

**INFLUENCE OF SUPPLY CHAIN MANAGEMENT PRACTICES ON
SERVICE DELIVERY AT THE JUDICIARY HEADQUATER IN NAIROBI,
KENYA**

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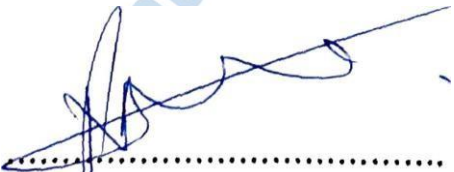
DECLARATION AND APPROVALS

This research project is entirely original with no submissions for a degree or additional recognition to any other university.

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Supervisor's approval

As the supervisor, I offered my clearance for this research project to be presented for review.


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DEDICATION

I am grateful to my daughters, Ilhan, Ikran, and Ibtisma who have provided me with much-needed emotional support to scale my academic journey easily.



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ABSTRACT

Service delivery is a fundamental aspect of public organizations, playing a critical role in fulfilling the expectations and needs of the public. As a result, organizations are called upon to improve on the efficiency of their supply chain. The primary goal of this research was to find out how supply chain management techniques affect the quality of services provided at the Kenyan Judiciary Headquarters in Nairobi. The specific objectives were to find out how e-sourcing techniques, collaboration, inventory management and supplier management relationship practices affect service delivery. The study was grounded on the transaction costs theory, institutional theory, resource dependence theory, and the Kaizen theory. The study used a descriptive design, targeting 235 employees working at Judiciary Headquarters in Nairobi. A stratified random selection technique was used to pick the 148 participants that made up the sample size. Interview guides and structured questionnaires were used for data gathering. All the data was processed and analyzed in SPSS V.24. The multiple regression analysis revealed a strong model fit, with an R^2 value of 0.610, indicating that the independent variables explain 61% of the variance in service delivery. Specifically, e-sourcing practices, collaboration, and supplier relationship management were found to have significant positive effects on service delivery, with standardized coefficients (Beta) of 0.367, 0.328, and 0.312, respectively. Inventory management also had a positive impact, though to a lesser extent (Beta = 0.215). The ANOVA results confirmed the overall model's significance with an F-statistic of 31.45, $p < 0.001$. These findings underscore the crucial role of effective supply chain management practices in enhancing service delivery performance. The study concludes that targeted improvements in these areas can significantly enhance service outcomes, and it recommends further investment in e-sourcing systems, fostering collaboration, and strengthening supplier relationships to improve overall service delivery.

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LIST OF ABBREVIATIONS AND ACRONYMS

CAA:	Civil Aviation Authority
HQ:	Headquarters
ICT:	Information Communication Technology
JIFMIS:	Judiciary Integrated Financial Management Information System
PPADA:	Public Procurement and Asset Disposal Act
PPADR:	Public Procurement and Asset Disposal Regulation
PPOA:	Public Procurement Oversight Authority
RDT:	Resource Dependency Theory
SC:	Supply Chain
SCM:	Supply Chain Management
SMEs:	Small Medium Enterprises
SPMA:	Suppliers and Practitioners Management Act
SPSS:	Statistical Package for Social Sciences
SRM:	Supply Relationship Management

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Delivery of services is a fundamental aspect of public organizations, playing a critical role in fulfilling expectations and needs among the public. Wirtz and Lovelock (2016) define a service as an intangible product, including performance, effort, or deeds that cannot be physically possessed. Cambridge University Press (2017) defines service delivery as the act of providing services to clients.

In the judiciary, effective service delivery involves making judicial services accessible, timely, and fair, thereby preserving public trust and supporting the rule of law. Success in the judiciary depends on its ability to provide services required by the public in the quality, quantity, and price that meet customers' expectations (Singh, 2019). This involves ensuring that court matters are handled efficiently, decisions are delivered on time, and legal procedures are transparent and equitable. High quality service delivery in the judiciary can boost public trust in the legal system, ensuring that justice is not only served but also seen to be served (Murillo, 2014).

Globally, the focus on improving service delivery in the judiciary reflects a broader trend toward enhancing public sector performance. Diagne, Ringold, and Zaidi (2012) highlight that while service delivery in the judiciary across Europe and Central Asia is relatively high, satisfaction levels in Eastern Europe and Central Asia lag behind those in Western Europe. Effective service delivery in the judiciary is significantly influenced by robust supply chain management (SCM) practices

(Monczka et al., 2015). This encompasses the procurement and management of essential resources, such as case management software, legal databases, and courtroom technology, which are vital for handling cases efficiently and delivering timely judgments.

With the advancement of information and cyber technology, various institutions within the Chinese government have embraced e-government platforms to streamline administrative functions and enhance transparency. According to Mukhtar et al. (2022), the Chinese judiciary has similarly undergone a technological transformation, driven by the efforts of the Chinese Government, the Communist Party, and the Supreme People's Court to modernize the judicial system through informatization. This push has led to significant reforms aimed at increasing the openness of the judicial process, with people's courts adopting e-tendering, electronic documentation, and electronic supplier relationship management (e-SRM), to enhance its procurement processes, leading to greater efficiency and transparency in acquiring judicial resources and services.

In South Africa, despite the presence of SCM systems, the efficiency of procurement, tendering, and sourcing within judicial institutions remains problematic. According to Sibanda et al. (2020), a major contributing factor to these issues is the persistent failure to develop, implement, and monitor effective SCM systems, oversight mechanisms, internal controls, and financial reporting processes. This often leads to repeated instances of inefficient expenditure, highlighting the need for stronger adherence to SCM policies, regulations, and legislative frameworks. Judiciary of

Tanzania reported that the implementation of effective SCM systems in the judiciary of Tanzania can lead to improved service delivery, reduced case backlogs, enhanced transparency, and increased public trust in the judicial system. Continuous evaluation and adaptation of these systems are crucial to meet the evolving needs of the judiciary and the public

In Kenya, service delivery in the judiciary has become a focal point of reform, with a significant emphasis on improving both efficiency and transparency. The government is undertaking substantial efforts to enhance the administration of justice by modernizing processes and systems to better meet public expectations. These reforms aim to streamline judicial operations, reduce delays, and increase the accessibility of legal services (Akpuokwe, 2024). In line with these efforts, the Kenyan government has invested in Integrated Financial Management Information System (IFMIS) technology and revised procurement practices to ensure that judicial resources are managed effectively and service delivery standards are consistently upheld (The Judiciary of Kenya, 2020).

The judiciary has faced criticism for shortcomings in procurement performance, which have been linked to inefficiencies, corruption, and mismanagement. According to Kaaria and Mwangangi (2019) significant delays in case processing are a persistent issue, often extending beyond expected timelines. For example, while some cases are ideally resolved within 2 days, actual delays can stretch to several months, with civil cases in Kenya sometimes taking up to 2 years due to procedural inefficiencies and backlogs (Akpuokwe, 2024; The Judiciary of Kenya, 2020;

Murillo, 2014). These delays underscore the need for improved supply chain management and operational reforms to enhance the efficiency and timeliness of justice delivery. This study investigates the influence of supply chain management practices on service delivery at the Judiciary Headquarters in Nairobi, Kenya.

1.1.1 The Judiciary of Kenya

The Constitution of Kenya, Chapter 10, Article 159, establishes the Judiciary as one of the three governing bodies of Kenya. The constitution establishes the judiciary as an independent guardian of the law. Its main responsibility is to carry out the judicial authority granted to it by Kenyans. Article 159 (The judiciary authority) through Article 173 (The judiciary Fund) of the Kenyan Constitution (Kenya Constitution, 2010) comprise the fifteen articles that define the country's judicial system. The Kenyan Constitution has two tiers of courts: superior courts and subordinate courts. Article 169 provides the establishment of the subordinate courts. They include the “Magistrates' Courts, the Court Martial, the Kadhis Courts, and any other municipal tribunal or court created by a parliamentary act.”

The judges of the Supreme Court, Kenya's highest court, “comprise the judiciary, together with magistrates and Kadhis.” Judges of the High Court and Court of Appeal also make up this body. Chief Justice serves as the head of the judiciary. The Judiciary is headquartered in Nairobi and maintains High Court stations in several large counties. In order to give the judiciary value for money, the Directorate of Supply Chain Management is in charge of locating high-quality products and

services at the most affordable price. Being the Judiciary's Chief Registrar also means that he or she is the Judiciary's Chief Administrator and Accounting Officer.

A registrar is assigned to each of the four courts—the Supreme Court, the Court of Appeal, the High Court, and the Magistrate's Court—to act as an administrator, record keeper, and delegated accounting officer. The Chief Registrar is also responsible for managing and maintaining all physical facilities, as well as purchasing goods for all stores (The Judiciary of Kenya, 2020). As a public institution, the judiciary has been under fire for all the wrongdoings in procurement performance (Kaaria & Mwangangi, 2019). Thus, the implementation of effective supply chain management in the judiciary will significantly contribute to Kenya's 2030 vision being realized.

1.1.2 Supply Chain Management Practices

Supply chain management (SCM) encompasses a broad range of practices aimed at ensuring the efficient and effective flow of goods, services, and information from suppliers to end users (Mentzer et al. 2001). These practices are critical in various sectors, including public administration and the judiciary. Key SCM practices include e-sourcing, supplier relationship management, inventory management and collaboration (Singh, 2019).

Effective supply chain management ensures that the judiciary can forecast its requirements accurately and allocate resources efficiently. It includes market research, budgeting, and setting timelines for procurement activities (Murillo, 2014). According to Fantazy et al. (2010), an organization should make a thorough effort to

improve its procurement planning function to achieve efficient supply chain management. SCM practices should become more broadly and integrative focused rather than merely functional and independent.

According to Stević (2017), supplier relationship management (SRM) is a crucial aspect of supply chain management that focuses on the strategic interaction between an organization and its suppliers. SRM involves developing and maintaining productive, collaborative relationships with suppliers to achieve mutual benefits. It ensures that the judiciary engages with reliable and competent suppliers who can deliver quality products and services on time (Kaaria & Mwangangi, 2019).

Munyaka, Jean-Claude and Yadavalli (2022) points out that overstocking can lead to wastage or increased costs. Thus, inventory management is a tool for controlling ordering, storing, and using the judiciary's inventory. It includes techniques like justin-time inventory and stock audits to maintain optimal inventory levels (The Judiciary of Kenya, 2020). Sun et al. (2009) have demonstrated that well-managed supply chain management can help organizations reduce costs, improve customer service, reduce inventory levels, and expedite inventory turns. In terms of short-term goals, SCM can increase production while lowering inventory and shortening lead times (Li et al., 2006).

Naini et al. (2022) assert that, majority of organizational expenses consists of money used to purchase various products and service. In order to decrease the total costs spent on procurement process, e-sourcing has become popular to implement by public institutions. E-sourcing in the Judiciary, incorporating e-tendering, electronic

documentation, and electronic supplier relationship management (e-SRM), enhances procurement efficiency, transparency, and accountability (Teddy et al. 2022). E-tendering streamlines the tendering process, reducing cycle times and improving competitive bidding. Electronic documentation ensures accurate, up-to-date records and regulatory compliance, enhancing transparency (Chawinga et al. 2019). E-SRM facilitates effective supplier interactions, improving performance and collaboration (The Judiciary of Kenya, 2020). Murillo (2014) emphasizes that high-quality service delivery in the judiciary can enhance public confidence in the legal system, ensuring that justice is not only done but is also seen to be done.

Public sector organizations need to foster mutual collaboration to acquire a competitive edge and maximize resource usage. Effective collaboration, according to Kaaria and Mwangangi (2019), entails exchanging knowledge, assets, and skills in order to boost productivity, stimulate creativity, and optimize procedures. These firms may increase overall performance, streamline processes, and provide better services by cultivating strong partnerships and open communication (Chawinga et al. (2019).

1.2 Statement of the Problem

The “Public Procurement and Asset Disposal Act of 2015 and Regulations 2020” govern public procurement in the judiciary. To ensure that the public receives high-quality services, the judiciary maintains a supply chain management directorate that is in charge of supplying goods and services. However, the delivery of services in different law courts around the nation has been adversely impacted by procurement

performance. For instance, poor procurement performance has been linked to an increase in case backlog, with approximately 45% of cases in the judiciary delayed due to supply chain inefficiencies (GoK, 2019; Munyao & Moronge, 2017).

According to Munyao and Moronge (2017), there have been noticeable delays in the delivery of office supplies and services as a result of inadequate inventory management. The Judiciary Service Charter (2018), states that requisitions should not take more than two days, however, delays of up to three months have been reported in certain legal courts. Furthermore, according to Kakakh (2016), even the Kenyan judiciary is still holding onto a lot of outdated equipment that depreciates over time in its parking lot, which is against the Public Procurement and Asset Disposal Act of 2015 and Regulations of 2022.

Although supply chain management has been studied extensively, several critical gaps remain that this research seeks to fill. Firstly, there is an empirical gap: much of the research focuses on other sectors, with limited data specifically addressing Kenya's judiciary. For instance, Singh (2019) describes supply chain issues in India's Department of Justice, but such studies do not fully capture the unique challenges within Kenya. Secondly, a theoretical gap exists, as previous research has not adequately applied relevant theories like the Resource-Based View and Institutional Theory to examine the link between supply chain practices and judicial service delivery.

In addition, there is a conceptual gap; studies like those by Nyawanga and Otinga (2023) address isolated inventory management practices—such as Just-in-Time,

vendor-managed inventory, and economic order quantity management—but overlook the comprehensive effect of these practices on service delivery within Kenya’s judicial system. There is also a knowledge gap regarding the impact of overall supply chain practices, with Wanyonyi and Tambo (2018) focusing on transparency and accountability but not on the broader spectrum of supply chain management’s role in the judiciary. Lastly, a geographical gap is present, as most research on supply chain management in judicial systems has been conducted outside of Kenya, underscoring the need for localized studies. In light of this, the current study aimed to determine how Supply Chain Management techniques affected the provision of services to the Judiciary Headquarters in Nairobi.

1.3 Purpose of the Study

The purpose of this study was to investigate the influence of Supply Chain Management practices on service delivery to the Judiciary Headquarters in Nairobi, Kenya.

1.4. Specific Objectives of the Study

The study was guided by the following specific Objectives:

- i. To assess the influence of e-sourcing practices on service delivery at the Judiciary Headquarters in Nairobi, Kenya
- ii. To evaluate the influence of collaboration on service delivery at the Judiciary Headquarters in Nairobi, Kenya
- iii. To examine the influence of supplier relationship management practices on service delivery at the Judiciary Headquarters in Nairobi, Kenya
- iv. To analyze the influence of

inventory management on service delivery at the Judiciary Headquarters in Nairobi, Kenya

1.5 Research Questions

The study was guided by the following research questions:

- i. How do e-sourcing techniques influence the Judiciary Headquarters service delivery in Nairobi, Kenya?
- ii. How does cooperation influence the Judiciary Headquarters in Nairobi, Kenya in terms of service delivery?
- iii. What influence do supply relationship management techniques have on the provision of services to the Kenyan Judiciary Headquarters in Nairobi?
- iv. What influence does inventory management have on the Judiciary Headquarters service delivery in Nairobi, Kenya?

