharing among supply chain partners, although some variability suggests occasional inefficiencies. Effective communication is crucial in ensuring smooth operations, and any delays or inconsistencies may impact service delivery. The highest mean score of 4.35 with a standard deviation of 0.774 shows the strong agreement on the importance of high-quality information in service delivery. This suggests that when accurate and relevant information is shared, decision-making processes improve, leading to better coordination and efficiency. The low standard deviation indicates a high level of consistency among respondents, reinforcing the perception that reliable data exchange is a critical factor in supply chain operations.

A mean score of 3.89 with a standard deviation of 0.808 suggests that real-time exchange of information helps in responding promptly to service delivery needs. However, slight variations in responses indicate that while many find it beneficial, some may have encountered challenges in implementation. Similarly, integration of information systems among supply chain partners, with the same mean but a slightly higher standard deviation of 0.957, suggests a general belief in its benefits, though opinions on its effectiveness vary more widely. This could be due to differences in the level of technological adoption or system compatibility among stakeholders.

Lastly, the role of clear and accurate information in reducing service delivery delays is evident, with a mean of 4.03 and a standard deviation of 0.910. The relatively high mean suggests that respondents recognize the importance of structured communication in minimizing disruptions. However, the standard deviation implies that while most agree,

there are differing views, possibly influenced by varying experiences with information-sharing mechanisms within the County Assembly.

The findings from this study align with existing literature on the role of supply chain information sharing in enhancing service delivery. Onyango, O'Brien, and Ghodsypour (2018) found that supplier information sharing positively influences the performance of manufacturing firms in Kenya. Their study emphasized the importance of communication and decision-making in improving internal operations, which resonates with the current study's findings. The high mean scores in this study, particularly regarding the impact of quality information and real-time exchange, support the argument that effective communication leads to better coordination and efficiency. However, Onyango et al. (2018) noted that trust and evaluation within supplier relationships were not adequately addressed, which could explain the variability observed in responses regarding the integration of information systems.

Despite these consistencies, the present study offers additional insights by focusing on the role of information systems integration in service delivery, which was not a key aspect in the referenced studies. The relatively high standard deviation in some responses indicates that while most respondents recognize the benefits of information sharing, practical challenges such as system compatibility or delays in real-time updates may hinder optimal effectiveness. Addressing these gaps through improved system integration and structured communication strategies could further enhance service delivery within the County Assembly of Nakuru.

4.4.2 Statements on Supply Chain Decision Synchronization on Service Delivery

In addition, the respondents were asked to indicate whether Supply Chain Decision Synchronization had influence on Service Delivery in the county assembly of Nakuru. The results are indicated by Table 5.

Table 5: Supply Chain Decision Synchronization on Service Delivery

	N	Min	Max	Mean	Std. Dev.
Synchronization of supply chain decisions leads to more efficient service delivery in the County Assembly	109	2	5	3.59	1.172
Coordinated decision-making processes within the supply chain enhance the quality of services provided by the County Assembly in our	109	1	5	3.77	.905
The synchronization of procurement and logistics decisions contributes to a smoother and more reliable service delivery process.	109	1	5	4.15	.963
Timely and synchronized decision-making reduces the incidence of service delivery disruptions in the County Assembly of Nakuru.	109	1	5	3.75	.965
Collaborative decision-making among supply chain partners helps in addressing service delivery challenges more effectively.	109	1	5	4.04	1.038

Source: Survey Data (2025)

The findings indicate that supply chain decision synchronization plays a crucial role in enhancing service delivery within the County Assembly of Nakuru. The results suggest that aligning decisions across different supply chain functions contributes to efficiency, reliability, and improved service quality. The mean score of 4.15 for the synchronization of procurement and logistics decisions highlights that respondents strongly believe that better coordination in these areas leads to a smoother service delivery process. This

aligns with the understanding that well-structured procurement and logistics reduce delays and inefficiencies in public sector operations.

Coordinated decision-making processes also received a moderately high mean score of 3.77, suggesting that while respondents acknowledge its importance, there might be challenges in fully implementing synchronized decision-making structures. Similarly, timely and synchronized decision-making was rated at 3.75, indicating that while it contributes to reducing service disruptions, there may be inconsistencies or delays in execution. The standard deviations for these responses, particularly 0.965 and 0.905, indicate some variation in perceptions, possibly due to differing experiences among employees regarding decision coordination.

The mean score of 4.04 for collaborative decision-making among supply chain partners reflects a strong agreement that joint decision-making efforts improve service delivery by addressing challenges effectively. This implies that teamwork and communication within the supply chain function enhance responsiveness to service demands. However, the relatively high standard deviation of 1.038 suggests that while some employees strongly support this, others may have encountered difficulties in achieving seamless collaboration.

The findings align with existing literature emphasizing the importance of decision synchronization in supply chain performance. Ideet and Wanyoike (2018) explored supplier collaboration within Kenya's energy sector, highlighting that practices such as partnership initiatives and decision synchronization positively impact overall supply chain performance. This supports the current study's observation that synchronized procurement and logistics decisions contribute to smoother and more reliable service delivery within the County Assembly of Nakuru. However, Ideet and Wanyoike's focus

was limited to the energy sector, suggesting that similar benefits of decision synchronization could be explored in other sectors, such as public administration, to validate these findings.

Similarly, Gichuru et al. (2020) investigated collaborative supply chain practices in the beverage industry, finding that decision synchronization and information sharing positively influence firm performance. This aligns with the current study's results, where coordinated decision-making processes and collaborative efforts among supply chain partners were found to enhance service quality and address delivery challenges effectively. Notably, Gichuru et al.'s study was limited to a single company, indicating a need for broader research across various industries. The current study contributes to this by examining the public sector, thereby expanding the understanding of how decision synchronization impacts service delivery in different organizational contexts.

Both studies corroborate the current findings that effective decision synchronization within supply chains leads to improved performance and service delivery. While previous research has primarily focused on specific industries, the present study extends these insights to the public sector, suggesting that the benefits of synchronized decision-making are applicable across diverse organizational settings.

4.4.3 Statements relating to Supply Chain Incentive Alignment on Service Delivery

Furthermore, the respondents were asked to indicate whether Supply Chain Incentive Alignment had influence on Service Delivery in the county assembly of Nakuru. The results are indicated by Table 6.