1.6 Significance of the Study

The research outcomes are significant in providing guidance to other public institutions and organizations in Kenya concerning the efficient management of the supply chain. This will allow them to preserve their financial stability and maximize their resource usage. Policymakers and practitioners in other fields can gain important insights into putting comparable tactics into practice to increase operational efficiency and improve service quality by studying the effects of supply chain management approaches on the judiciary. The findings of the research will also be an invaluable resource for county stakeholders as they create work schedules to meet performance goals.

The study is significant to practice. Research findings on supply chain management practices provide valuable insights that can help organizations enhance their operational efficiency, manage risks, foster collaboration, integrate technology, promote sustainability, improve customer satisfaction, gain competitive advantages, reduce costs, drive innovation, and benchmark against best practices. This knowledge ultimately leads to more effective and agile supply chain strategies that can respond to the dynamic needs of the market.

The findings will also enhance the knowledge base in this area and help academic practitioners better understand how supply chain management and service delivery interact in the setting of public organizations. Ultimately, better public service outcomes and citizen satisfaction can result from policymakers using the study's findings to guide decisions targeted at improving the efficacy and efficiency of service delivery across several sectors.

1.7 Scope of the study

The study was carried out at the Judiciary Headquarters in Nairobi, Kenya. This location was selected due to its central role in the administration of justice in the country, making it a critical point for examining supply chain management (SCM) practices (The Judiciary of Kenya, 2020). The investigation specifically focused on various SCM practices employed by the Judiciary, including procurement, inventory management, logistics, and supplier relationship management.

Nairobi serves as the capital city and the administrative hub of Kenya, housing key government institutions, including the Judiciary. Conducting the study in this

geographical area allows for an in-depth understanding of the SCM practices within a national context, providing insights that could be applicable across other regions in Kenya. This choice is supported by research highlighting the significance of location in understanding institutional efficiency (Aura, 2017).

The target population for this study consists of Judiciary staff directly involved in SCM practices, including procurement officers, inventory managers, logistics coordinators, and suppliers. This group was chosen because they possess firsthand experience and insights into the operational challenges and strategies related to SCM within the Judiciary. Engaging these stakeholders is essential to capturing a comprehensive understanding of the current practices and their impact on service delivery.

The academic scope of this study encompasses theoretical frameworks related to supply chain management, service delivery, and public sector efficiency. In grounding the research in established SCM theories, the study aims to contribute to the existing body of knowledge and provide a scholarly perspective on the implementation of SCM practices within the Judiciary.

The study focused on SCM practices implemented over the past five years, from 2018 to 2023. This timeframe was chosen to evaluate recent developments and changes in SCM practices within the Judiciary, allowing for an analysis of how these practices have evolved and their impact on service delivery in the present context.

1.8 Limitations of the Study

The study relied on self-reported information from employees, which is subject to social desirability bias and response bias. To overcome this, participants received

clear directions from the researcher on how to complete the online survey which lowered the likelihood of answer bias or errors.

The data collection challenges were initially experienced, such as non-response from participants, difficulties in accessing certain populations, or incomplete data sets. These issues can affect the robustness of the research findings. To mitigate data collection challenges, researchers can employ multiple methods for data collection, such as surveys, interviews, and observational studies. This triangulation of data sources can enhance the robustness of the findings.

1.9. Delimitation of the Study

The study explicitly examined the effects of inventory management, supplier relationship management, collaboration, and e-sourcing techniques on service delivery. Personnel working in the judiciary who are involved in service delivery and procurement made up the population. Online questionnaires and interview guides were used to gather data from the respondents. Observational techniques and direct evaluation of service delivery procedures was not be used in this study. The study was conducted in the month of July/August 2024. The willingness of staff members at the Judiciary Headquarter to complete the surveys and give correct information placed restrictions on the study. Certain internal papers and data were also blocked from access because of corporate rules about privacy.

1.10 Assumptions of the Study

This study was based on several key assumptions. First, it was assumed that all participants would provide truthful and accurate information during the data

collection process. The reliability of the findings depended significantly on the integrity of the respondents' answers.

Additionally, the study assumed that the selected sample of participants, which included Judiciary staff and relevant stakeholders, adequately represented the larger population involved in supply chain management practices within the Judiciary. This representativeness was deemed crucial for generalizing the study's findings.

It was also assumed that the supply chain management practices implemented at the Judiciary Headquarters had a measurable influence on service delivery. The study explored this relationship based on established frameworks and theories in supply chain management.

Furthermore, the study assumed that the external and internal environments affecting the Judiciary's operations remained relatively stable throughout the research period. Any significant changes in policy, governance, or operational procedures could potentially impact the outcomes of the study.

Finally, it was assumed that participants possessed a clear understanding of the concepts related to supply chain management practices and their role in service delivery. This understanding was essential for ensuring accurate interpretation of the survey questions and interview prompts.

1.11 Operational definition of terms

Supply Chain Management (SCM): refers to the systematic coordination of procurement, production, inventory management, logistics, and supplier

relationships within the judiciary.

Judiciary: The term "judiciary" refers to the judicial system of Kenya, including all levels of courts, such as the Supreme Court, Court of Appeal, High Court, Magistrates Courts, and other specialized tribunals.

Inventory Management: refers to the systematic control and oversight of stocks and supplies within the judiciary.

Collaboration: refers to the cooperative effort and interaction among various stakeholders along the supply chain. It involves the sharing of information, resources, and expertise to achieve common goals related to service delivery improvement.

Procurement: refers to the process of identifying needs, specifying requirements, sourcing suppliers, obtaining quotations or tenders, evaluating proposals, negotiating contracts, and managing the subsequent delivery and performance of the acquired items or services.

Supplier Relationship Management (SRM): involves the management of relationships with external suppliers and service providers within the judiciary's supply chain.

Service Delivery: refers to the practice of giving customers what they need on schedule.

E-procurement – refers to internet-based business-to-business supply and service transactions.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The chapter provides reviews of relevant literature on the varying perspectives of scholars on supply chain management and service delivery, organized in line with the specific objectives of the research. It also includes a summary of relevant theories and a corpus of literature that relates to the research objectives of the study.

2.1 Empirical Review

2.1.1 E-sourcing Practices and Service Delivery

One way to think about e-procurement is as an online platform that connects vendors and the government. With the use of e-procurement, government agencies can now purchase goods and services by perusing supplier-advertised catalogues, providing a one-stop shop for procurement in the public sector. The long-term goal of the eprocurement effort is to create a virtual business environment between domestic government agencies and suppliers worldwide by utilizing Internet technology (Puschmann & Alt, 2005). Government agencies can operate as separate purchasing entities under a single buying organization thanks to e-procurement, an electronic procurement domain that supports many buyers and suppliers. However, there is a limited understanding of the specific impact of e-sourcing on service delivery quality in the public sector, particularly in the context of judicial services.

Singh and Singh (2019) carried out a study to determine the nature and extent to which the SCM practices impede service delivery in India. An inferential statistical

technique was employed in the quantitative research methodology, which involved the distribution of 132 questionnaires at random. The department lacks a team that is fully qualified and able to handle every area of supply chain management that benefits the individual business units, according to the main findings of the research. Following the study's conclusion, the department was advised to take into account and put into practice important supply chain management practices, such as those pertaining to information sharing and procurement planning.

Hassan, Oduola, and Olasunkanmi (2022) sought to determine and assess the service delivery issues that public e-procurement practices in sub-Saharan Africa were confronting. The study used a cross-sectional research approach, which guaranteed comparability and made it easier to verify circumstances in different nations. The information was derived from fictitious case studies that were published in sub-Saharan African country literature. The study found a number of significant obstacles. First of all, bureaucratic inefficiencies have been sustained by antiquated administrative cultures. Furthermore, there is a chronic shortage of people with the necessary skills and a poor strategic approach to procurement transactions. Sub-Saharan Africa's public e-procurement has numerous obstacles, which are made more difficult by pervasive corruption problems.

Arinaitwe et al. (2023) conducted a study to analyze the role of e-procurement in the organizational service delivery of Century Bottling Company. The findings reveal that e-sourcing significantly enhances organizational service delivery. E-sourcing aids in selecting the best materials for service delivery, managing the headcount of

purchasing transactions, improving compliance with existing contracts, and facilitating budgetary controls, all of which contribute to more effective service delivery. The study also found that e-informing has profound impacts on organizational service delivery. E-informing reduces transport costs in the purchasing function, helps in selecting the best materials for service delivery, supports headcount management for purchasing transactions, and improves compliance with existing contracts, all of which enhance service delivery. Furthermore, the study showed that e-tendering plays a crucial role in organizational service delivery. E-tendering alleviates stress on the procurement function, ensuring timely delivery of goods, reduces the transmission of viruses such as COVID-19, and lowers costs in the tendering process, all contributing to more effective and continuous delivery of goods and services. However, the research by Arinaitwe et al. is situated within the private sector. The dynamics of e-procurement may differ significantly in the public sector due to varying regulatory requirements, procurement processes, and accountability mechanisms. There is a gap in understanding how e-procurement practices influence service delivery in public institutions like the Judiciary.

Ntooki and Kyule (2021) looked into how e-procurement practices, particularly electronic sourcing and electronic inventory, affected organizational performance in the judiciary. A descriptive research design was used in the study. The study's target population consisted of 215 individuals who were employed in the judiciary headquarters' departments of administration, personnel, accounts, procurement,

planning, and ICT. 141 respondents made up the study's sample size because a sample proportion of 60% was employed. The stratified sampling strategy was employed by the researcher. According to the report, electronic sourcing significantly and favourably impacts the judiciary's organizational effectiveness. Furthermore, the study comes to the conclusion that computerized inventory significantly and favourably improves organizational performance in the judiciary.

Nyongesa and Moronge (2019) in Kenya undertook to explore the impact of electronic procurement on service delivery. The used descriptive research design study and random sampling technique to sample 127 State Corporations. The questionnaire was validated and the questions were refined in pilot research that involved 10% of the sample size state firms. The relationship between the variables was established using multiple regression analysis, and the degree to which the regression model could explain the variation in the independent variables was gauged by looking at the coefficient of determination (R^2), which was based on the model summary. Regression analysis revealed that e-tendering, e-sourcing, e-ordering, and e-invoicing had a major impact on the provision of services in Kenya's state enterprises. According to the study, in order to simplify the elimination of errors in the specifications for the goods to be purchased, it is necessary to improve electronic specification creation through E-Ordering.

Musyimi (2016) conducted research on how e-procurement affects the provision of services in Kenya's judiciary. The study employed a descriptive research design. A total of 106 personnel in the judiciary procurement department were the study's target

group. Nineteen Judiciary headquarters-based officials that utilize the e-procurement system made up the sample size. The results showed that e-procurement presents a number of potentials for enhancing public procurement's competitiveness, efficiency, and openness. The Internet and online proposal/bid procedures, among other technological innovations, have created competitive settings that incentivize suppliers to respond more quickly to the financial goals of the company. Even though the study showed how e-procurement improves the quality of services provided by the judiciary, it was limited in its ability to generalize its findings by focusing only on one SCM aspect and a small sample size. This suggests that future research is needed to examine a wider range of SCM practices in more comprehensive studies.

Kamene (2024) carried out a study on the Kenya Defense Forces' operational performance and e-procurement practices. It was housed in the Kenyan Defense Forces Headquarters at Moi Air Base in Eastleigh, Nairobi. The study focused on management-level employees. A total of 103 administrative staff members in all, including 26 senior officers, 45 middle level officers, and 32 top level officers. All respondents were the focus of this census-based investigation. Primary as well as secondary information were used in this investigation. Semi-structured questionnaires were used to gather primary information. Both qualitative and quantitative data were produced by the data collection device. The research project employed the Statistics Program for Social Sciences (SPSS version 25) to analyze data using both descriptive and inferential statistics. In the present investigation, descriptive metrics including mean, standard deviation, frequency, and percentages

were employed. The study employed correlation analysis in regard to inferential statistics. The association among both dependent and independent variables was established in this way. Tables, bar charts, and pie charts were then used to display the data. The study comes to the conclusion that the operational efficiency of Kenya's defense forces is positively and significantly impacted by the choice of e-suppliers.

The study also finds that e-sourcing significantly and favorably affects Kenya's defense forces' operational efficacy.

M,akwalu's (2024) research focuses on the effect of e-business on service delivery at Kenya's devolved entities, specifically Nairobi County Government. The New Public Management (NPM) and Technological Diffusion theories served as the foundation for the theoretical framework. The study design used was a survey that was descriptive. A total of 187 county government workers at the main office were the focus of the study. 128 county government employees were selected as a sample using Slovin's sample methodology. Questionnaires with structure were used to gather data, and SPSS version 25 was used for statistical analysis. To give a quick summary of the quantitative information, the analysis used descriptive statistics such as frequencies, percentages, means, and standard deviations. In order to determine whether there are statistically significant connections between e-business and service delivery, the study also used the method of correlation analysis. According to the study, e-business moderately improves the Nairobi County Government's ability to provide services. To meet a wider range of public demands and specifications, the

county's government should consistently increase the number of e-services it offers. To further improve the openness of financial information, procurement procedures, and the general effectiveness of financial activities, it is necessary to invest in and grow online business practices. A strong feedback system should be put in place by the county's leadership to get frequent feedback of consumers about their experiences using e-business services. E-business policies must be reviewed and updated on a regular basis to reflect evolving user needs and technical improvements.

2.1.2 Collaboration and Service Delivery

One competitive tool that helps an organization and its supply chain as a whole perform better in service delivery is supply chain collaboration, or SCC. Consequently, businesses have made an effort to increase their level of collaboration. Zhong et al. (2022) used the fit theory in their study to look at the interactional effects and fit of external and internal collaboration on supply chain performance. Response surface approaches, polynomial regression, and partial least squares structural equation modeling was used to assess hypotheses based on data from 205 Chinese firms. The results demonstrate the hitherto unidentified interactive effect, or fit, involving both internal and external cooperation on supply chain performance. The data demonstrate that not every organization using cooperation from within as well as outside attains the desired outcomes. Only when the two components are comparable in durability and equilibrium and functioning at an intermediate to upper level can the optimal supply chain performance be achieved.

In order to evaluate collaborative project procurement in the construction industry, Boon and Sin (2023) looked into factors that encourage and hinder it in Malaysia. Importance of both incentives and obstacles is ranked according to mean ratings, which are derived from an empirical study that involved construction industry professionals (contractors, experts, and clientele). Superior results, improved cost and time management, effective problems solutions, and higher client satisfaction are the main motivators. The biggest obstacles are incompatibilities between personality and cultures in the organization, communication issues, and resistance to changing the current method of working, a lack of support from superiors, and inadequate instruction and direction. The outcomes provided by all three responder groups were analyzed using Kruskal-Wallis tests. With the exception of "long-term relationship," all of the factors are seen uniformly. For every driver, identical judgments were noted. It is anticipated that the findings of this study will help investigators and building contractors investigate, design, and execute collaborationbased project financing arrangements

Hartley (2018) investigated the impact of supply chain cooperation on public service service delivery. The study's design was correlational. The mean and percentage, which are descriptive statistics, were used to analyze the collected data. The results of the study showed that enhanced information sharing and communication among supply chain participants are advantages of forming alliances and working together. Straightforward channels of communication make it easier to coordinate activities and exchange crucial information like product descriptions, shipment schedules, and

stock levels. Hartley's study emphasized the benefits of supply chain cooperation, but it did not go further into examining how these cooperative efforts affect metrics related to total service delivery success.