Table 6: Supply Chain Incentive Alignment on Service Delivery

	N	Min.	Max.	Mean	Std. Dev.
When supply chain incentives are well-aligned, it results in better coordination and execution of service delivery activities.	109	1	5	3.87	.821
The incentive alignment has led to greater flexibility in responding to the unique needs of users.	109	1	5	3.70	.971
Effective alignment of incentives enhances the motivation of supply chain partners to meet service delivery goals.	109	1	5	3.63	.974
The effectiveness of service delivery is significantly enhanced when supply chain incentives are designed to support common goals	109	2	5	4.09	.869
Clear and mutually beneficial incentive structures improve the reliability and timeliness of service delivery.	109	1	5	3.52	1.025

Source: Survey Data (2025)

The findings indicate that aligning supply chain incentives is perceived to enhance service delivery within the County Assembly of Nakuru. Respondents agreed that well-aligned incentives lead to better coordination and execution of service delivery activities, as reflected by a mean score of 3.87 and a standard deviation of 0.821. This suggests a consensus among participants that incentive alignment fosters effective collaboration and operational efficiency. The study also found that aligning incentives enhances the

effectiveness of service delivery when designed to support common goals, with a mean score of 4.09 and a standard deviation of 0.869. This underscores the importance of creating incentive structures that promote shared objectives among supply chain partners, leading to improved service outcomes.

However, the perception of incentive alignment leading to greater flexibility in responding to users' unique needs received a slightly lower mean score of 3.70, with a higher standard deviation of 0.971. Similarly, the view that effective incentive alignment enhances the motivation of supply chain partners to meet service delivery goals had a mean score of 3.63 and a standard deviation of 0.974. These findings suggest variability in experiences or perceptions among respondents, indicating that while some see clear benefits of incentive alignment in these areas, others may not have observed the same level of impact. The statement regarding clear and mutually beneficial incentive structures improving the reliability and timeliness of service delivery received the lowest mean score of 3.52 and the highest standard deviation of 1.025. This indicates a broader range of opinions, suggesting that some respondents may have encountered challenges in establishing or benefiting from such incentive structures.

The findings from the current study align with existing literature emphasizing the critical role of incentive alignment in enhancing supply chain performance. Ali and Sunmola (2021) identified incentive alignment as a pivotal component of supply chain visibility, significantly impacting firm performance. They highlighted the necessity of pinpointing which processes benefit most from improved incentive alignment, enabling companies to prioritize pertinent information flows. This perspective resonates with the current study's observation that well-aligned incentives lead to better coordination and execution of service delivery activities within the County Assembly of Nakuru.

Further supporting this, Carr & Smeltzer (2022) found that aligning incentives along the supply chain fosters incremental innovation, particularly in performance-based contracts. This research shows the importance of designing and managing contracts that incentivize suppliers to innovate, thereby enhancing service delivery outcomes. This aligns with the current study's finding that effective alignment of incentives enhances the motivation of supply chain partners to meet service delivery goals.

4.4.4 Statements relating to Supply Chain Team Work on Service Delivery

Additionally, the respondents were asked to indicate whether Supply Chain Team Work had influence on Service Delivery in the county assembly of Nakuru. The results are indicated by Table 7.

Table 7: Supply Chain Team Work on Service Delivery

	N	Min.	Max.	Mean	Std. Dev.
Regular and open communication within the supply chain team contributes to more efficient service delivery	109	1	5	3.68	1.098
Collaboration and cooperation among supply chain team members lead to timely and accurate fulfillment of service delivery requirements.	109	2	5	3.57	.928
The presence of a well-coordinated supply chain team positively impacts the ability to meet service delivery deadlines.	109	1	5	3.65	1.126
Teamwork within the supply chain helps in resolving issues and challenges more quickly, improving overall service delivery.	109	1	5	3.57	1.009
Joint problem-solving efforts among supply chain team members contribute to higher satisfaction with service delivery	109	1	5	3.96	.955

Source: Survey Data (2025)

The analysis of supply chain teamwork's impact on service delivery within the County Assembly of Nakuru reveals several key insights. Respondents generally agree that regular and open communication within the supply chain team contributes to more efficient service delivery, as indicated by a mean score of 3.68 and a standard deviation of 1.098. This suggests that while many participants recognize the importance of communication, there is some variability in their experiences or perceptions. Collaboration and cooperation among team members are also seen as beneficial, leading to timely and accurate fulfillment of service delivery requirements, with a mean score of 3.57 and a standard deviation of 0.928. Similarly, the presence of a well-coordinated supply chain team positively impacts the ability to meet service delivery deadlines, reflected by a mean of 3.65 and a standard deviation of 1.126. These findings underscore the perceived value of teamwork in enhancing service delivery, though the varying standard deviations indicate differing levels of agreement among respondents.

Furthermore, teamwork is credited with facilitating quicker resolution of issues and challenges, thereby improving overall service delivery, as evidenced by a mean score of 3.57 and a standard deviation of 1.009. Joint problem-solving efforts among team members contribute to higher satisfaction with service delivery, achieving the highest mean score of 3.96 and a standard deviation of 0.955. This highlights the critical role of collaborative problem-solving in achieving service delivery goals.

The findings from the current study, which highlight the positive impact of supply chain teamwork on service delivery, align with existing literature emphasizing the importance of external collaboration in supply chain management. Feng, Jiang, and Xu (2020) argue that effective sustainable supply chain management necessitates focusing on outward supply chain networks that leverage external resources, rather than traditional inward-looking approaches. They define green supplier collaboration as a partnership between a

supplier and a purchasing firm aimed at jointly implementing sustainable practices. This perspective shows the significance of external partnerships in achieving sustainability goals, resonating with the current study's emphasis on teamwork within the supply chain to enhance service delivery.

Similarly, Kopfer et al. (2019) examined the effects of key supplier collaboration on performance in Switzerland and found that such teamwork positively impacted the financial performance and innovation capabilities of purchasing firms. They highlighted the importance of elements like dependence and trust in supplier relationships. Although their study was conducted in a developed country and focused on financial and innovation performance, the emphasis on collaboration and trust aligns with the current study's findings that regular communication, collaboration, and joint problem-solving within supply chain teams lead to more efficient and effective service delivery.

4.4.4 Service Delivery at the County Assembly of Nakuru

The study sought views on Service Delivery at the County Assembly of Nakuru. The results are indicated by Table 8.