Vereecke and Muylle (2016) carried out an empirical study to investigate the relationship between supply chain (SC) cooperation and performance improvement. The IMSS 2001 data, which covered 374 engineering/assembly industry businesses in 11 European countries, was utilized to assess the hypotheses by factor analysis, correlation analysis, and analysis of variance using linear statistical models. The findings suggest that there is limited empirical validity to the proposed positive relationships among supplier (or customer) cooperation and performance improvement. Empirical findings partially supported the influence of supplier and customer cooperation on improvement rates. The idea that organizations with higher degrees of collaboration also had superior performance increases was also shown to be strongly supported by actual evidence. Based on this study, businesses who wish to get the most out of performance improvement in terms of cost, adaptability, reliability, speed of procurement, and time-to-market need to collaborate with suppliers and customers in a coordinated manner.

Zhaolei et al. (2023) investigated collaborative supply chain management. The study employed partial least squares structural equation modeling techniques. The findings reveal a previously unknown interactive effect, or fit, involving both internal and external cooperation on supply chain performance. The findings reveal that not all firms that use both internal and external cooperation can reach the desired outcomes.

The chain of supply can only work at its peak when its strength and balance are equivalent and at an acceptable to upper level. Furthermore, if degrees of collaboration between within and outside are increased beyond a certain point, supply chain efficiency will suffer. The study not only sheds light on cooperation in the supply chain by stating that in order to achieve supply chain performance, both internal and external cooperation must be compatible, but it also emphasizes how important it is to maintain equilibrium between both internal and external demands throughout the supplier chain.

Israel (2024) conducted an analysis that concentrated on the collaborative partnerships as a catalyst for innovation culture and SMEs' involvement in government contracting. Using a questionnaire survey and a stratified random sample technique, the study was conducted with 248 small and medium-sized enterprises in Tanzania's Ilala district, which is situated in the Dar es Salaam region. The data was analyzed using the Hayes Processing macro and modeling of structural equations (SEM). The results of the study show that cooperative ties play a crucial mediating role between the culture of innovation and SMEs' involvement in public procurement. The results show a notable beneficial impact of culture of innovation on collaboration connections, which in turn affects SME involvement in public procurement, even though no direct correlation between innovation culture and SME engagement in government contracting was found. It was confirmed that Suppliers can contribute new design ideas or technology solutions that spur innovation. This

shared creativity leads to the development of unique products or more efficient processes, increasing competitive advantage.

Wang et al. (2023) conducted a thorough analysis of the body of research on collaborative supply chains. The research was conducted in four phases using a causal approach. The results showed a broad overview of the primary topics that were produced and examined with relevant case applications; they comprised both theoretical presumptions and real-world information. The results showed that, although there is no clear mechanism linking collaboration and performance enhancement, the majority of articles in this field do. Furthermore, no prior research has been done on dynamic collaboration among participants in the entire supply chain, both vertically and horizontally. This work offers a fresh conceptual framework and potential avenues for future supply chain collaborative research.

The dedication of buyer-supplier partnership was studied by Kimario and Mwangike (2024) as a precursor to the procurement performance of major Tanzanian manufacturing companies. The research project employed a mixed strategy that was parallel and concurrent. 52 businesses from Temeke Municipality, Tanzania, were quantitatively surveyed utilizing a questionnaire that asked for one retail manager and one procurement administrator from each company, for a sample size of 104 respondents. Using the concept of saturation principle, supply chain managers' expressed opinions were gathered qualitatively to complement the quantitative data. The explanation design examined the current cause-and-effect relationship, and binary logistic regression was used to test the null hypotheses at p values < 0.05 and

ExpB > 1. The results indicate that while commitment to investing resources and initiatives on collaborative issue solving have no discernible effect, fidelity and eagerness to recommend improvements to suppliers and the length of the collaboration precede the procurement performance of Tanzanian manufacturing enterprises

Gatobu (2022) conducted research on the impact of supply chain cooperation on customer satisfaction in Kenyan manufacturing companies. The intended participants comprised Kenyan flour milling companies. The sample size will be chosen for the study using a basic random sampling procedure. In this industry, 800 workers were engaged in the supply chain process either directly or indirectly. With

30% of the workforce included in the sample, there will be 240 employees in total. Questionnaires were utilized in the study to collect data. The data, which was displayed as percentages, tables, and frequencies, was analyzed using descriptive analysis. The findings showed that cooperation within the supply chain was essential to maintaining responsiveness throughout the whole chain. It is imperative that firms take a proactive approach to customer satisfaction by implementing procedures that enable prompt and precise responses to consumer needs, according to the study's findings. In order to achieve ongoing customer satisfaction, supply chain collaboration is essential.

Lekakimon and Nyaberi's (2023) study examined how supplier collaboration affected the Kenyan the government's procurement performance in Nakuru County.

A survey research design was used for the investigation. Ten departments within the Nakuru County Government served as the analytical unit. Eighty-two high and middle-level employees from the financial and purchasing divisions served as the unit of analysis. The study was manageable and used census methods to include all of the intended respondents. A questionnaire was used to gather primary data. In Kericho County, a pilot research was carried out. The University's experts performed assessments of validity. This study's data collection was quantitative in nature. SPSS was used to evaluate quantitative data. Both descriptive and inferential statistics were employed in the investigation. The study's findings were displayed in statistical tables. Based on the results, the research team came to the conclusion that supplier collaboration and procurement efficiency had a negligible negative relationship.

Suppliers and buyers may have different priorities, making it difficult to align their goals. For instance, suppliers may focus on cost minimization while buyers emphasize quality or innovation. Supplier collaboration often requires integrating various technologies like supply chain management systems. If suppliers and buyers use different systems, it can cause delays, errors, and inefficiencies in procurement processes

Okuduba (2016) aimed to quantify the level of supply chain cooperation and identify the variables that affect supply chain cooperation in Kenya's public sector. The bulk of national government public institutions are, according to the survey, more heavily involved in supply chain collaboration. Using factor analysis, five variables that affect supply chain collaboration were found. Technology, information exchange,

legislation, trust, and governance were some of them. The study makes the recommendation that in order to improve public service delivery in Kenya and maintain their competitiveness overall, public organizations should increase their supply chain collaboration with other industrial participants.

2.1.3 Supplier Relationship Management Practices and Service Delivery

Asa et al. (2023) looked at how the Supplier Relationship Management (SRM) framework affected the agencies in charge of the necessary purchases of goods and services in terms of their operational efficacy. The study used a descriptive approach and gathered quantitative data. Fifty workers in the departments responsible for public procurement made up the study's target group. 43 answers in all, from a variety of departments and organizations involved with government procurement, were registered. The study also included an organized survey with closed-ended questions to gather quantitative information for the analysis that came next. The descriptive analysis's findings show that the organizations included in this study do not exhibit any indications of explicitly using SRM techniques. The findings also highlighted a number of problems that negatively impact the performance of businesses engaged in the public procurement of needs, including a lack of commitment and confidence among vendors in the supply chain and public procurement divisions. In order to accomplish organizational success, the research advises pharmaceutical companies to prioritize their commitment to SRM by implementing systems that monitor, analyze, and evaluate effectiveness at a strategic level.

Avornu (2023) studied how supplier relationship management affected Ghanaian service providers. Hospital employees who worked in the procurement division provided data for the study using structured questionnaires and exploratory and descriptive studies approaches. As a procurement organization, the hospital wholeheartedly concurs with Preston's (2022) methods for controlling supplier relationships to improve value for both financial and public procurement performance. Given the challenges, it was recommended that the procurement department aggressively work to foster an environment that promotes the management of supplier relationships with respect to supply partners and to uphold supplier relationship management practices.

Tangus and Oyugi (2015) aimed to determine how Kisumu County manufacturing companies' performance was impacted by their use of supplier relationship management techniques. Eighty-two procurement staff members from 31 manufacturing companies were asked to score the effectiveness of their companies with regard to information exchange, supplier segmentation, and supplier development. An analysis utilizing both descriptive and inferential methods was conducted to evaluate the relationships among the variables. 36/82 procurement officers, 35/82 finance officers, and 11/82 general managers were among the respondents. Increases in the three supplier relationship management techniques were linked to higher performance levels, according to bivariate analysis ($P < 0.001$). Supplier segmentation and development were not important. The study comes to the conclusion that manufacturing firms, which account for 37.8% of performance,

would perform much better if they increased their information exchange with suppliers. The study suggests expanding information exchange, creating supplier development programs, and managing the supply base strategically.

2.1.4 Inventory Management and Service Delivery

Fulfilling client demands in a timely, accurate, and high-quality manner is the primary goal of supply chains. According to Kamisli (2020), a company's competitiveness in the modern market is determined by factors such as reduced lead times and expenses, improved customer service standards, and superior product quality. For this reason, supply chain management relies heavily on inventory management. Relationships with each and every supplier should be maintained concurrently with supply chains that manage customer connections. One could think of this as the basis of the management of the supply chain. Coordination of inventory rules among vendors, producers, and marketers is essential for meeting customer needs in the entire supply chain and preserving material flow. As a result, it is imperative that inventory choices be handled comprehensively along the whole supply chain.

Odasco and Saong (2023) examined the university service delivery system in the Philippines' inventory management system. The research design for the study was quantitative descriptive. The results of the study provided a clear assessment of the employees' inventory management expertise, pointed out systemic issues, and made recommendations for required modifications. When it came to using UBRPIS, most participants knew about the different steps that needed to be followed. These included

asking for non-consumable materials, using barcodes, assigning responsibility, eliminating non-consumable items that were deemed unacceptable, and keeping a written record of all non-consumable items. But almost 50% of respondents pointed out flaws in the procedure itself, whereas 38.60% and 46.50%, accordingly, expressed worries regarding the position of the barcode and the lack of non-consumable items. Participants were accustomed to the framework, but users were still having trouble figuring out how to use it. Thus, the study suggested that companies spend money on stock management technology that best satisfies the needs of every single system user. Many institutions in the Philippines organize their procurement operations to ensure consistency and control over inventory levels. This allows for bulk purchase, which can lower costs but may cause delays in obtaining critical goods. Universities in the Philippines are increasingly using digital solutions to automate inventory management activities. These systems monitor item availability, identify shortages, and even forecast future demand using historical data. Automation lowers the danger of human error and boosts service efficiency.

Kassahun (2021) to look at how service delivery is affected by inventory management practices in Ethiopian. One forty (140) respondents completed a structured questionnaire as part of the census procedure, and this data was used as primary source to meet the goal. Both inferential and descriptive statistics were applied in order to achieve this. Education level has no discernible impact on the efficacy of service delivery, according to the model's estimation result using SPSS 2020. While staff years of expertise has a statistically significant beneficial impact

on service delivery, the supply network of medical equipment also benefits from inventory management, transit distribution, distribution management, and warehousing techniques. On the other hand, investing in medical equipment has an impact that is statistically significant. The management system should be strengthened, the appropriate individuals should participate in the measured and procurement processes, the government should review its public contracting policy to cut down on bureaucracy in the procurement process, and there should be enough funding available to prevent a shortage of health supplies. Conversely, maintain good ties with non-governmental organizations, the PFSA, and other vendors to guarantee the availability of all health commodities required for health commodities and to prevent stock outs whenever feasible.

Ayivi et al. (2022) conducted a study at Sunyani Technical University (STU) to “evaluate the impact of inventory management methods on the provision of educational services. The study's three main goals were to identify issues related to inventory management, examine the connection between inventory management procedures and service delivery, and examine inventory management techniques.”

For the study, a simple sampling procedure was employed to select 230 respondents. Stock planning and scheduling (78.3%), cycle stock (74.8%), while in transit inventories (51.3%), control over inventory (72.6%), planning of material requirements (MRPI) (78.7%), inventory recording (56.5%), and safety or buffer stock (57.0%) were found to be the methods for inventory management used by the

institution. Furthermore, as commodities are essential to the institution's survival, inventory is maintained to guarantee their constant availability, according to Chi-Square (χ^2) research on how inventory management approaches affect service delivery. To mitigate any inconveniences to the provision of educational resources, the study recommends that staff members be trained on inventory item handling during both the recruiting and induction phases. This is because most teaching staff members think that handling inventory is not their responsibility, even though inventory enables them to deliver the services that are required of them.

Nalubowa (2021) investigated how inventory management systems affected service provision in Uganda's governmental sectors, concentrating on the Civil Aviation Authority. The study employed a case study research design that integrated both inferential and descriptive statistics with both quantitative and qualitative methods. Purposive selection combined with basic random sampling produced 86 replies as the sample size. Analyses were done on the raw data from surveys and interviews. The results of service delivery and inventory analysis approaches demonstrated that the previous study had a major impact on the latter. The organization's operational performance and, consequently, the enhancement of customer service have been made possible by the adoption of the ABC technique. The study suggests that CAA has attempted to meet customer service objectives, minimize operating expenses, and optimize supply chain efficiency through the use of EOQ. It was found that CAA's inventory tracking process was a tedious and laborious task that needed the right kind of employee incentive to be successful. The researcher suggested that CAA adopt the

ABC model in its entirety and devise a suitable inventory plan that will optimize output quality and minimize investment expenses. Additionally, the analyst suggested that CAA hire more employees to streamline the stock counting procedure.

Nyawanga and Otinga (2021) looked into how the judiciary in Kakamega County performed when it came to procurement. They found that inventory management procedures had an impact. Economic order quantity theory, lean theory, and the theory of supply chain constraints served as the study's guiding principles. The study design used was correlational. 71 respondents from the Butali, Butere, Mumias, and Kakamega Law Courts—the four law courts in Kakamega County—were the study's primary target group. Techniques for census sampling were used. A standardized questionnaire that was self-administered was used to gather primary data. The investigation discovered that inventory managed by vendors' management, just-in-time inventory management techniques, and quantity of economic orders inventory management rules all had an effect on the Kakamega County law courts' procurement performance. The investigation came to the conclusion that the judiciary's procurement performance was impacted by inventory management procedures. According to the study, the Judiciary should implement Just-in-Time inventory management to lower the organization's carrying costs and stock levels.

Mbiriri and Moronge (2018) looked into how Kenyan public hospitals' delivery of healthcare services was impacted by inventory management systems. The study comprised eighty respondents who performed inventory management duties in the public hospitals located in Nairobi City County. A correlation coefficient, or R, value

of 0.788 showed that there was a substantial positive link between both dependent and independent variables. The service delivery in public hospitals was shown to have a proportion of variance of 62.10% between each of all four independent variables and the dependent variable, as indicated by the coefficient of determination (R^2). According to this, 37.90% of the amenities provided at public health centers were related to factors that were not examined in this study. This meant that these factors were crucial and should be part of any attempt to improve the standard of care given in the public hospitals situated in the research region. Consequently, the study identified the features that inventory management systems must have in order to enhance the quality of care provided in the nearby public hospitals.