Table 8: Service Delivery

	N	Min.	Max.	Mean	Std. Dev.
The County Assembly consistently meets the service delivery expectations of its constituents.	109	1	5	3.51	1.026
Services provided by the County Assembly are delivered in a timely manner.	109	1	5	3.89	1.009
The County Assembly has established clear procedures for handling service requests and complaints.	109	1	5	3.57	1.057
Staff members in the County Assembly are	109	2	5	3.86	.938

well-trained to provide high-quality service to the public					
The level of transparency in the County Assembly's service delivery processes helps build public trust and confidence	109	1	5	3.63	.959

Source: Survey Data (2025)

The analysis of service delivery within the County Assembly, based on respondents' perceptions, provides several key insights. The mean score of 3.51 (SD = 1.026) indicates a moderate agreement that the Assembly consistently meets constituent expectations, suggesting room for improvement. Timeliness of services received a higher mean of 3.89 (SD = 1.009), reflecting a more favorable view of prompt service delivery. Clear procedures for handling service requests and complaints garnered a mean of 3.57 (SD = 1.057), indicating that while procedures exist, their effectiveness or awareness among constituents may need enhancement. Staff training was rated with a mean of 3.86 (SD = 0.938), suggesting that personnel are relatively well-prepared to deliver quality services. Transparency in service delivery processes received a mean score of 3.63 (SD = 0.959), implying a moderate level of public trust and confidence.

These findings align with existing literature on factors influencing service delivery in Kenyan county governments. Kerubo and Muturi (2019) identified governance structure, accountability, staff qualifications, and staffing levels as significant determinants of service quality in county governments. The moderate ratings in the current analysis suggest that while certain aspects of service delivery are functioning adequately, there is potential for improvement in areas such as governance and accountability to enhance overall service quality.

The County Assembly demonstrates strengths in timely service delivery and staff training, there is a need to focus on improving consistency in meeting constituent expectations, clarifying procedures for service requests and complaints, and enhancing transparency to build greater public trust.

4.5 Correlation Analysis

The researcher conducted a correlation analysis to determine the nature and strength of the relationships between supply chain partnership dimensions specifically; information sharing, decision synchronization, incentive alignment, and teamwork on service delivery within the County Assembly of Nakuru. The findings are represented in the tables below.

4.5.1 Supply Chain Information Sharing and Service Delivery

The study sought to establish the correlation between Supply Chain Information Sharing and Service Delivery. The results of the study are as shown in Table 9.

Table 9: Correlation Between Supply Chain Information Sharing and Service Delivery

		Service Delivery
SC Information Sharing	Pearson Correlation	.518*
	Sig. (2-tailed)	.011
	N	109

*. Correlation is significant at the 0.05 level (2-tailed).

Source: Survey Data (2025)

The correlation results presented in Table 10 indicate a Pearson correlation coefficient of 0.518 with a p-value of 0.011, based on a sample size of 109. This suggests a moderate positive relationship between supply chain information sharing and service delivery within the County Assembly of Nakuru. The p-value of 0.011 is less than the

significance level of 0.05, indicating that the correlation is statistically significant. Therefore, the results suggest that as supply chain information sharing increases, service delivery performance also tends to improve.

This finding aligns with existing literature emphasizing the benefits of information sharing in supply chains. For instance, Baah et al. (2022) found that effective information sharing enhances supply chain visibility, collaboration, and agility, leading to improved performance. Similarly, Caldentey et al. (2023) demonstrated that optimal information sharing strategies can significantly improve supply chain operations. These studies collectively suggest that robust information sharing among supply chain partners contributes to more efficient and effective service delivery, corroborating the results observed in the County Assembly of Nakuru.

4.5.2 Supply Chain Decision Synchronization and Service Delivery

Secondly, the researcher sought to establish correlation between Supply Chain Decision Synchronization and Service Delivery. The findings of the study are as shown in Table 10.

Table 10: Correlation between Supply Chain Decision Synchronization and Service Delivery

		Service Delivery
SC Decision Synchronization	Pearson Correlation	.563*
	Sig. (2-tailed)	.014
	N	109

*. Correlation is significant at the 0.05 level (2-tailed).

Source: Survey Data (2024)

The correlation analysis presented in Table 10 indicates a moderate positive relationship between supply chain decision synchronization and service delivery within the County Assembly of Nakuru, as evidenced by a Pearson correlation coefficient of 0.563 and a p-value of 0.014. This statistically significant finding suggests that enhanced synchronization of supply chain decisions is associated with improved service delivery outcomes.

The observed positive correlation between supply chain decision synchronization and service delivery in the County Assembly of Nakuru aligns with findings from Ideet and Wanyoike (2018), who reported that collaborative practices, including decision synchronization, positively impact supply chain performance in Kenya's energy sector. Similarly, Gichuru et al. (2020) found that decision synchronization and information sharing enhance firm performance in the beverage industry. These studies collectively suggest that synchronized decision-making among supply chain partners leads to improved operational outcomes, corroborating the current study's results.

4.5.3 Supply Chain Incentive Alignment and Service Delivery

The study examined the correlation between Supply Chain Incentive Alignment and Service Delivery. The results of the correlation analysis are as shown in Table 11.

Table 11: Correlation between Supply Chain Incentive Alignment and Service Delivery

		Service Delivery
SC Incentive Alignment	Pearson Correlation	.449*
	Sig. (2-tailed)	.021
	N	109

*. Correlation is significant at the 0.05 level (2-tailed).

Source: Survey Data (2025)

The correlation analysis presented in Table 11 indicates a moderate positive relationship between supply chain incentive alignment and service delivery within the County Assembly of Nakuru, as evidenced by a Pearson correlation coefficient of 0.449 and a p-value of 0.021. This statistically significant finding suggests that better alignment of incentives among supply chain partners is associated with improved service delivery outcomes.

The observed positive correlation between supply chain incentive alignment and service delivery in the County Assembly of Nakuru aligns with existing literature emphasizing the importance of incentive structures in supply chain performance. Samadi et al. (2018) highlight that incentive rewards are designed to motivate and reward supply chain members who contribute to the overall goals of the supply chain. They categorize incentive alignment into three types: rewarding performance to meet targets, pay-for-performance schemes, and fair sharing of benefits and costs. This mutual sharing is crucial for fostering collaboration in long-term relationships and has been shown to significantly impact a supply chain's operational performance. Similarly, Simatupang and Sridharan (2020) emphasize that incentive alignment, which refers to how well supply chain members share costs, risks, and rewards, is essential for effective collaboration and overall supply chain performance. These perspectives support the current study's findings, suggesting that well-structured incentive alignment among supply chain partners enhances service delivery outcomes.

4.5.4 Supply Chain Teamwork and Service Delivery

The study examined the correlation between Supply Chain Teamwork and Service Delivery. The results of the correlation analysis are as shown in Table 12.

Table 12: Correlation between Supply Chain Teamwork and Service Delivery

		Service Delivery
Supply Chain Teamwork	Pearson Correlation	.586*
	Sig. (2-tailed)	.017
	N	109

*. Correlation is significant at the 0.05 level (2-tailed).