Cherotich and Ngugi (2019) aimed to determine the impact of inventory management strategies on the performance of manufacturers of fast-moving consumer goods in Kenya. In order to determine the overall goal of the study, this one used a descriptive research design. Nairobi County's fifty-one fast-moving consumer products manufacturers were the target demographic. The study's unit of observation, the 51 FMCG manufacturers in Nairobi, was the logistics and IT managers. A census of them was to be carried out. Thus, a sample of 102 respondents in total was taken. There were self-administered questionnaires throughout the study. Through the distribution of questionnaires to respondents, primary data was gathered. Based on the findings, it is advised that lead time variability-causing causes be addressed in order to manage the variability's impact on the performance of first-moving consumer products manufacturers. In order to manage lead time, producers must

figure out how to lower lead time variability. Improved relationships with suppliers are necessary. Fast-moving consumer products manufacturing companies' management must use appropriate inventory management procedures in order to save operating costs—including holding and ordering costs—and improve business performance.

Mukuna, Khasakhala, and Osoro (2018) conducted a study on the factors affecting the use of inventory management on service delivery using Trans-Nzoia County Referral. The target participants were 400 managers. Out of the population, a sample size of 120 people was selected. Qualitative as well as quantitative designs were used because the design included both words and numbers. The data was presented in tables. Questionnaires covering every facet of inventory management were used to collect data. The questionnaires had both closed- and open-ended questions. Utilizing the statistical descriptive data analysis method, the data was analyzed using the Statistical Program for Social Sciences version 20. The study came to the conclusion that public hospitals' service delivery of health is impacted by their inventory management procedures. Some restrictions existed, such as the inability to get information from the respondents due to resource constraints and the difficulty of meeting time constraints. Even though the study focused on the variables influencing inventory management practices on hospital service delivery, it is advised that comparable research be conducted in other Kenyan economic sectors for comparison's sake and to enable the generalization of findings regarding inventory management in Kenya. Stock outs or overstocking may result from inaccurate data. Service delivery might be hampered by inaccurate inventory records, which can

result in delays and disgruntled clients. It can be challenging to implement and maintain advanced inventory management systems, and staff members may need extensive training. If staff members are not properly taught, complexity might result in mistakes and inefficiency.

2.2 Theoretical Review

According to Adom, Hussein, and Adu-Agyem (2018), the theoretical review presents and illustrates the theories that clarify why the investigation or problem under study exists. The study incorporates concepts from a number of wellknown public procurement theories, such as the theory of transaction costs, institutional theory, resource dependence theory, and the Kaizen theory.

2.2.1 Institutional Theory

According to Okinyi and Muturi (2016), the institutional theory is the accepted method for examining many facets of public procurement. The key claim of the theory is that companies adopt comparable business practices in order to gain or maintain organizational legitimacy due to demands from other institutions (Deephouse, 1996).

The foundation of institutional theory is the set of guiding principles. Organizations use commercial activities to strengthen their legitimacy (DiMaggio & Powell, 1983). The idea can offer helpful details regarding SCM technology and practice adoption. The impact of laws, technological developments, and cultural transformations on the provision of judicial services can be explained via the lens of institutional theory. Gonzalez et al. (2008) claim that the SC and market forces have a big influence on

whether environmental policies are accepted. They draw the conclusion that businesses with certified environmental management systems (EMS) exert greater strain on their suppliers to implement environmental policies, contending that supply chain upstream environmental consciousness grows.

Three factors—“coercive pressures from political influence, mimetic pressures from uncertainty, and normative pressures from professionalization”—were put out by DiMaggio and Powell (1983) as causes of isomorphism. According to Zhu and Sarkis (2007), these three institutional restrictions have a moderating impact on SCM practices and performance. They demonstrate that normative and coercive restrictions modify specific SCM practices to improve enterprises' environmental performance, whereas mimetic pressure improves SCM practices' economic performance. However, none of the forces create a win-win situation for SCM in terms of improved economic and environmental performance.

According to DiMaggio and Powell (1983), firms that participate in more associations tend to align with those in their industry. According to Tate et al. (2014), suppliers tend to follow environmental practices promoted by industry alliances. An evaluation initiative may encourage enterprises to align their codes of conduct with that of the group or network. Normative pressures are a perfect fit for social sustainability assessment projects, requiring corporations to accept specific criteria.

One major critique is that Institutional Theory emphasizes conformity to established norms, rules, or institutional pressures, potentially stifling innovation. Scott and Meyer (1991) claim that this could limit prospects for innovation or development in

procurement by causing firms to embrace commonly accepted approaches that may not be the best or most efficient. Rather than emphasizing effectiveness or performance, institutional theory typically concentrates on legitimacy and conformity to social or legal requirements. This may imply that procurement procedures are embraced more for their symbolic value (as being viewed as current or compliant) than for their ability to improve procurement outcomes, such as supplier performance or cost savings.

The concept has its limitations even though it applies to this investigation. Kauppi (2013) claims that SCM studies usually develop measuring scales with regard to the embrace of a particular practice, suggesting that pressures are related to the acceptance of a particular practice rather than existing as separate entities. Individual acts may not, however, be immune to institutional demands to adhere to norms, such as those established by corporate executives or laws in general.

2.2.2 Resource Dependency Theory (RDT)

Pfeffer and Salancik (1978) established this concept to explain how an organization's behavior is influenced by the outside assets that it has access to. Resource dependence theory (RDT) holds that rather than chasing short-term advantages at the expense of others, supply chain participants ought to be reliant on one another and cooperate to accomplish long-term performance gains. As to the RDT, companies, akin to other establishments, depend on external resources to maintain their expansion. The idea that firms cannot be entirely self-sufficient with regard to of strategically important resources for survival is a fundamental component of the

RDT. They must carefully manage their reliance on other firms in order to accomplish long-term growth and rely on third-party resources in order to compete (Heide, 1994).

To implement SCM procedures and achieve performance improvements, organizations need resources (Shang et al., 2010). These resources can also be transformed into relationship-specific assets that partner firms rely on to provide them an advantage, like those described in transaction cost economics. To effectively use SCM methods and achieve their benefits, however, firms need to control or possess access to critical resources such material sources, distribution routes, supporting technology, standards, and procedures. The success of supply chain management (SCM) adoption is contingent upon the interdependence of supply chain participants and the caliber and effectiveness of their cooperation.

Critics argue that power dynamics in modern supply chains are not always as clearcut. Hillman, Withers and Collins (2009) claim that dependency can occasionally result in cooperative relationships that generate value for both parties, and the idea might undervalue the significance of trust and collaboration in establishing enduring, mutually beneficial alliances. RDT's detractors contend that it oversimplifies the difficulties businesses have in competitive, multi-party ecosystems by concentrating on dyadic (two-party) relationships rather than the larger market environment. The advantages of cooperation and pooled resources, which are becoming more and more crucial in global supply chains, may be overlooked by RDT's emphasis on power imbalances.

The RDT offers an important realization: companies that are short on resources are more likely to collaborate with other companies to obtain the resources they need to accomplish their objectives. According to this perspective, relationships with suppliers and customers are essential for companies looking to reduce the level of uncertainty in their working surroundings (Cao and Zhang, 2010). Interorganizational interactions play a vital role in managing both internal and external coordination in supply chain management (SCM) to meet performance goals (Zhu et al., 2010b). In these scenarios, resource sharing and partner coordination improve productivity and the environment. The resource dependence's power growth characteristic encourages the adoption of SCM techniques across the whole supply chain.

2.2.3 Kaizen Theory

A well-known Japanese concept, kaizen theory was first presented by Masaaki Imai in 1986 and emphasizes ongoing improvement in organizational procedures, goods, and services. Translating as "change for the better" or "continuous improvement, this word has been thoroughly examined in academic and commercial literature, and Imai is a well-known proponent of it. Researchers, like as Janjić et al. (2019), have examined the benefits, real-world uses, and theoretical underpinnings of Kaizen implementation. Janjić et al.'s 2019 study, in particular, highlighted enhanced operational efficiency and quality as having a beneficial impact on organizational performance. Kaizen theory is essential in the particular context of Supply Chain Management practices, which is concerned with suppliers swiftly fulfilling the

requests of the purchasing organization. In keeping with the ideas of mutual growth and continual improvement, Kaizen encourages cooperation and honest dialogue with suppliers. According to Kähkönen et al. (2017), this strategy promotes active supplier involvement in process improvement, sharing of innovations, and overall partnership success. Furthermore, Kaizen's emphasis on cutting out waste and inefficiencies improves supply chain efficiency, which results in faster delivery, more flexibility, and higher customer satisfaction, all of which have a direct impact on supplier response.

The Kaizen concept posits that supply chain management strategies can incorporate the notion of continuous improvement. This can be achieved by motivating both suppliers and buyers to regularly assess and improve their procedures and relationship. Through the cultivation of an environment that prioritizes ongoing improvement and transparent communication, both sides can pinpoint opportunities for improvement, execute modifications, and collaborate to attain elevated standards of responsiveness and productivity. Organizations may create improvements in supplier responsiveness, foster strong, cooperative relationships, and ultimately improve procurement performance by incorporating Kaizen ideas into supplier management procedures. Long-term success in procurement operations can be achieved by using this strategy, which cultivates a culture of ongoing learning, innovation, and adaptability (Prahinski, Benton & Fan, 2020).

According to Prahinski, Benton and Fan (2020), incorporating Kaizen principles into procurement procedures can help companies establish enduring relationships with

responsive suppliers that are marked by open communication, mutual trust, and common objectives. Both parties can find areas for improvement, streamline procedures, and stimulate innovation in the supply chain by working together continuously and using feedback systems. This is consistent with Kaizen's emphasis on cultivating a culture of ongoing learning and adaptation where suppliers and parastatals are dedicated to making small but meaningful improvements and creating value.

Critics argue that Kaizen may not address systemic issues within the supply chain. According to Berg (2005), strictly concentrating on particular procedures could ignore more significant issues like logistics, supplier relationships, or changes in market demand. This limited focus may lead to enhancements that do not result in appreciable increases in the supply chain's overall performance. Kaizen implementation can demand a lot of resources, including time, training, and dedication from staff members at all levels. For companies with low resources or those under urgent operational strain, this can be especially difficult.

Supply chain managers' need to constantly adapt to shifting consumer needs and Kaizen's emphasis on continuous improvement can be compared when examining how supply chain management affects service delivery in public organizations. Businesses that practice Kaizen-oriented procurement look for suppliers who share their dedication to responsiveness and ongoing development, as well as their own objectives of raising quality and efficiency (Alvarado et al. 2018). Public institutions may use Kaizen concepts to improve supply chain performance, procurement

procedures, and service delivery by cultivating cooperative partnerships with these providers.

2.2.4 Transaction Cost Theory

A well-known economic paradigm that examines the expenses involved in performing transactions between economic entities is called transaction cost theory. Ronald Coase first put out the theory in 1937, and academics like Oliver E. Williamson went on to develop and build upon it. The analysis of variables influencing the decision to carry out economic operations through internal hierarchical arrangements or through market mechanisms (external transactions) is the main goal of transaction cost theory (Rindfleisch, 2019).

The numerous facets of Transaction Cost Theory have been extensively studied and discussed in literature. Scholars have investigated its theoretical underpinnings, pragmatic ramifications, and practical implementations across several industries and organizational contexts. In addition to analyzing how transaction costs affect the governance structures and choices made by economic players, Williamson's foundational book offers a thorough review of transaction cost theory (Williamson, 1995).

Analyzing the connection between transaction cost theory and supplier costs reveals that organizational decision-making about transactions is heavily influenced by cost considerations. The term "supplier cost" describes the monetary outlays related to obtaining products or services from outside vendors. The price of the goods or services, transportation charges, transaction fees, and any other costs incurred during

the procurement process are all included in these costs, as is the overall total cost of ownership (Janjić et al.2019).

When deciding between internal production and external sourcing, firms should, according to transaction cost theory, aim to reduce transaction costs. Increased supplier costs could discourage external transactions and increase the economic viability of internal production. This viewpoint is supported by the literature on transaction cost theory, which emphasizes the significance of cost factors in transaction decisions (Ketokivi & Mahoney, 2020).

Transaction cost theory highlights that transaction-specific aspects impact the choice of governance structure, including depending on outside providers. These variables include transaction frequency, asset specificity, and uncertainty. The need of taking supplier cost into account when making transaction decisions is highlighted by the Supplier Transaction Cost Theory. By assessing the viability and efficiency of external transactions and accounting for the unique characteristics of each transaction as well as the risks involved, organizations seek to minimize transaction costs. Organizations can increase their economic efficiency and improve the results of their procurement activities by controlling and minimizing their supplier base.

Supplier costs have an impact on procurement success that goes beyond just financial factors. Inadequate cost control measures may result in supply chain disturbances, postponements in project execution, and jeopardized service provision by Judiciary.

Influential procurement techniques, such as controlling supplier costs, are crucial for boosting the effectiveness and clout of county public sector operations, as stressed by Nganu, and Mwangangi (2019).

Critics contend that supply chains are subject to continuous change due to factors like innovation, market volatility, and evolving consumer preferences, which TCT fails to address. Therefore, it is argued that human behavior, relationships, and trust play crucial roles in supply chain management, which TCT does not adequately consider. Critics claim that TCT is less effective in analyzing complex transactions involving multiple stakeholders and varying degrees of interdependence. In such cases, traditional cost-benefit analysis may not capture the nuances of collaborative relationships, innovation, and information sharing (Jones & O'Donnell, 2004).

The Judiciary Headquarters in Nairobi might use techniques based on Transaction Cost Theory to address the issues raised by supplier costs and enhance service delivery. This entails carrying out in-depth supplier inspections to gauge cost competitiveness, settling on advantageous contract terms to reduce cost uncertainty, and setting up reliable monitoring systems to guarantee adherence to cost-related agreements. As a result, the Judiciary headquarters in Nairobi can make wellinformed decisions that optimize supply chain management and service delivery by adopting a transaction cost viewpoint.

2.3 Conceptual Framework

A conceptual framework is a theoretical framework or structure that serves as the basis for comprehending and analyzing a certain phenomenon or problem. It provides

a framework for academics and scholars to construct and organize their ideas, theories, and hypothesis. More importantly, a conceptual framework aids researchers in defining significant concepts, variables, and interactions pertinent to their study. It establishes the study scope and provides a theoretical framework for data interpretation and analysis. In this study the independent variable is supply chain management (e-Sourcing, collaboration, supplier relationship management and inventory management). The dependent variable is service delivery as shown in Figure 2.1.