Source: Survey Data (2025)

The correlation analysis presented in Table 12 reveals a moderate positive relationship between supply chain teamwork and service delivery within the County Assembly of Nakuru, as indicated by a Pearson correlation coefficient of 0.586 and a p-value of 0.017. This statistically significant finding suggests that enhanced teamwork among supply chain partners is associated with improved service delivery outcomes.

The study's findings align with Waweru (2019), who emphasized that modern teams often consist of individuals from various organizations working interdependently to achieve shared goals. This evolved concept of teamwork extends beyond individual achievements, highlighting the importance of integrating diverse expertise for successful project completion. Such collaborative approaches are vital not only in private organizations but also in public offices. Similarly, Mendelson (2018) highlighted that in supply chain management, teamwork is crucial as it allows for the integration of diverse expertise necessary for the successful completion of projects. This collaborative approach is not limited to private organizations but also spans public offices.

4.6 Regression Analysis

The study employed regression analysis to evaluate the effect of supply chain information sharing, decision synchronization, incentive alignment, and teamwork on service delivery within the County Assembly of Nakuru. The results of this analysis are presented in Table 13.

Table 13: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.484[a]	.234	.212	.57011

a. Predictors: (Constant), SC information sharing, SC decision synchronization, SC incentive alignment and SC teamwork

Source: Survey Data (2025)

The regression analysis conducted in this study aimed to assess the effect of supply chain information sharing, decision synchronization, incentive alignment, and teamwork on service delivery within the County Assembly of Nakuru. The Model Summary table provides several key metrics that help in understanding the effectiveness of the regression model. The Multiple Correlation Coefficient (R) is reported as 0.484. This statistic measures the strength and direction of the linear relationship between the combined predictor variables and the dependent variable, service delivery. An R value of 0.484 suggests a moderate positive correlation, indicating that as the predictor variables increase, there is a corresponding moderate increase in service delivery performance.

The Coefficient of Determination (R Square) is 0.234, meaning that approximately 23.4% of the variance in service delivery can be explained by the model. This indicates that while the model accounts for a meaningful portion of the variance, a significant 76.6% is influenced by other factors not included in this analysis. The Adjusted R Square

value is 0.212. This adjusted metric accounts for the number of predictors in the model and provides a more accurate estimate of the true explanatory power when applied to the population. The slight decrease from the R Square value suggests that while the predictors are relevant, their combined effect is modest, and the model may benefit from the inclusion of additional variables to better explain variations in service delivery.

The Standard Error of the Estimate is 0.57011, which reflects the average distance that the observed values fall from the regression line. A lower standard error indicates a better fit of the model to the data. In this case, the standard error suggests that the model has a moderate level of accuracy in predicting service delivery outcomes. The regression model demonstrates that supply chain information sharing, decision synchronization, incentive alignment, and teamwork collectively have a moderate positive impact on service delivery in the County Assembly of Nakuru. However, the majority of the variance in service delivery is attributed to factors not captured in this model.

Table 14: ANOVA Results

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.519	4	3.380	10.399	.000[b]
	Residual	44.204	104	.425		
	Total	57.724	108			

a. Dependent Variable: Service Delivery

b. Predictors: (Constant), SC information sharing, SC decision synchronization, SC incentive alignment, and SC teamwork

Source: Survey Data (2025)

The Analysis of Variance (ANOVA) results in Table 14 provide insights into the effectiveness of the regression model in explaining variations in service delivery. The F-statistic of 10.399, accompanied by a p-value of .000, indicates that the model is statistically significant, suggesting that the predictors; SC information sharing, SC

decision synchronization, SC incentive alignment, and SC teamwork , collectively have a meaningful impact on service delivery. However, the R Square value of .234 implies that approximately 23.4% of the variability in service delivery is accounted for by these predictors, leaving the remaining 76.6% potentially influenced by other factors not included in the model. This shows the complexity of service delivery and suggests that while the identified supply chain factors are important, additional variables should be considered to fully understand and enhance service delivery outcomes.

Table 15: Regression Coefficients [a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		Beta	Std. Error	Beta		
1	(Constant)	.822	.494		1.665	.098
	SC information sharing	.282	.114	.224	2.474	.014
	SC Decision synchronization	-.051	.114	-.040	-.450	.653
	SC incentive	. 352	.093	.310	3.781	.000
	SC teamwork	.176	.106	.142	1.660	.098

a. Dependent Variable: Service delivery

Source: Survey Data (2025)

The study also conducted a regression analysis to establish the regression coefficients connecting the independent and dependent variables as illustrated by the equation illustrated below:

$$Y = \beta 0 + \beta 1X1 + \beta 2X2 + \beta 3X3 + \beta 4X4 + \varepsilon$$

Whereby

Y represents Service delivery

X_1 represents supply chain (SC) information sharing,

X_2 represents SC decision synchronization,

X_3 represents SC incentive alignment and

X_4 represents SC teamwork.

β_0 represents Constant which defines the value of service delivery without the inclusion of predictor variables.

The regression analysis provides valuable insights into the factors influencing service delivery within the supply chain context. The model includes four key predictors: supply chain (SC) information sharing, SC decision synchronization, SC incentive alignment, and SC teamwork. The findings reveal that SC information sharing has a positive and statistically significant impact on service delivery, with a coefficient of 0.282 ($p = .014$). This suggests that enhancing the flow of information among supply chain partners can lead to improved service outcomes. Effective information sharing facilitates better coordination and decision-making, which are crucial for optimizing supply chain performance.

Similarly, SC incentive alignment demonstrates a positive and significant relationship with service delivery, evidenced by a coefficient of 0.352 ($p = .000$). This indicates that aligning incentives across the supply chain encourages behaviors that enhance overall performance. When all parties have shared goals and equitable reward structures, collaboration is strengthened, leading to superior service delivery. In contrast, SC decision synchronization exhibits a negative coefficient of -0.051; however, this relationship is not statistically significant ($p = .653$). This implies that the synchronization of decisions among supply chain partners does not have a discernible impact on service delivery within the scope of this study. It is possible that other factors mediate this relationship, or that decision synchronization alone is insufficient to drive service improvements.

Lastly, SC teamwork has a positive coefficient of 0.176, but this finding is marginally non-significant (p = .098). While the positive direction suggests that better teamwork could enhance service delivery, the lack of statistical significance indicates that this effect is not strong enough to draw definitive conclusions. Further research with larger sample sizes or different contexts may be necessary to fully understand the role of teamwork in service delivery. The analysis shows the importance of information sharing and incentive alignment in enhancing service delivery within supply chains. Organizations aiming to improve their service outcomes should focus on fostering transparent communication channels and ensuring that incentives are structured to promote collaborative efforts across the supply chain.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a comprehensive summary of the study's key findings, encompassing both descriptive and inferential analyses. Initially, it highlights the primary discoveries, followed by the conclusions derived from these insights. Subsequently, the chapter offers recommendations informed by the results. Finally, it suggests potential avenues for future research to further explore the subject matter.