Independent Variable

Dependent Variable

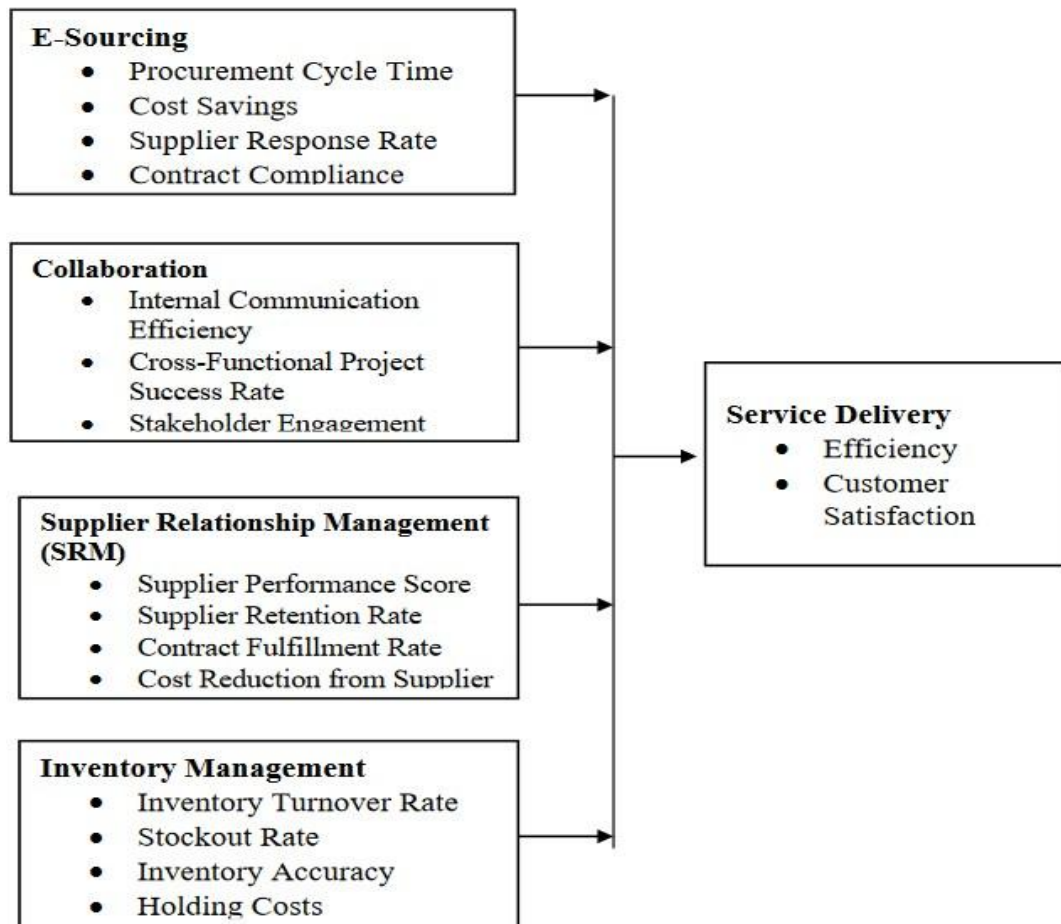


Figure 2.1: Conceptual Framework Source, Researcher (2024)

2.4 Recap of Literature Review

The study examined the impact of various procurement practices on service delivery within public sector organizations, with a particular focus on e-sourcing, collaboration, supplier relationship management (SRM), and inventory management. It found that e-sourcing practices significantly enhanced procurement efficiency and compliance by creating a virtual environment that connected government agencies with suppliers, leading to improved service delivery.

Collaboration in supply chain management emerged as another crucial element for enhancing service delivery. The study highlighted that successful collaborative efforts relied on aligning internal and external initiatives, with improved information sharing and coordination between suppliers and customers resulting in better performance outcomes. Nonetheless, challenges such as cultural incompatibility and communication barriers were noted, indicating the need for strategies to maximize the effectiveness of collaborative procurement.

The research also revealed a concerning lack of effective SRM techniques in public procurement settings, urging organizations to build stronger relationships with suppliers to improve procurement performance. Essential factors for success included vendor commitment and effective information exchange, particularly in sectors like healthcare.

Effective inventory management was recognized as vital for maintaining material flow and meeting customer demands. The study pointed out existing flaws in

inventory management systems across sectors like healthcare and education, recommending targeted training and investment in management technologies. Strong inventory management practices were positively associated with improved operational performance and enhanced service delivery in public institutions.

Additionally, the theoretical review provided a framework for understanding these dynamics. Institutional Theory suggested that organizations adopt practices like e-sourcing and collaboration to gain legitimacy under external pressures. Resource Dependency Theory (RDT) emphasized the importance of inter-organizational relationships for effective SRM and collaboration, as organizations rely on external resources for their success. Kaizen Theory linked to inventory management and collaboration by focusing on continuous improvement in processes, highlighting the need for efficient inventory practices to meet customer demands. Lastly, Transaction Cost Theory (TCT) addressed the costs associated with procurement, showing how e-sourcing can streamline processes and how effective inventory management can minimize costs. Together, these theories illustrate how procurement practices can enhance service delivery in public sector organizations.

2.5 Research Gap

The literature review reveals several critical research gaps that this study intends to address. First, there exists a conceptual gap characterized by a limited emphasis on specific supply chain management (SCM) processes or sectors. This narrow focus results in findings that may not be broadly applicable across different contexts. Many studies tend to isolate individual practices without considering how these practices

interact within the broader framework of SCM. Consequently, this lack of comprehensive analysis hinders a full understanding of the collective impact of SCM on service delivery.

Second, empirical gaps are evident in the existing research, where several studies suffer from small sample sizes. This limitation compromises the statistical power and representativeness of the findings, raising questions about their generalizability to larger populations or varied contexts. Furthermore, many studies rely heavily on descriptive or correlational approaches, making it difficult to establish causal linkages between SCM practices and service delivery outcomes.

Theoretical gaps also persist, as some research acknowledges the benefits of SCM approaches but often lacks a thorough analysis of their influence on critical service delivery metrics such as efficiency, affordability, and user satisfaction. Current theoretical frameworks do not adequately address the complexities of SCM practices in public sector contexts, which may overlook significant factors influencing their effectiveness.

Additionally, there is a noticeable knowledge gap, with a tendency to neglect contextual elements that could provide valuable insights into the efficacy of SCM methods. Understanding how local, cultural, and organizational factors affect SCM practices and their outcomes is essential for developing effective strategies tailored to specific environments. Lastly, geographical gaps are apparent, as much of the existing literature tends to focus on specific regions, limiting the understanding of

SCM practices in diverse contexts, particularly at Judiciary Headquarters in Nairobi.



CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

The methodology used to carry out the study is displayed in this section. This addresses the target audience, sampling techniques, sample size, and research design in addition to data collection, processing, and presentation.

3.1 Research methodology

This study employs a research methodology grounded in systematic investigation and objective analysis, as described by Rajasekar et al. (2006). Research, in this context, serves as a structured and logical process to uncover useful insights and solutions for both scientific and social issues related to the study's focus. The methodology involves a comprehensive search for knowledge, where knowledge refers to verified information gathered from a variety of sources, including literature, empirical observation, and prior human experiences. This research methodology aims to not only contribute to existing knowledge but also provide insights that may help improve practices and outcomes in the field.

3.2 Research Design

According to Creswell (2013), "research design is a method for logically and cogently combining all of the components of a study to ensure that the research topic is successfully solved." Descriptive research design, which depicts phenomenon with a subject population, will be used in this study. Descriptive studies assist to clarify and arrange current knowledge about a phenomenon, shedding light on certain

variables or situations. By describing how things are, this research can reveal patterns or trends that were previously unnoticed. Descriptive research is frequently less expensive and takes less time than experimental research designs. Because it focuses on observing and documenting existing events, researchers can collect significant information without requiring sophisticated equipment or setups. The population in question is the Judiciary Headquarters' procurement officers in Nairobi. The purpose of the study is to evaluate how supply chain management techniques affect the provision of services.

3.3 Location of the Study

The study was conducted at the Judiciary Headquarters in Nairobi, Kenya. Nairobi is the capital city and the largest urban center in Kenya, serving as the primary location for the administration and management of the judiciary. The Judiciary Headquarters houses various departments and offices, including the Directorate of Supply Chain Management. This central location is crucial for the study as it encompasses the main operations related to supply chain management and service delivery within the judiciary.

Nairobi's strategic importance is further underscored by its role in hosting the superior courts, including the Supreme Court, the Court of Appeal, and the High Court, alongside the Magistrates' Courts. These courts are integral to the judicial system, and their efficient operation heavily relies on effective supply chain management practices. The Judiciary Headquarters in Nairobi is pivotal in overseeing procurement processes, maintaining physical facilities, and ensuring the availability of high-quality products and services at the most affordable prices.

3.4 Target Population

A population is any whole set of people, things, or events that share certain traits and meet predetermined criteria or the complete set of people, things, or entities that a researcher is interested in examining and drawing conclusions about is referred to as the target population. It stands for the broader set to which the research findings are meant to be applied and from which a sample may be taken. Usually, certain traits or standards pertinent to the study's goals identify the target group (Cooper & Schindler, 2018).

The target population for this study comprises 235 individuals within the Kenyan Judiciary Headquarters in Nairobi, specifically focusing on key personnel who play significant roles in procurement and related processes. This population includes 106 procurement officers, 40 administrators, 35 personnel, 30 accounts staff, 15 planners, and 9 ICT workers (Human Resource Data, HQ, and Kenyan Judiciary) as shown in Table 1. The selection of this specific group is justified on the grounds that these individuals possess the relevant expertise and insights necessary for understanding the dynamics of supply chain management (SCM) practices and their impact on service delivery within the public sector. Each group contributes distinct perspectives that are critical for a comprehensive analysis of procurement practices.

The unit of observation for this study is the individual respondents from the target population. Each respondent provides firsthand data regarding their experiences and perceptions of SCM practices. The unit of analysis, however, extends beyond the individual respondents to include the organizational level within the Kenyan

judiciary, allowing for an exploration of how procurement practices affect service delivery as a whole. This dual perspective enables a richer understanding of the interplay between individual roles and organizational outcomes.

Table 3.1: Target Population

Department	Target Population	Percentage (%)
Administration	40	17.02
Personnel	35	14.89
Accounts	30	12.77
Procurement	106	45.11
Planning	15	6.38
ICT	9	3.83
Total	235	100

Source: (Human Resource Data, HQ, and Judiciary of Kenya, 2024)

3.5 Sampling Technique

In this study, stratified random sampling was chosen as the sampling technique to ensure equitable representation among the various subgroups within the target population of the Kenyan judiciary. This approach is particularly relevant due to the diverse roles and responsibilities of individuals involved in procurement processes, including procurement officers, administrators, personnel, accounts staff, planners, and ICT workers. Cooper and Schindler (2018) provide an in-depth discussion of various sampling techniques, including stratified random sampling, in their comprehensive research methods guide. They underscore the advantages of this method in enhancing the precision and accuracy of research results by accounting for variability within the population.

The application of stratified random sampling in this study involved several steps. First, the target population was categorized into relevant strata based on the roles of

the individuals within the judiciary. This included procurement officers, administrators, personnel, accounts staff, planners, and ICT workers. Next, a proportional sample size was determined for each stratum to ensure representation reflective of the overall population distribution. Following this, random numbers were generated to select respondents within each stratum, ensuring that every individual had an equal chance of being included in the sample. This random selection process effectively eliminated bias. Finally, data was collected from the selected respondents, resulting in a rich and diverse dataset that could be analyzed both at the individual level and across strata.

3.6 Sampling Size

Sample size in research constitutes the number of people, observations, or data points chosen from the target population to take part in a study. In order to make inferences about the broader population, it represents a more manageable, smaller group. Because it influences the precision, dependability, and generalizability of the study's findings, the sample size is a crucial component of research design (Glen, 2020). A sample size of 148 was determined using the Yamane formula (1967), ensuring a desired level of precision for data collection.

$$n = \frac{N}{1 + N(e)^2}$$

Whereby N = Target population is 235

n = Sample size

e = level of precision 95% level of confidence was used which gave 0.05 chance of deviation from actual.

Therefore, $n \cong$

235

$$1+235(0.05)^2$$

$$n= \frac{235}{1+235(0.05)^2}$$

$$1+235(0.0025)$$

$$n= \frac{235}{1+0.5875}$$

$$1+0.5875$$

$$n=148.34$$

n= 148, hence 148 was distributed as shown in Table 2.

Table 3.2: Sample Size Distribution

Participants	Target Population	Sample Size	Percentage (%)
Administration	40	25	16.78
Personnel	35	22	14.77
Accounts	30	19	12.75
Procurement	106	67	44.96
Planning	15	10	6.71
ICT	9	5	4.03
Total	235	148	100

Source: Researcher, 2024

3.7 Construction of Research Instruments

The study used structured questionnaires as the most suitable method for quantitative data collection. This tool had a section on demographics along with Likert-scale questions designed to extract specific insights regarding of e-sourcing practices, collaboration, supplier relationship management and inventory management. In order

to ensure a thorough examination of the research variables, open-ended questions were included to gather qualitative data from respondents.

3.8 Pilot Testing

Prior to using the questionnaire to gather data, a pilot test is necessary. In this study, a pilot study was carried out in which 14 respondents were randomly picked from the local Judiciary in Machakos County. The 14 respondents received 14 questionnaires, or ten percent of the sample size. The aim of the pilot study was to optimize the questionnaire in order to facilitate respondents' response to the questions and ensure accurate data recording. The researcher received an evaluation of the validity of the questionnaire and the likelihood of reliability of the data to be collected from the pilot testing, which was conducted at the Machakos Judiciary.

3.8.1 Validity of Research Instrument

Validity is related to the reliability of the research findings and the accuracy with which the study evaluates the hypothesis it is attempting to test (Mugenda & Mugenda, 2008). The focus was on content validity. This type of validity ensures that the questionnaire accurately captures the intended constructs and comprehensively covers the dimensions of the subject matter under investigation. Content validity was evaluated through expert judgment, where procurement-focused teachers at Mount Kenya University's School of Business and Economics received the questionnaire. They evaluated the instruments' applicability and determined if they accurately

captured the study. The lecturers then offered advice and critiques to help the researcher make improvements to the research instruments.

3.8.2 Reliability of Research Instrument

Cronbach's alpha coefficient was used as a reliability indicator; an internally consistent technique was used to guarantee the dependability of the data gathering tools. An objective measure of the data's generalizability is provided by Cronbach's alpha (Zinbarg, 2005). “A high degree of internal consistency is indicated by a Cronbach's alpha coefficient of 0.75 or above, indicating that the results are trustworthy and may be extrapolated to represent the views of all respondents in the intended participants” (Zinbarg, 2005).

3.9 Data Collection Methods

According to Gall, Gall, and Borg (2007), obtaining data is the process of gathering unprocessed, raw data that can be converted into knowledge via the statistical method of data analysis. The researcher collected primary data through online structured questionnaires. Each questionnaire was accompanied by a cover letter elucidating the study's objectives, guaranteeing confidentiality, and furnishing contact details for any inquiries.

The respondents were allotted a specified timeframe of 2 days to complete and submit the questionnaires. This designated timeframe was reasonable duration for contemplative responses while also ensuring the prompt collection of data. In order to optimize response rates and guarantee the comprehensiveness of the data, the

researcher implemented follow-up reminders. These reminders encompassed various modes of communication; including emails, WhatsApp, and phone calls, with the aim of motivating participants to promptly submit their completed questionnaires within the designated timeframe. The collected data was securely stored and managed to uphold confidentiality and mitigate the risk of unauthorized access.

3.9.1 Quantitative Data Collection

The study employed a structured questionnaire to gather quantitative data regarding the influence of Supply Chain Management practices on service delivery to the Judiciary Headquarter in Nairobi, Kenya. The survey featured a Likert scale and open-ended questions to evaluate demographic data, the kinds of Supply Chain Management practices that have been implemented, and how those practices have affected service delivery. Respondents were required to express how much they agreed or disagreed with a number of statements related to the explanatory factors using the Likert Type questionnaire's design. The research sends out 146 online structured questionnaires to gather primary data. Any questions or concerns that respondents had while filling out the questionnaire were answered and clarified.