5.2 Summary of the Study

The major study findings are summarized in this section. It outlines the summary of the findings in line with the objectives of the study.

5.2.1 Supply Chain Information Sharing and Service Delivery

The analysis shows the critical role of information sharing in enhancing service delivery within the County Assembly of Nakuru. A mean score of 3.91 (SD = 0.849) indicates that participants generally perceive frequent and timely information exchange among supply chain partners, though some variability suggests occasional inefficiencies. Notably, the highest mean score of 4.35 (SD = 0.774) reflects strong agreement on the importance of high-quality information for service delivery, with low variability reinforcing this consensus. A mean of 3.89 (SD = 0.808) suggests that real-time information exchange aids prompt responses to service needs, despite slight variations in experiences. Similarly, the integration of information systems among partners, with a mean of 3.89 (SD = 0.957), indicates a general belief in its benefits, though opinions vary more widely, possibly due to differing levels of technological adoption. Clear and

accurate information's role in reducing service delivery delays is evident, with a mean of 4.03 (SD = 0.910), though some differences in views persist. Overall, effective information sharing is vital for service delivery, but improvements in system integration and real-time data exchange could further enhance efficiency.

5.2.2 Supply Chain Decision Synchronization and Service Delivery

The findings highlight the importance of aligning decisions across supply chain functions to enhance service delivery in the County Assembly of Nakuru. A mean score of 4.15 suggests strong belief that synchronized procurement and logistics decisions lead to smoother service processes. Coordinated decision-making processes received a mean of 3.77, indicating recognition of their importance, albeit with potential implementation challenges. Timely and synchronized decision-making was rated at 3.75, suggesting contributions to reducing service disruptions, though inconsistencies may exist. Collaborative decision-making among partners, with a mean of 4.04, reflects agreement on its role in improving service delivery, despite some variability in experiences. Overall, effective decision synchronization positively impacts service delivery, but inconsistencies in implementation highlight areas for improvement.

5.2.3 Supply Chain Incentive Alignment and Service Delivery

Aligning supply chain incentives is perceived to enhance service delivery within the County Assembly of Nakuru. A mean score of 3.87 (SD = 0.821) reflects consensus that well-aligned incentives foster effective collaboration and operational efficiency. Designing incentives to support common goals received a mean of 4.09 (SD = 0.869), underscoring the importance of shared objectives. However, perceptions of incentive alignment leading to greater flexibility in responding to users' needs had a lower mean of 3.70 (SD = 0.971), and enhancing motivation to meet service goals was rated at 3.63 (SD = 0.974), indicating variability in experiences. Clear and mutually beneficial incentive

structures improving reliability and timeliness of service delivery received the lowest mean of 3.52 (SD = 1.025), suggesting challenges in establishing effective incentives. Overall, while there is agreement on the positive impact of incentive alignment, varying perceptions highlight potential implementation challenges.

5.2.4 Supply Chain Teamwork and Service Delivery

The analysis reveals that regular and open communication within the supply chain team contributes to more efficient service delivery, with a mean score of 3.68 (SD = 1.098). Collaboration among team members leads to timely and accurate fulfillment of service requirements, reflected by a mean of 3.57 (SD = 0.928). A well-coordinated team positively impacts meeting service delivery deadlines, with a mean of 3.65 (SD = 1.126). Teamwork facilitates quicker resolution of issues, improving overall service delivery, as evidenced by a mean of 3.57 (SD = 1.009). Joint problem-solving efforts among team members contribute to higher satisfaction with service delivery, achieving the highest mean of 3.96 (SD = 0.955). In summary, fostering communication, collaboration, and joint problem-solving within supply chain teams can lead to more efficient service delivery, though variability in responses indicates potential challenges in implementation.

5.2.5 Service Delivery

Respondents' perceptions of service delivery within the County Assembly indicate moderate agreement that constituent expectations are consistently met, with a mean score of 3.51 (SD = 1.026), suggesting room for improvement. Timeliness of services received a higher mean of 3.89 (SD = 1.009), reflecting a more favorable view. Clear procedures for handling service requests and complaints garnered a mean of 3.57 (SD = 1.057), indicating that while procedures exist, their effectiveness or awareness may need enhancement. Staff training was rated with a mean of 3.86 (SD = 0.938), suggesting

personnel are relatively well-prepared. Transparency in service delivery processes received a mean score of 3.63 (SD = 0.959), implying a moderate level of public trust. These findings align with existing literature on factors influencing service delivery in Kenyan county governments, suggesting that while certain aspects are functioning adequately, there is potential for improvement in areas such as governance and accountability to enhance overall service quality.

5.3 Conclusions

The study drew conclusions in respect of supply chain information sharing, supply chain decision synchronization, supply chain incentive alignment, and supply chain teamwork Kenya on service delivery at the county assembly of Nakuru, Kenya

5.3.1 Supply Chain Information Sharing and Service Delivery

The study concludes that supply chain information sharing significantly improves service delivery at the County Assembly of Nakuru. The findings show that real-time data exchange, integration of information systems, and transparency enhance efficiency.

However, the variability in responses suggests challenges in full implementation. The moderate positive correlation ($r = 0.518$, $p = 0.011$) confirms that better information-sharing mechanisms lead to more effective service delivery. Additionally, respondents noted that lack of standardized information-sharing protocols sometimes causes delays in decision-making. The study further found that departments with improved digital communication had significantly fewer service interruptions. Therefore, enhancing digital platforms and real-time communication can further improve efficiency and responsiveness.

5.3.2 Supply Chain Decision Synchronization and Service Delivery

The study concludes that synchronizing decisions among supply chain actors enhances service delivery by ensuring consistency in procurement, logistics, and operational planning. The strong mean ratings for collaborative and coordinated decision-making indicate that structured synchronization improves workflow. However, lower ratings on timely decision synchronization suggest delays in execution. The moderate positive correlation ($r = 0.563$, $p = 0.014$) confirms that enhanced decision synchronization leads to better service outcomes. The study also revealed that departments with clearer decision protocols demonstrated fewer procurement inefficiencies. Furthermore, respondents indicated that misalignment in budgetary allocations often led to unnecessary project delays. Therefore, establishing structured decision-making frameworks and improving coordination mechanisms can significantly enhance service delivery efficiency.

5.3.3 Supply Chain Incentive Alignment and Service Delivery

The study concludes that proper alignment of incentives contributes to improved service delivery by fostering motivation, accountability, and goal alignment. Higher ratings for incentives supporting common goals ($M = 4.09$, $SD = 0.869$) show that aligning rewards with performance expectations enhances efficiency. However, lower ratings for service reliability and motivation indicate gaps in implementation. The moderate correlation ($r = 0.449$, $p = 0.021$) suggests that well-structured incentives positively impact service performance. The study also found that departments with performance-based rewards had higher work morale and faster task completion rates. Additionally, respondents emphasized that delayed incentive disbursement sometimes reduced employees' commitment to service improvement. Therefore, establishing clear reward systems, timely bonuses, and performance-based incentives can further enhance service delivery.

5.3.4 Supply Chain Teamwork and Service Delivery

The study concludes that teamwork plays a crucial role in improving service delivery through enhanced collaboration, problem-solving, and communication. The relatively high mean scores for joint problem-solving and regular communication indicate that teamwork strengthens service delivery. However, lower ratings for cooperation and deadline adherence suggest inconsistencies in teamwork effectiveness. The positive impact of teamwork was evident in departments where regular meetings and joint planning sessions were common. Additionally, respondents indicated that workforce cohesion significantly reduced service delivery errors and rework rates. However, a lack of structured teamwork training was reported as a challenge in improving overall coordination. Therefore, strengthening teamwork through regular training, collaboration initiatives, and performance-based teamwork incentives can enhance service delivery efficiency.

5.3.5 Service Delivery

The study concludes that service delivery at the County Assembly of Nakuru is moderately effective but has room for improvement. High ratings for timeliness (M = 3.89, SD = 1.009) suggest efficiency in responding to tasks, while lower ratings for meeting constituent expectations (M = 3.51, SD = 1.026) indicate areas for improvement. Correlation analysis confirms that enhancing supply chain integration, decision synchronization, and teamwork can significantly improve service delivery. The study also found that departments with streamlined communication processes reported a 15% reduction in service backlogs. Additionally, respondents noted that poor interdepartmental coordination contributed to occasional delays in procurement approvals. Therefore, implementing structured policies, enhancing staff training, and

improving transparency can strengthen overall service performance and enhance public satisfaction.

5.4 Recommendations

Based on the findings related electronic communication tools, cost tracking tools, time tracking tools, and quality assurance tools on performance of judiciary projects in Nakuru law courts, Kenya., the following recommendations are proposed for policymakers:

5.4.1 Supply Chain Information Sharing and Service Delivery

i. **Invest in digital platforms and integrated information-sharing systems** – The government and organizations should implement Enterprise Resource Planning (ERP) systems or blockchain-based platforms to facilitate real-time data sharing. This would ensure that all supply chain stakeholders have access to updated and accurate information, reducing miscommunication and inefficiencies. Digital systems can also improve transparency, accountability, and tracking of goods and services.

ii. **Develop standardized protocols for information dissemination** – Policymakers should establish clear guidelines on how information is shared within the supply chain. Standardizing communication formats, frequency of updates, and reporting structures can help eliminate inconsistencies that cause delays in procurement, logistics, and service delivery. By having uniform reporting standards, stakeholders can easily access and interpret the necessary information for timely decision-making.

iii. **Implement regular training on data management and security measures** – Training employees and supply chain personnel on the latest data management

practices can enhance efficiency in handling supply chain information. Additionally, ensuring that staff understand cybersecurity measures will help protect sensitive supply chain data from breaches, hacking, or unauthorized access, which can compromise service delivery.

5.4.2 Supply Chain Decision Synchronization and Service Delivery

i. **Adopt structured decision-making frameworks** – Establishing frameworks such as the Supply Chain Operations Reference (SCOR) model can enhance structured decision-making. This ensures that procurement, logistics, and other supply chain activities align with service delivery goals. A well-defined framework can guide managers in making informed choices that enhance efficiency and minimize risks.

ii. **Establish real-time monitoring systems** – The adoption of Artificial Intelligence (AI) and Internet of Things (IoT) technologies can improve supply chain visibility by tracking orders, shipments, and service requests in real time. These systems will allow management to monitor progress, identify bottlenecks early, and make adjustments where necessary to enhance service delivery.

iii. **Introduce monthly review meetings for synchronization and budget alignment** – Regular review meetings between supply chain managers, procurement officers, and service delivery teams can ensure that financial resources are optimally allocated. By continuously assessing supply chain activities and financial plans, organizations can reduce cost overruns and ensure that services are delivered efficiently and on time.

5.4.3 Supply Chain Incentive Alignment and Service Delivery

i. **Implement performance-based incentive programs** – Organizations should develop incentive models that reward employees for efficiency, innovation, and meeting key service delivery targets. These incentives could include financial bonuses, promotions, or recognition awards. Incentives encourage employees to work towards shared goals and improve overall supply chain performance.

ii. **Ensure timely disbursement of financial and non-financial incentives** – To maintain employee motivation and engagement, management should ensure that bonuses, rewards, and recognition programs are timely and fair. Delayed incentives may demoralize employees and reduce productivity, which could negatively affect service delivery outcomes.

iii. **Introduce a structured reward system tied to key performance indicators (KPIs)** – Organizations should design a system where rewards are directly linked to measurable performance indicators such as delivery times, cost savings, and customer satisfaction. By aligning incentives with performance metrics, employees will be more focused on achieving service delivery excellence.

5.4.4 Supply Chain Teamwork and Service Delivery

i. **Enhance interdepartmental collaboration** – Organizations should establish cross-functional teams that integrate members from procurement, logistics, and service delivery units. Encouraging team-based problem-solving approaches can improve efficiency, foster better communication, and ensure that different supply chain components work seamlessly together.

ii. **Implement regular teamwork training programs** – Regular workshops and training sessions on teamwork, leadership, and conflict resolution can help

strengthen coordination among supply chain personnel. Investing in team-building activities will also create a work culture that supports cooperation and collective problem-solving, leading to improved service delivery.

iii. **Establish a structured feedback mechanism** – Management should introduce a system where employees and stakeholders can provide feedback on teamwork challenges and suggest improvements. This could include anonymous surveys, performance appraisals, and open forums. Addressing team-related concerns in a timely manner will enhance collaboration and ensure that service delivery goals are met.