3.10 Data Analysis and Presentation

Splitting and organizing the data into manageable chunks was a necessary step in data analysis. Rosa and Pérez (2013) explain that it involves manipulating data, organizing it, decomposing it into digestible chunks, synthesizing it, looking for tables and determining what information should be shared with others and what should be kept private.

3.10.1 Quantitative Data Analysis

Quantitative data was coded by giving number symbols for data entry. Following that, the coded data were examined to reduce errors while inputting the data into the Statistical Package for Social Sciences (SPSS V.24).

3.10.2 Descriptive Statistics

The fundamental characteristics of the data that were gathered were summed up and described using descriptive statistics. With this approach, metrics like averages, standard deviations, and counts were computed to give a concise, understandable summary of the data. The findings were displayed using distributions of frequencies tables, which made it simpler to comprehend the general themes and patterns within the dataset by enabling a clear understanding of the data's primary tendencies and variability.

3.10.3 Inferential Statistics

Based on the sample data, inferential statistics were utilized to forecast and conclude about the population. This method used a variety of statistical approaches to identify correlations between the variables. Important inferential techniques included multiple regression analysis, which evaluated the effect of several independent factors on a dependent variable, and correlation analysis, which examined the direction and strength of correlations.

Quantitative data was subjected to multiple linear regression analysis using the following formula;

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

Where:

Y = is the dependent variable; which will be procurement performance.

α = Constant term

β_1, β_2 and β_3 are the coefficients of the predictor variable and

X_1 = e-sourcing practices

X_2 = collaboration

X_3 = supplier relationship management

X_4 = inventory management

ε = Error term

3.11 Assumption of Regression Tests

3.11.1 Normality Test

To assess whether the residuals adhered to a normal distribution, the Jarque-Bera (JB) Test was utilized. The null hypothesis of this test posits that the data is normally distributed, and it is rejected when the P-values fall below 0.05 (Yazici & Yolacan, 2007).

3.11.2 Multicollinearity

To evaluate multicollinearity among the independent variables in this study, the researcher utilized the Variance Inflation Factor (VIF) and the Tolerance level. On their part, Ringle, Wende and Becker (2015) alludes that a variance inflation factor greater than 5 denotes a severe multicollinearity problem.

3.11.3 Serial Testing

Simpson (2017) highlighted that serial testing, also referred to as autocorrelation testing, looks out for correlations between the residuals (errors) of a regression model. In order to measure autocorrelation, the Durbin-Watson test is mostly utilized. In situations where test statistic substantially differs from 2, it hints the presence of autocorrelation. Dealing with autocorrelation is vital to ascertain the reliability and validity of regression models.

3.11.4 Homoskedasticity

Homoskedasticity denotes the perception that the variance of errors (residuals) is the same or constant at all levels of an independent variable. It is paramount in ascertaining the validity of regression models. The test commonly uses Breusch-Pagan test or White test. This looks out for constant variance in residuals.

3.12 Ethical Consideration

Before beginning the study, the researcher obtained an authorization letter from the University's ethics committee, the National Council of Science and Technology (NACOSTI), and the Judiciary Headquarters in Nairobi. Throughout the research process, a number of precautions were taken to maintain participant identity and safeguard data confidentiality. First and foremost, the research team's authorized members alone had secure access to all obtained data. To protect participant privacy, all identifiable information was deleted from the data during analysis or replaced with pseudonyms.

Prior to their participation in the study, all participants were provided with a consent form. Participants were given comprehensive information about the study's goals, methods, possible risks and rewards, and their constitutional entitlements as participants as part of the consent process. Before freely consenting to participate, participants had the chance to address any concerns and ask questions.



CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.0 Introduction

This chapter encompasses data analysis, findings, and discussion of the study results. It initiates with an examination of the response rate and the evaluation of research instruments, as well as the verification of regression assumptions. Subsequently, it details descriptive statistics pertaining to the demographic information of respondents and pharmaceutical manufacturing companies. This is followed by the presentation of descriptive statistics related to the study variables and correlation analysis. Ultimately, the chapter concludes with a comprehensive discussion of the study's findings.

4.1 Response Rate

The investigator aimed to ascertain the respondents' response rate. Table 4.1 presents the results.

Table 4.1: Response Rate

Total Questionnaires Distributed	Number of Responses	Response Rate (%)
148	102	68.92

Source: Research Data (2024)

4.2 Reliability and Validity

The investigator endeavored to guarantee the validity and reliability of the research tools employed in this investigation. Content validity was established through a review by experts in the field. Procurement-focused lecturers from Mount Kenya University's School of Business and Economics evaluated the questionnaire to ensure that it accurately captured the intended constructs. Their feedback on the relevance and clarity of each item contributed to refining the instrument. The findings of the validity and reliability tests carried out for the study are covered in this part.

4.2.1 Test of Internal Consistency Reliability

The Cronbach's alpha coefficient was used to examine internal consistency in order to determine the accuracy of the research scales. The degree to which each item on a scale metric the same underlying notion is determined by this statistical metric. The reliability statistics for each of the identified factors are detailed in Table 4.2 below

Table 4.2: Test of Internal Consistency Reliability

Factor	Number of Items (k)	Cronbach's Alpha (α)
E-Sourcing Practices	8	0.88
Collaboration	8	0.84
Supplier Relationship Management	8	0.90
Inventory Management	8	0.87

Source: Research Data (2024)

The findings from Table 4.2 show the Cronbach's alpha values indicating the reliability of the items used to measure different constructs. For E-Sourcing Practices ($\alpha = 0.88$), Collaboration ($\alpha = 0.84$), Supplier Relationship Management ($\alpha = 0.90$), and Inventory Management ($\alpha = 0.87$), all values fall within the range of good to excellent reliability. This means that the items within each section consistently measure the intended concepts, providing confidence in the reliability of the survey data (Sürücü & Maslakci, 2020).

4.3 Demographic Information

The results pertaining to the respondents' demographic data are shown and discussed in this section. A thorough explanation of the study parameters and the corresponding descriptive analyses is also included.

4.3.1 Gender of the Respondents

The researcher sought to find out the gender distribution by position of the respondents under study. The findings are represented in Table 4.3.

Table 4.3: Gender Distribution by Position

Gender	Frequency	Percent
Male	46	45.10%
Female	56	54.90%
Total	102	100%

Source: Research Data (2024)

The results shown in Table 4.3 showed that women made up the majority of responders. In particular, 45.10% of the people who responded were men and 54.90% of the participants were women. With 102 responders in all, this suggests that there were a greater proportion of female respondents in the survey.

4.3.2 Age of the Respondents

The purpose of this study was to ascertain the respondents' age distribution. The results were displayed in Table 4.4.

Table 4.4: Age of the Respondents

Age	Frequency	Percent
Below 30	11	10.80%
31-40 years	68	66.70%
41-50 years	23	22.50%
Total	102	100%

Source: Research Data (2024)

The results displayed in Table 4.4 demonstrate that the age group of 31–40 years old accounted for 66.70% of all respondents, while the age group of 41–50 years old accounted for 22.50% and the age group of less than 30 years old accounted for 10.80% of respondents. All things considered; this distribution suggests that the majority of participants were middle-aged.

4.3.3 Level of Education

The investigator aimed to ascertain the respondents' educational attainment. To investigate the respondents' educational level distribution, percentages and frequencies were employed. Table 4.5 displays the outcomes.

Table 4.5: Education Level of the Respondents

Education Level	Frequency	Percent
Certificate	5	4.90%
Diploma	5	4.90%
Bachelor's degree	53	52.00%
Master's degree	39	38.20%
Total	102	100%

Source: Research Data (2024)

According to Table 4.5, the majority of respondents held a Bachelor's degree, accounting for 52.00% of the total respondents. This was followed by those with a Master's degree, representing 38.20% of the respondents. A smaller percentage of respondents had a Certificate or Diploma, each comprising 4.90% of the total. This distribution indicates that most participants in the study had attained higher education. This could reflect a higher level of expertise and potentially more advanced understanding of the issues being studied, contributing to the robustness of the findings of the study.

4.3.4 Profession/Occupation of the Respondents

This study sought to know the profession/occupation of the respondents. Table 4.6 shows the results.

Table 4.6: Profession/Occupation of the Respondents

Profession/Occupation	Frequency	Percent
Administration	23	22.50%
Personnel	20	19.60%
Accounts	14	13.70%
Procurement	30	29.40%
Planning	9	8.80%
ICT	6	5.90%
Total	102	100%

Source: Research Data (2024)

Table 4.6 indicates that the largest proportion of respondents was employed in Procurement, comprising 29.40% of the total. This was followed by those in Administration (22.50%) and Personnel (19.60%). Other professions/occupations represented include Accounts (13.70%), Planning (8.80%), and ICT (5.90%). This distribution suggests a diverse range of professional backgrounds among the respondents, with procurement being the most common occupation, and a total of 102 respondents participated in the study.

4.3.5 Duration of Working

This study sought to determine the duration of service of the respondents. Table 4.7 show the results.

Table 4.7: Duration of Working

Duration of Service	Frequency	Percent
1 year or less	12	11.80%
Less than 5 years	5	4.90%
Less than 10 years	26	25.50%
More than 10 years	59	57.80%

Total	102	100%
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Source: Research Data (2024)

The findings presented in Table 4.7 show that the majority of respondents have more than 10 years of working experience, making up 57.80% of the total. This is followed by those with less than 10 years of experience, representing 25.50%. A smaller proportion of respondents had 1 year or less (11.80%) or less than 5 years of experience (4.90%). This distribution indicates that most participants have extensive experience in their fields.

4.4 Descriptive Statistics

This section provides an analysis of the descriptive statistics corresponding to each research objective. The data collected from respondents is summarized to give an overview of the key trends and patterns. These descriptive statistics include measures such as means, standard deviations, frequencies, and percentages, which are used to assess the general responses for each objective. The results offer insights into the variables under study, allowing for a clearer understanding of their influence on service delivery at the Judiciary Headquarters in Nairobi, Kenya.

4.4.1 E-Sourcing Practices

The initial goal was to evaluate how e-sourcing techniques affected the Judiciary Headquarters service delivery in Nairobi, Kenya. Participants were asked to rate their agreement with a number of statements about the Judiciary's e-sourcing policies in order to collect this data. Every statement was assessed using a 5-point Likert scale: 1 Strongly Disagree, 3 Neutral, 4 Agree, 5 Strongly Agree, and 3 Neutral. Coefficient of variation, standard deviations, and mean scores were used to analyze the replies. Lower mean scores showed very little agreement with the statements, while higher mean scores showed very high agreement on a particular topic. The results are displayed in Table 4.8.

Table 4.8: E-Sourcing Practices

Statement	N	Mean	Std Deviation
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1	E-sourcing practices have improved the efficiency of procurement processes in our organization.	102	3.50	1.00
2	E-sourcing has increased transparency in procurement activities within our organization.	102	3.70	1.05
3	The implementation of e-sourcing has enhanced the competitiveness of our procurement procedures.	102	3.80	1.10
4	E-sourcing has facilitated better communication and collaboration among stakeholders involved in procurement.	102	3.90	1.15
5	The use of e-sourcing platforms has resulted in cost savings for our organization.	102	4.00	1.20
6	E-sourcing practices have improved the overall quality of goods and services procured by our organization.	102	4.05	1.25
7	Our organization has experienced fewer procurement delays since implementing e-sourcing practices.	102	4.05	1.20
8	E-sourcing has enhanced the traceability and accountability of procurement transactions in our organization.	102	4.10	1.10
Overall Mean			4.02	

Source: Research Data (2024)

From the results displayed in Table 4.8, the respondents agreed that e-sourcing practices have improved the efficiency of procurement processes, as indicated by a mean score of 3.50 and a standard deviation of 1.00. Additionally, the respondents agreed that e-sourcing has increased transparency in procurement activities, as shown by a mean of 3.70 and a standard deviation of 1.05. The implementation of e-sourcing practices was also perceived to have enhanced the competitiveness of procurement procedures, as demonstrated by a mean of 3.80 and a standard deviation of 1.10. Furthermore, the respondents agreed with the statement that e-sourcing has facilitated better communication and collaboration among stakeholders involved in procurement, as indicated by a mean of 3.90 and a standard deviation of 1.15. The

statement that e-sourcing has resulted in cost savings for the organization received strong agreement, with a mean of 4.00 and a standard deviation of 1.20. The respondents also strongly agreed that e-sourcing practices have improved the overall quality of goods and services procured, as shown by a mean score of 4.05 and a standard deviation of 1.25. Moreover, it was agreed that the organization has experienced fewer procurement delays since implementing e-sourcing practices, reflected by a mean of 4.05 and a standard deviation of 1.20. Finally, the highest level of agreement was observed in the statement that e-sourcing has enhanced the traceability and accountability of procurement transactions, as evidenced by a mean of 4.10 and a standard deviation of 1.10. These results suggest that e-sourcing practices have had a positive effect on various aspects of service delivery at the Judiciary Headquarters.

4.4.2 Collaboration

The second objective sought to evaluate the effect of collaboration on service delivery at the Judiciary Headquarter in Nairobi, Kenya. The purpose of the survey was to collect data by asking participants to rate their agreement with different statements on cooperation within the judiciary. Strongly Agree 5, Agree 4, Neutral 3, Disagree 2, and Strongly Disagree 1 were the ratings given to each statement on a Likert scale with a score of five. Standard deviations, coefficient of variation, and mean scores were used to analyze the replies. Higher mean scores on a given item indicated very strong agreement with the statements, whereas a lower average score indicated very low agreement. The results are displayed in Table 4.9.

Table 4.9: Collaboration

Statement	N	Mean	Std Deviation
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1	Collaboration among various departments improves the efficiency of service delivery in our organization.	102	3.60	0.95
2	The cooperation between different stakeholders enhances the quality of services provided by our organization.	102	3.75	1.05
3	Collaborative efforts facilitate innovation and problem-solving, leading to better service delivery outcomes.	102	3.85	1.10
4	Communication and information sharing among departments and stakeholders are effectively managed, resulting in improved service delivery.	102	3.70	1.00
5	Collaborative initiatives have led to increased public trust and satisfaction with our organization's services.	102	4.00	1.15
6	Joint projects and collaborations with external partners have strengthened the overall service delivery capacity of our organization.	102	4.05	1.20
7	Inter-departmental collaboration has reduced redundancies and streamlined processes within our organization.	102	3.95	1.10
8	The organization provides adequate support and resources to facilitate effective collaboration among departments and stakeholders.	102	4.1	1.25
Overall Mean			3.85	

Source: Research Data (2024)

From the results displayed in Table 4.9, with an overall mean of 3.85, it is evident that collaboration plays a significant role in enhancing service delivery within the Judiciary. The respondents agreed that collaboration among various departments improves the efficiency of service delivery, as indicated by a mean score of 3.60 and a standard deviation of 0.95. Similarly, the respondents agreed that cooperation between different stakeholders enhances the quality of services provided, as shown by a mean of 3.75 and a standard deviation of 1.05. The respondents also agreed with

the statement that collaborative efforts facilitate innovation and problem-solving, leading to better service delivery outcomes, as indicated by a mean of 3.85 and a standard deviation of 1.10. Communication and information sharing among departments and stakeholders were also seen as effectively managed, resulting in improved service delivery, reflected by a mean of 3.70 and a standard deviation of 1.00. There was strong agreement that collaborative initiatives have led to increased public trust and satisfaction with the organization's services, as demonstrated by a mean score of 4.00 and a standard deviation of 1.15. Additionally, respondents agreed that joint projects and collaborations with external partners have strengthened the overall service delivery capacity of the organization, as indicated by a mean of 4.05 and a standard deviation of 1.20. Furthermore, respondents agreed that interdepartmental collaboration has reduced redundancies and streamlined processes within the organization, as shown by a mean of 3.95 and a standard deviation of 1.10. The highest level of agreement was recorded for the statement that the organization provides adequate support and resources to facilitate effective collaboration, with a mean of 4.10 and a standard deviation of 1.25. These results suggest that collaboration, both internal and external, is essential in improving service delivery at the Judiciary Headquarters in Nairobi, Kenya.