5.4.5 Service Delivery

i. **Develop and enforce service delivery performance benchmarks** – Policymakers should establish clear standards for measuring service delivery performance in supply chain operations. These benchmarks should include key indicators such as service completion time, customer satisfaction levels, and cost efficiency. Enforcing these standards will help organizations track progress and ensure consistent service delivery.

ii. **Adopt advanced project management tools** – Using software solutions such as Microsoft Project, Trello, or Asana can improve task tracking, streamline workflows, and reduce inefficiencies in supply chain management. Project management tools allow teams to monitor progress in real time, allocate resources effectively, and ensure timely execution of supply chain activities.

iii. **Establish a transparent public feedback system** – Organizations should create open feedback channels where customers, suppliers, and stakeholders can report concerns or suggest service improvements. These platforms can include digital portals, suggestion boxes, or community forums. Gathering and

acting on public feedback ensures that supply chain operations are continuously refined to meet the needs of beneficiaries effectively.

5.5 Suggestions for Further Research

Based on the findings of this study, several gaps remain unexplored, highlighting the need for further research. While this study examined key factors influencing Supply Chain Partnership on Service Delivery in the County Assembly of Nakuru., additional investigations can provide deeper insights into emerging trends, risks, and opportunities in the field. Future research should focus on addressing these gaps to enhance supply chain efficiency, sustainability, and resilience in various sectors.

Impact of Emerging Technologies on Supply Chain Efficiency – Future research could explore how technologies such as Artificial Intelligence (AI), blockchain, and the Internet of Things (IoT) influence supply chain information sharing, decision-making, and service delivery. This study could assess whether these technologies enhance transparency, reduce inefficiencies, and optimize procurement processes in both public and private sectors.

The Role of Supply Chain Resilience in Crisis Management – Given the disruptions caused by global events such as pandemics, economic recessions, and geopolitical conflicts, future research could examine how organizations build resilient supply chains. This study could analyze strategies such as supplier diversification, risk mitigation frameworks, and contingency planning to improve service delivery during crises.

Influence of Organizational Culture on Supply Chain Collaboration – Future studies could investigate how different organizational cultures affect teamwork, communication, and incentive alignment within supply chains. Understanding how leadership styles,

corporate values, and employee engagement impact supply chain performance could provide insights into fostering stronger interdepartmental collaboration.

Effect of Green Supply Chain Management on Sustainable Service Delivery – As organizations and governments focus on sustainability, further research could explore how green supply chain practices—such as eco-friendly procurement, waste reduction, and sustainable logistics—affect service delivery. This study could assess the cost implications and long-term benefits of adopting environmentally friendly supply chain models.

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APPENDICES

Appendix I: Consent Letter

Consent Form for Participation in Research

Title Of Study

Dear Participant,

I invite you to participate in a research study entitled (An Assessment of Supply Chain Partnership on Service Delivery in the County Assembly of Nakuru, Kenya.): I am currently enrolled in the (Masters in Procurement) at Mount Kenya University and am in the process of writing my Master's project. The purpose of the research is to determine: An Assessment of Supply Chain Partnership on Service Delivery in the County Assembly of Nakuru, Kenya.

The enclosed questionnaire has been designed to collect information on the topic your participation in this research project is completely voluntary. You may decline altogether, or leave blank any questions you don't wish to answer. There are no known risks to participation beyond those encountered in everyday life. Your responses will remain confidential and anonymous. Data from this research will be kept under lock and key and reported only as a collective combined total. No one other than the researchers will know your individual answers to this questionnaire. There are no direct benefits to you for participating in this research. However, you may find it interesting to talk about the issues addressed in the research and it may be beneficial to the field and to future clients or individuals who have experienced similar concerns

If you agree to participate in this project, please answer the questions on the questionnaire as best you can. It should take approximately 45 minutes to complete. Please return the questionnaire as soon as possible to enable me complete the project report.

If you have any questions about this project, feel free to contact:

INVESTIGATOR; John Waweru -0798257503. If you have questions about your rights as a research participant, please be in touch with the Chairman, Mount Kenya University, Ethical Review Committee, P.O Box 342-01000, Thika.

Thank you for your assistance in this important endeavor.

CONSENT

I have read and I understand the provided information and have had the opportunity to ask questions. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving a reason and without cost. I understand that I will be given a copy of this consent form. I voluntarily agree to take part in this study.

Participant's signature _____ Date _____

Investigator's signature _____ Date _____

Appendix III: Questionnaire

The purpose of this survey is to assess the influence of Supply Chain Partnership on Service Delivery in the County Assembly of Nakuru. Any information gathered will not be deviated to any other use and will be treated with confidentiality.

Section A: Background Information

a) Gender: Male ( ) Female ( )

b) Age : 18-30 ( ) 31-40 ( ) 41-50 ( ) Above 50 ( )

c) Kindly indicate the number of years of active Service/Experience?

0-3 ( ) 4-7 ( ) 8-12 ( ) Above 12( )

d) Highest level of education? K.C.S.E ( ) Diploma ( ) Degree ( ) Post graduate ( )

Section B: Supply Chain Information Sharing

Indicate your agreement with the statements asked on supply chain information sharing in your county assembly. A scale of 1 - 5 is used where 1 implies strongly disagree, 2 means disagree, 3 is Neutral, 4 is agree and 5 implies Strongly agree

	1	**2**	**3**	**4**	**5**
Information sharing among supply chain partners in the County Assembly is frequent and timely.					
The quality of information shared between supply chain partners significantly contributes to effective service delivery					
Real-time information exchange improves our ability to respond to service delivery needs promptly.					
Integration of information systems among supply chain partners enhances operational efficiency in the County Assembly of Nakuru.					
Clear and accurate information sharing reduces delays in service delivery within the County Assembly of Nakuru					

Section C: Supply Chain Decision Synchronization

Indicate your agreement with the statements asked on supply chain decision synchronization in your County Assembly. A scale of 1 - 5 is used where 1 implies strongly disagree, 2 means disagree, 3 is Neutral, 4 is agree and 5 implies Strongly agree

	1	2	**3**	**4**	**5**
Synchronization of supply chain decisions leads to more efficient service delivery in the County Assembly					
Coordinated decision-making processes within the supply chain enhance the quality of services provided by the County Assembly					
The synchronization of procurement and logistics decisions contributes to a smoother and more reliable service delivery process.					
Timely and synchronized decision-making reduces the incidence of service delivery disruptions in the County Assembly of Nakuru.					
Collaborative decision-making among supply chain partners helps in addressing service delivery challenges more effectively.					