4.4.3 Supplier Relationship Management

The third goal was to investigate how supplier relationship management techniques affected the Judiciary Headquarters service delivery in Nairobi, Kenya. In order to compile this data, participants were asked to rank their degree of agreement with a number of assertions about the Judiciary's supplier relationship management

procedures. The ratings for each statement were as follows: 5 Strongly Agree, 4 Agree, 3 Neutral, 2 Disagree, and 1 Strongly Disagree. Coefficient of variation, mean scores, and standard deviations were used to analyze the replies. Greater mean scores demonstrated an extremely high level of agreement with an item, while lower mean scores demonstrated an extremely low level of agreement with the claims. Table 4.10 displays the outcomes.

Table 4.10: Supplier Relationship Management

Statement	N	Mean	Std Deviation
1 Our organization's effective management of supplier relationships contributes to the timely delivery of goods and services.	102	3.50	1.00
2 Collaborative partnerships with suppliers result in better quality products and services for our organization.	102	3.60	1.05
3 Transparent and open communication with suppliers enhances our organization's ability to meet service delivery requirements.	102	3.80	1.10
4 Establishing long-term relationships with reliable suppliers improves the consistency and reliability of our organization's service delivery.	102	3.70	1.15
5 Effective supplier relationship management practices lead to cost savings without compromising service quality.	102	3.90	1.20
6 Our organization actively seeks feedback from suppliers to continuously improve service delivery processes.	102	4.00	1.25
7 Supplier relationship management strategies are integrated into our organization's overall service delivery framework.	102	3.75	1.10
8 Our organization values trust and mutual respect in its relationships with suppliers, leading to improved service delivery outcomes.	102	4.05	1.20
Overall Mean		3.80	

Source: Research Data (2024)

According to Table 4.10, the respondents agreed that effective management of supplier relationships contributes to the timely delivery of goods and services, as indicated by a mean of 3.50 and a standard deviation of 1.00. Additionally, respondents agreed that collaborative partnerships with suppliers result in better quality products and services, reflected by a mean of 3.60 and a standard deviation of 1.05. There was stronger agreement with the statement that transparent and open communication with suppliers enhances the organization's ability to meet service delivery requirements, as shown by a mean score of 3.80 and a standard deviation of 1.10. Long-term relationships with reliable suppliers were also seen as improving the consistency and reliability of service delivery, as indicated by a mean of 3.70 and a standard deviation of 1.15. Respondents agreed that effective supplier relationship management practices lead to cost savings without compromising service quality, as reflected by a mean score of 3.90 and a standard deviation of 1.20. The highest agreement was seen in the statement that the organization actively seeks feedback from suppliers to continuously improve service delivery processes, with a mean of 4.00 and a standard deviation of 1.25. Furthermore, the integration of SRM strategies into the organization's overall service delivery framework was agreed upon, as demonstrated by a mean of 3.75 and a standard deviation of 1.10. Finally, the highest mean score of 4.05 was recorded for the statement that the organization values trust and mutual respect in its relationships with suppliers, leading to improved service delivery outcomes, with a standard deviation of 1.20.

4.4.4 Inventory Management

The fourth goal was to examine the influence of inventory management on the provision of services at the Judiciary Headquarters in Nairobi, Kenya. To collect this data, participants were asked to rate their level of concurrence with several inventory management assertions at the Judiciary. Each statement was evaluated on a Likert scale of five, with 5 strongly agreeing, 4 agreeing, 3 neutral, 2 disagreeing, and 1 strongly disagreeing. The replies were examined using average scores, standard deviations, and coefficients of variation. High mean scores indicated a high level of consensus on an item, whereas a lower average score suggested a low level of agreement with the claims. The results are shown in Table 4.11.

Table 4.11: Inventory Management

Statement	N	Mean	Std Deviation
1 Effective inventory management practices ensure that essential supplies are always available when needed, improving service delivery.	102	3.60	1.05
2 Proper inventory management minimizes the risk of stockouts, ensuring uninterrupted service provision.	102	3.55	1.10
3 Inventory management systems contribute to the efficient allocation and utilization of resources, optimizing service delivery processes.	102	3.70	1.00
4 Regular monitoring and tracking of inventory levels help identify potential shortages or surpluses, allowing for proactive adjustments to maintain service quality.	102	3.80	1.15
5 Just-in-Time inventory management practices lead to cost savings by reducing storage and carrying costs without compromising service delivery.	102	3.90	1.20

6	Our organization employs advanced inventory management technologies to streamline processes and enhance service delivery efficiency.	102	4.00	1.25
7	Clear inventory management policies and procedures contribute to the overall effectiveness of service delivery in our organization.	102	3.65	1.10
8	Continuous improvement initiatives in inventory management positively impact service delivery outcomes over time.	102	3.75	1.15
Overall Mean			3.73	

Source: Research Data (2024)

Table 4.11 shows that the respondents agreed that effective inventory management practices ensure essential supplies are always available when needed, improving service delivery, as indicated by a mean of 3.60 and a standard deviation of 1.05. Additionally, participants expressed agreement with the statement that proper inventory management minimizes the risk of stockouts, ensuring uninterrupted service provision, as shown by a mean of 3.55 and a standard deviation of 1.10. Inventory management systems were recognized for their contribution to the efficient allocation and utilization of resources, optimizing service delivery processes, with a mean score of 3.70 and a standard deviation of 1.00. Moreover, regular monitoring and tracking of inventory levels were seen as beneficial for identifying potential shortages or surpluses, allowing for proactive adjustments to maintain service quality, as indicated by a mean of 3.80 and a standard deviation of 1.15. Respondents also agreed that Just-in-Time inventory management practices lead to cost savings by reducing storage and carrying costs without compromising service delivery, reflected by a mean score of 3.90 and a standard deviation of 1.20.

The organization's use of advanced inventory management technologies to streamline processes and enhance service delivery efficiency received a strong agreement, as evidenced by a mean of 4.00 and a standard deviation of 1.25. Furthermore, clear inventory management policies and procedures were found to contribute to the overall effectiveness of service delivery, as shown by a mean of 3.65 and a standard deviation of 1.10. Finally, continuous improvement initiatives in

inventory management positively impact service delivery outcomes over time, with a mean score of 3.75 and a standard deviation of 1.15.

4.4.5 Service Delivery

The dependent variable was the delivery of services at the Judiciary Headquarters in Nairobi, Kenya. To collect this data, participants were asked to rate their level of concurrence with various assertions about the Judiciary's service performance. Each statement was assessed on a Likert scale with five points: 5 strongly agree, 4 agree, 3 neutral, 2 disagree, and 1 strongly disagree. The replies were evaluated utilizing mean scores, standard deviations, and coefficients of variation. Greater mean scores indicated a very high level of agreement on an item, while lower mean scores suggested a very low level of agreement with the claims. Table 4.12 displays the findings.

Table 4.12: Service Delivery

No.	Statement	N	Mean	Std Deviation
1	The organization consistently meets customer expectations for service quality.	102	3.85	0.95
2	Services are delivered in a timely manner as promised by the organization.	102	3.80	1.00
3	The organization provides effective solutions to customer problems and inquiries.	102	3.90	0.90
4	Employees are knowledgeable and skilled in delivering high-quality services.	102	3.75	1.05
5	The organization has efficient processes for handling service requests and complaints.	102	3.70	1.00
6	Service delivery is consistent across different departments and service channels.	102	3.65	0.95
7	The organization invests in continuous improvement to enhance service delivery.	102	3.80	1.10
8	Customers receive clear and accurate information about the services provided.	102	3.85	0.95
9	The organization provides adequate support and resources to ensure effective service delivery.	102	3.90	1.05
10	Feedback from customers is actively sought and used to improve service delivery.	102	3.80	1.00
Overall Mean			3.78	

Source: Research Data (2024)

According to Table 4.12, the participants agreed that the organization consistently meets customer expectations for service quality received a mean score of 3.85 and a standard deviation of 0.95, suggesting a strong agreement among participants. Similarly, respondents indicated that services are delivered in a timely manner, as shown by a mean of 3.80 and a standard deviation of 1.00. The effectiveness of the organization in providing solutions to customer problems and inquiries was acknowledged, with a mean score of 3.90 and a standard deviation of 0.90, indicating high agreement. Additionally, respondents agreed that employees are knowledgeable and skilled in delivering high-quality services, as reflected by a mean of 3.75 and a standard deviation of 1.05. Regarding the organization's processes for handling service requests and complaints, participants expressed a favorable view, indicated by a mean of 3.70 and a standard deviation of 1.00. The consistency of service delivery across different departments and service channels was perceived positively, with a mean score of 3.65 and a standard deviation of 0.95. Respondents also recognized the organization's investment in continuous improvement to enhance service delivery, as indicated by a mean of 3.80 and a standard deviation of 1.10. The clarity and accuracy of information provided to customers about services were affirmed, receiving a mean score of 3.85 with a standard deviation of 0.95. Furthermore, participants indicated that the organization provides adequate support and resources to ensure effective service delivery, reflected in a mean of 3.90 and a standard deviation of 1.05. Finally, the importance of customer feedback in improving service delivery was acknowledged, with a mean score of 3.80 and a standard deviation of 1.00.

4.5 Inferential Statistics

This section presents and discusses the results of the inferential statistics conducted for this study.

4.5.1 Correlation Analysis

The correlation analysis was conducted to better understand the links between the important study variables: e-sourcing techniques, cooperation, supplier relationship management, inventory management, and service delivery. The magnitude and trend of the linear correlations between these variables were determined using Pearson's product-moment correlation coefficient, as shown in Table 4.13.

Table 4.13: Correlation Matrix

	Service Delivery	E-Sourcing Practices	Collaboration	Supplier Relationship Management	Inventory Management	Service Delivery
Service Delivery	1	0.40**	0.45**	0.35**	0.30**	
Sig. (2-tailed)		<0.001	<0.001	<0.001	<0.001	<0.001
N	102	102	102	102	102	102
E-Sourcing Practices	0.40**	1	0.50**	0.45**	0.55**	
Sig. (2-tailed)	<0.001		<0.001	<0.001	<0.001	<0.001
N	102	102	102	102	102	102
Collaboration	0.45**	0.50**	1	0.55**	0.60**	
Sig. (2-tailed)	<0.001	<0.001		<0.001	<0.001	<0.001
N	102	102	102	102	102	102
Supplier Relationship Management	0.35**	0.45**	0.55**	1	0.50**	
Sig. (2-tailed)	<0.001	<0.001	<0.001		<0.001	<0.001
N	102	102	102	102	102	102
Inventory Management	0.30**	0.55**	0.60**	0.50**	1	
Sig. (2-tailed)	<0.001	<0.001	<0.001	<0.001	<0.001	
N	102	102	102	102	102	102

**Correlation is significant at the 0.01 level (2-tailed)

Source: Research Data (2024)

The correlation analysis in Table 4.13 revealed significant positive relationships between several key variables and service delivery at the Judiciary Headquarters. Esourcing practices were strongly associated with improved service delivery ($r =$

0.40, $p < 0.001$), indicating that better e-sourcing is linked to more effective service outcomes. Similarly, collaboration showed a notable positive correlation with service delivery ($r = 0.45$, $p < 0.001$), highlighting the importance of cooperative efforts in enhancing service quality. Effective supplier relationship management also contributed positively to service delivery ($r = 0.35$, $p < 0.001$), underscoring the role of strong supplier partnerships. Furthermore, inventory management was positively correlated with service delivery ($r = 0.30$, $p < 0.001$), emphasizing the impact of efficient inventory control on service effectiveness. Additionally, significant correlations were observed between e-sourcing practices and collaboration ($r = 0.50$, $p < 0.001$), supplier relationship management ($r = 0.45$, $p < 0.001$), and inventory management ($r = 0.55$, $p < 0.001$), suggesting that improved e-sourcing practices enhance various operational aspects. Collaboration also positively impacted supplier relationship management ($r = 0.55$, $p < 0.001$) and inventory management ($r = 0.60$, $p < 0.001$), indicating that better teamwork supports these functions. Finally, effective supplier relationship management was positively correlated with inventory management ($r = 0.50$, $p < 0.001$), further illustrating the interconnected nature of these practices in enhancing service delivery outcomes.

4.6 Assumptions of Regression Analysis

The researcher performed a series of tests to validate the data, which included assessments for normality of residuals, serial correlation, heteroscedasticity, and the unit root test.

4.6.1 Normality Test

To assess whether the residuals adhered to a normal distribution, the Jarque-Bera (JB) Test was utilized. The null hypothesis of this test posits that the data is normally distributed, and it is rejected when the P-values fall below 0.05. The findings of this analysis are presented in Table 4.14.

Table 4.14: Jarque-Berra (J-B) Test

Normality Test	Test Statistic	p-value	Conclusion
Jarque-Bera Test	0.8751	0.6456	Normality not rejected

Source: Research Data (2024)

Since the p-value (0.6456) is greater than the significance level of 0.05, we fail to reject the null hypothesis. This indicates that the residuals are normally distributed.

4.6.2 Multicollinearity Assessment

To evaluate multicollinearity among the independent variables in this study, the researcher utilized the Variance Inflation Factor (VIF) and the Tolerance level. The results are presented in Table 4.15.

Table 4.15: Multicollinearity Assessment

Variable	VIF	Tolerance Level
E-Sourcing Practices	2.15	0.465
Collaboration	1.82	0.549
Supplier Relationship Management	3.07	0.326
Inventory Management	1.90	0.526

Source: Researcher (2024)

In Table 4.15, the VIF and Tolerance values indicate that there are no significant multicollinearity issues among the independent variables, as all VIF values are below 10 and all Tolerance values are above 0.1. This suggests that the independent variables can be included in the regression analysis without concern for multicollinearity bias.

4.6.3 Durbin-Watson Test

The researcher conducted Durbin-Watson Test. The findings are shown in Table 4.16.

Table 4.16: Durbin-Watson Test

Statistic	Value	Interpretation
Durbin-Watson (DW)	1.89	No significant autocorrelation

Source: Researcher (2024)

The Durbin-Watson statistic of 1.89 suggests that there is no significant autocorrelation in the residuals, indicating that the assumptions of the regression analysis are met. This supports the validity of the regression model used in this study.

4.6.4 Breusch-Pagan Langrage Multiplier Test

The researcher performed Breusch-Pagan Langrage Multiplier Test. The results are shown in Table 4.17.