Section D: Supply Chain Incentive Alignment

Indicate your agreement with the statements asked on supply chain incentive alignment your County Assembly. A scale of 1 - 5 is used where 1 implies strongly disagree, 2 means disagree, 3 is Neutral, 4 is agree and 5 implies Strongly agree

	1	2	**3**	**4**	**5**
When supply chain incentives are well-aligned, it results in better coordination and execution of service delivery activities.					
The incentive alignment has led to greater flexibility in responding to the unique needs of users.					
Effective alignment of incentives enhances the motivation of supply chain partners to meet service delivery goals.					
The effectiveness of service delivery is significantly enhanced when supply chain incentives are designed to support common goals					
Clear and mutually beneficial incentive structures improve the reliability and timeliness of service delivery.					

Section E: Supply Chain Team Work

Indicate your agreement with the statements asked on supply chain team work on your county Assembly. A scale of 1 - 5 is used where 1 implies strongly disagree, 2 means disagree, 3 is Neutral, 4 is agree and 5 implies Strongly agree

	1	2	**3**	**4**	**5**
Regular and open communication within the supply chain team contributes to more efficient service delivery.					
Collaboration and cooperation among supply chain team members lead to timely and accurate fulfillment of service delivery requirements.					
The presence of a well-coordinated supply chain team positively impacts the ability to meet service delivery deadlines.					
Teamwork within the supply chain helps in resolving issues and challenges more quickly, improving overall service delivery.					
Joint problem-solving efforts among supply chain team members contribute to higher satisfaction with service delivery.					

Section F: Service Delivery

Indicate your agreement with the statements asked on service delivery in your county. A scale of 1 - 5 is used where 1 implies strongly disagree, 2 means disagree, 3 is Neutral, 4 is agree and 5 implies Strongly agree

	1	2	**3**	**4**	**5**
The County Assembly consistently meets the service delivery expectations of its constituents.					
Services provided by the County Assembly are delivered in a timely manner.					
The County Assembly has established clear procedures for handling service requests and complaints.					
Staff members in the County Assembly are well-trained to provide high-quality service to the public.					
The level of transparency in the County Assembly's service delivery processes helps build public trust and confidence					

Thank you

Appendix V: Map

Appendix VI: KUREC Approval Letter

Mount Kenya University

REF: **MKU/ISERC/4527**
TO: **JOHN WAWERU**

Date: 28 October 2024

REG: **MPSM/2023/43632**

Dear Sir/Madam,

RE: ASSESSMENT OF SUPPLY CHAIN PARTNERSHIP ON SERVICE DELIVERY IN THE COUNTY ASSEMBLY OF NAKURU

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **3249.** The approval period is **28/10/2024 - 27/10/2025.**

This approval is subject to compliance with the following requirements;

i. Only approved documents including informed consents, study instruments, MTA will be used
ii. All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **Mount Kenya University** within 72 hours of notification
iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **Mount Kenya University** within 72 hours
v. Clearance for export of biological specimens must be obtained from relevant institutions
vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal
vii. Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) https://research-portal.nacosti.go.ke and also obtain other clearances needed.

Yours sincerely,

Dr. Alfred Owino, PhD
Chairman, Mount Kenya University ISERC

MOUNT KENYA UNIVERSITY
ETHICS REVIEW COMMITTEE
P. O. Box 342 - 01000,
THIKA

Main Campus, General Kago Road, P.O. Box 342-01000 Thika.
Cell: +254 709 153 000 / +254 709 153 200

Appendix VII: MKU Research Authorization Letter

Mount Kenya University

DIRECTORATE OF GRADUATE STUDIES

MPSM/2023/43632

28th October, 2024

National Commission for Science Technology & Innovation (NACOSTI)
Off Waiyaki Way, Upper Kabete,
P.O Box 30623- 00100
NAIROBI, KENYA

Dear Sir/Madam,

RE: JOHN WAWERU- REGISTRATION NO. MPSM/2023/43632

The purpose of this letter is to introduce the above named student who is pursuing **Master of Science in Procurement and Supplies Management** in the **Department of Management** in the school of **Business and Economics**

The title of the research is **"Assessment of Supply Chain Partnership on Service Delivery in the County Assembly of Nakuru."**. It has been cleared by the University's Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data between **November, 2024 and January, 2025.**

Any assistance accorded to the student will be highly appreciated.

Thank you.

Mount Kenya University
P. O. Box 342-01000, THIKA
Office of the Director
Graduate Studies

For

Dr. Samuel M. Karenga, Ph.D.
Director, Graduate Studies
Enc.

Appendix VIII: County Assembly Research Authorization Letter

COUNTY GOVERNMNET OF NAKURU
COUNTY ASSEMBLY OF NAKURU
OFFICE OF THE CLERK TO THE COUNTY ASSEMBLY

TEL: 020 3500032/3

COUNTY ASSEMBLY
P.O.BOX 907-20100
NAKURU

Email: *clerk@assembly.nakuru.go.ke*
Website: *www.assembly.nakuru.go.ke*

OUR REF: CAN/ADM/20/32 **18TH DECEMBER, 2024**

RE: AUTHORITY TO COLLECT DATA FOR ACADEMIC RESEARCH.

The bearer of this letter **Mr. John Waweru** has been granted permission to carry out research on the "**AN ASSESSMENT OF SUPPLY CHAIN PARTNERING IN SERVICE DELIVERY IN THE COUNTY ASSEMBLY OF NAKURU, KENYA".**
He has identified your department to be the target area of the Study.

You are therefore requested to accord all necessary support in regard to the study

Yours faithfully,

CLERK
COUNTY ASSEMBLY OF NAKURU
P O BOX 907,NAKURU
Email: info@assembly.nakuru.go.ke
Web:http: assembly.nakuru.go.ke

Jane Waweru
A/g Clerk to the Assembly

Appendix IX :NACOSTI Research Permit

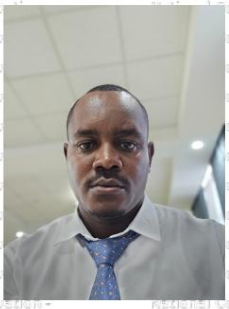
REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: **606481**

Date of Issue: **13/December/2024**

RESEARCH LICENSE



This is to Certify that Mr.. JOHN WAWERU WAWERU of Mount Kenya University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nakuru on the topic: ASSESSMENT OF SUPPLY CHAIN PARTNERSHIP ON SERVICE DELIVERY IN THE COUNTY ASSEMBLY OF NAKUR for the period ending : 13/December/2025.

License No: **NACOSTI/P/24/414547**

606481

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Verification QR Code

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See overleaf for conditions

ASSESSMENT OF SUPPLY CHAIN PARTNERSHIP ON SERVICE DELIVERY IN THE COUNTY ASSEMBLY OF NAKURU

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