4.17: Breusch-Pagan Langrage Multiplier Test

Statistic	Value
LM Statistic	4.167
LM Test p-value	0.244
F Statistic	1.391
F Test p-value	0.250

Source: Researcher (2024)

The results in Table 4.17 of the Breusch-Pagan test indicate the absence of significant heteroscedasticity, as the p-values are greater than the conventional alpha level of 0.05. The finding suggests that the assumptions of linear regression are met, contributing to the validity of the model's estimates and inferences.

4.7 Multiple Regression Analysis

Multiple regression analysis was conducted to evaluate the impact of “e-sourcing practices, collaboration, supplier relationship management, and inventory management on service delivery at the Judiciary Headquarters in Nairobi, Kenya.”

The results are shown in Table 4.18.

Table 4.18: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.780 ^a	.610	.590	.450

a. Predictors: (Constant): e-sourcing practices, collaboration, supplier relationship management, and inventory management.

Source: Research Data (2024)

Table 4.18 summarizes the multiple regression study that evaluated the impact of "e-sourcing techniques, collaboration, supplier relationship management, and inventory management on service delivery at the Judiciary headquarters." The research finds a good connection ($R = 0.780$) across the predictor factors and service delivery. The model predicts 61% of service delivery variance ($R^2 = 0.610$), with an adjusted R^2 of 59% to account for multiple factors. The estimate's standard error is 0.450, which is the average distance among what was seen and the regression lines. Overall, the results indicate that the pooled predictors have a considerable impact on the provision of services, with a substantial percentage of the variation explained by the model.

Table 4.19: ANOVA

Source of Variation	Sum of Squares	df	Mean Square	F	Sig.
Regression	54.321	4	13.58	25.67	0.000 ^b
Residual	34.789	97	0.359		
Total	89.11	101			

a. Dependent Variable: Service delivery at the Judiciary Headquarters

b. Predictors: (Constant): e-sourcing practices, collaboration, supplier relationship management, and inventory management.

Source: Research Data (2024)

Table 4.19 presents the results of the ANOVA test for the regression model evaluating the impact of e-sourcing practices, collaboration, supplier relationship management, and inventory management on service delivery. The Sum of Squares shows that the model explains a substantial portion of the variability in service delivery, with 54.321 attributed to the regression and 34.789 remaining unexplained (residual). The degrees of freedom are 4 for the regression and 97 for the residuals. The Mean Square values are 13.580 for the regression and 0.359 for the residuals. The F-statistic of 25.67, accompanied by a p-value of 0.000, indicates that the regression model is statistically significant. This suggests that the predictors collectively provide a meaningful explanation of variations in service delivery, affirming the model's effectiveness.

Table 4.20: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients		Beta	Sig.
	B	Std. Error		t		
1. (Constant)	1.25	0.45		2.78		0.006
E-Sourcing Practices	0.32	0.11	0.34	2.91		0.004
Collaboration	0.27	0.12	0.25	2.25		0.026
Supplier Relationship Management	0.41	0.125	0.38	3.28		0.001
Inventory Management	0.29	0.115	0.29	2.52		0.014

a. Dependent Variable: Service delivery at the Judiciary Headquarters

Source: Research Data (2024)

The regression analysis results indicate that all predictor variables significantly contribute to service delivery at the Judiciary Headquarters. E-Sourcing Practices has a notable positive effect, with a Beta coefficient of 0.340 and a t-value of 2.91 ($p = 0.004$), emphasizing its role in improving service delivery. Collaboration also positively impacts service delivery, evidenced by a Beta of 0.250 and a t-value of 2.25 ($p = 0.026$), indicating its importance in enhancing service outcomes. Supplier Relationship Management demonstrates the strongest positive effect with a Beta coefficient of 0.380 and a t-value of 3.28 ($p = 0.001$), highlighting its critical role in boosting service quality. Lastly, Inventory Management shows a positive effect with a Beta of 0.290 and a t-value of 2.52 ($p = 0.014$), reinforcing its contribution to effective service delivery. These findings underscore the importance of each factor in improving service delivery at the Judiciary Headquarters.

The researcher adopted multiple linear regression model of the form:

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

Using the provided coefficients the fitted regression model is:

$$Y = 1.023 + 0.340X_1 + 0.250X_2 + 0.380X_3 + 0.290X_4 + \varepsilon$$

The regression equation above indicates that when E-Sourcing Practices, Collaboration, Supplier Relationship Management, and Inventory Management are held constant, the baseline level of service delivery at the Judiciary Headquarters in Nairobi, Kenya, would be 1.023. A unit increase in E-Sourcing Practices (X_1) is associated with a 34.0% increase in service delivery, while a unit increase in Collaboration (X_2) contributes 25.0% to service delivery improvements. Notably, Supplier Relationship Management (X_3) has a substantial impact, with a unit increase leading to a 38.0% enhancement in service delivery, and Inventory Management (X_4) accounts for a 29.0% increase. Overall, the strongest influence on service delivery is attributed to Supplier Relationship Management, followed closely by E-Sourcing Practices, indicating the critical role these factors play in enhancing operational effectiveness within the Judiciary.

4.8 Finding Discussion

4.8.1 E-Sourcing Practices and Service Delivery at the Judiciary Headquarter in Nairobi, Kenya

The study sought to examine the effect of e-sourcing practices on service delivery at the Judiciary Headquarters in Nairobi, Kenya. The findings indicate that e-sourcing practices significantly enhance the efficiency of procurement processes. This improvement is reflected in the respondents' positive perceptions, with a mean score of 3.50, suggesting that the adoption of e-sourcing technologies has notably streamlined procurement activities, resulting in faster and more reliable service delivery. In a judicial setting, where timely access to resources is essential, the impact of these technologies is crucial in supporting operational effectiveness.

Further analysis revealed a significant positive correlation between e-sourcing practices and service delivery, with a Pearson correlation coefficient of 0.40 (p-value = 0.000). Enhanced e-sourcing practices, such as electronic bidding and streamlined procurement systems, contribute directly to improving both the efficiency and effectiveness of service delivery. Additionally, the findings underscore how e-sourcing practices have improved the Judiciary's procurement processes, enabling more effective resource allocation and timely service provision.

The successful integration of Enterprise Resource Planning (ERP) systems demonstrates the tangible benefits of digital transformation in procurement, particularly by enhancing tracking and auditability of procurement transactions. This feature not only supports compliance but also mitigates risks of fraud, a critical aspect for maintaining public trust and accountability in the Judiciary (Singh & Singh, 2019).

Moreover, e-sourcing practices foster a more competitive procurement environment, leading to cost savings and improved service outcomes. Research by Hassan, Oduola, and Olasunkanmi (2022) indicates that e-sourcing can substantially reduce costs by simplifying procurement processes and leveraging competitive bidding. E-sourcing also raises the quality of goods and services acquired, as it enables more rigorous

supplier evaluation and selection, aligning with the observed improvements in service delivery outcomes at the Judiciary Headquarters.

However, certain challenges were identified, including resistance to change and occasional system downtimes, which limit the full potential of e-sourcing. Openended responses from participants indicated that addressing these issues is essential for sustaining and further enhancing service delivery. Resistance to adopting new technologies may stem from a lack of familiarity with new systems and concerns about their impact on established workflows (Nyongesa & Moronge, 2019). System downtimes and technical issues can also disrupt procurement activities, negatively affecting efficiency and overall service delivery (Musyimi, 2016).

To overcome these barriers, effective change management strategies and robust technical support are essential. The positive impact of e-sourcing on service delivery highlights its crucial role in streamlining procurement processes, suggesting that with effective implementation, e-sourcing can significantly improve operational performance within the Judiciary.

4.8.2 Collaboration and Service Delivery at the Judiciary Headquarter in Nairobi, Kenya

The researcher sought to evaluate the effect of collaboration on service delivery at the Judiciary Headquarters in Nairobi, Kenya. Collaboration emerged as a crucial element for enhancing service delivery, with an overall mean score of 3.85. The strong positive correlation between collaboration and service delivery, as indicated by a Pearson correlation coefficient ($r = 0.45$, $p\text{-value} = 0.000$), further confirms the integral role of collaborative practices in optimizing outcomes. Enhanced collaboration among various stakeholders—such as departments, suppliers, and external partners—contributes to improved communication, resource sharing, and problem-solving capabilities, ultimately enhancing service delivery outcomes. The importance of fostering a cooperative environment within the Judiciary is

underscored by the findings, emphasizing that effective collaboration is crucial for optimizing organizational performance.

The findings further indicate that effective collaboration is essential for successful procurement and service delivery. The involvement of users as project managers reflects a structured approach to collaboration, which contributes positively to service outcomes. However, challenges such as miscommunication and a lack of goodwill among stakeholders must be addressed to improve collaborative efficiency. The results underscore the necessity of fostering collaboration while providing adequate support, highlighting the need to develop strategies that enhance communication and cultivate goodwill to mitigate these issues and further improve service delivery.

This perspective resonates with existing literature, which emphasizes the positive effects of collaboration on service delivery. For instance, Hartley (2018) asserts that effective collaboration among departments can lead to improved service outcomes by reducing redundancies, facilitating innovation, and enhancing problem-solving capabilities. Moreover, the high mean scores for statements regarding support, external partnerships, and public trust align with research by Zhaolei et al. (2023), which suggests that adequate resources and collaborative efforts with external partners are crucial for enhancing service delivery and public satisfaction.

Nevertheless, the findings also highlight areas for improvement, particularly regarding efficiency and communication. The lower ratings in these domains indicate persistent challenges that need to be addressed. Previous research by Wang et al. (2023) has noted that while collaboration can yield significant benefits, managing communication and ensuring efficient inter-departmental coordination often remain obstacles. These challenges can impede the realization of the full potential of collaborative initiatives.

To optimize collaboration, the Judiciary should consider implementing training programs aimed at developing collaborative skills and establishing clear communication protocols. Furthermore, creating platforms for regular feedback

among stakeholders could enhance transparency and foster a culture of shared accountability.

4.8.3 Supplier Relationship Management and Service Delivery at the Judiciary Headquarter in Nairobi, Kenya

The researcher sought to investigate how supplier relationship management (SRM) practices affected service delivery at the Judiciary Headquarters in Nairobi, Kenya. The investigation into SRM practices revealed a strong relationship with service delivery outcomes. With a mean score of 3.50 reflecting effective management of supplier relationships, it is evident that the Judiciary recognizes the importance of nurturing partnerships with suppliers. This is crucial for ensuring the timely delivery of goods and services, which is fundamental in a context where delays can have significant implications for judicial operations.

Further analysis revealed a positive significant relationship, indicated by a Pearson correlation coefficient ($r = 0.35$, $p\text{-value} = 0.000$). This correlation suggests that effective supplier relationship management is associated with enhanced service delivery within the Judiciary. The findings emphasize the importance of fostering win-win relationships with suppliers, highlighting that prompt payments and trustbuilding practices are beneficial for enhancing service outcomes.

The results suggest that well-established supplier relationships facilitate better communication, coordination, and collaboration, ultimately leading to improved service delivery. Engaging suppliers as strategic partners rather than mere vendors allows the Judiciary to align services with specific needs. This partnership approach not only enhances the quality of goods and services provided but also ensures timely deliveries, thereby minimizing disruptions in service.

However, the findings also identify challenges that may hinder the effectiveness of SRM. Miscommunication and misunderstandings can undermine the potential benefits of strong supplier relationships. Addressing these issues is critical for sustaining effective partnerships and enhancing service delivery. Implementing regular communication protocols and feedback mechanisms can help in overcoming

these challenges, ensuring that both parties are aligned and responsive to each other's needs.

These findings resonate with existing literature that highlights the critical role of SRM in organizational performance. Research by Asa et al. (2023) underscores that effective SRM practices, including building trust and actively seeking supplier feedback, can lead to improved service outcomes and contribute to significant cost savings. The high mean scores for trust and feedback in the current study reflect the importance of these elements in fostering successful supplier relationships and enhancing service delivery.

Despite these positive aspects, lower ratings for timely delivery and consistency suggest areas where SRM practices may be less effective. Previous studies have noted that while SRM can offer substantial benefits, challenges such as ensuring timely delivery and maintaining consistency with suppliers can persist (Avornu, 2023). These challenges may impact the overall effectiveness of SRM practices in achieving service delivery goals.

To strengthen Supplier Relationship Management at the Judiciary, it is recommended to establish clear communication channels and regular engagement strategies with suppliers. Implementing performance metrics to evaluate supplier performance can provide valuable insights and foster accountability. Furthermore, investing in training programs for procurement staff on best practices in SRM can enhance their ability to build and maintain productive supplier relationships.

4.8.4 Inventory Management and Service Delivery at the Judiciary Headquarter in Nairobi, Kenya

Finally, the researcher aimed to examine the influence of inventory management on service delivery at the Judiciary Headquarters in Nairobi, Kenya. The examination of inventory management practices further illustrated their influence on service delivery, with an overall mean score of 3.60. Further analysis indicated a positive significant relationship, represented by a Pearson correlation coefficient ($r = 0.30$, $p\text{value} = 0.000$). From the findings, it is clear that inventory management practices

are essential for ensuring that necessary resources are available when needed, thus maintaining continuity in service delivery. The findings indicate that the Judiciary's ability to efficiently manage its inventory directly impacts operational efficiency, which is crucial for timely service provision.

The results highlight that advanced inventory management techniques, such as Justin-Time (JIT) systems and systematic tracking of supplies, contribute significantly to optimizing resource allocation and reducing wastage. The JIT approach, in particular, has emerged as a positive practice that aligns with efficient service delivery by minimizing excess inventory and associated costs. The absence of reported issues related to inventory management suggests that current practices are functioning well; however, continued adherence to JIT principles and proactive monitoring for potential issues will be vital for maintaining this effectiveness. This aligns with existing literature that underscores the importance of inventory management in optimizing service delivery. Research by Nyawanga and Otinga (2021), Odasco and Saong (2023), and Ayivi et al. (2022) highlights that advanced inventory technologies and practices like JIT can lead to significant cost savings and efficiency improvements.

The findings also indicate that while advanced technologies and JIT practices received higher mean scores, signaling their recognized benefits in streamlining inventory processes and enhancing service delivery, there are challenges that need addressing. Lower ratings for stockout prevention and supply availability suggest that despite the positive aspects of inventory management, issues persist in fully realizing these benefits. Previous studies have noted that unexpected demand fluctuations and supply chain disruptions can impact the effectiveness of inventory management practices (Nalubowa, 2021). Such challenges may explain the variability in responses regarding the effectiveness of inventory management in preventing stockouts and ensuring consistent supply availability.

To address these challenges, the Judiciary may need to implement robust inventory tracking systems, conduct regular audits, and enhance forecasting capabilities to anticipate demand fluctuations better. Investing in staff training can also equip

personnel with the skills necessary to manage inventory effectively, thus enhancing the overall efficiency of service delivery.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter presents a summary of the findings, conclusions and recommendations. The summary is structured according to the specific objectives of the study.

5.1 Findings

5.1.1 E-Sourcing Practices

The first objective focused on evaluating the influence of e-sourcing practices on service delivery at the Judiciary Headquarters in Nairobi, Kenya. The findings indicate that e-sourcing practices have a significant positive impact on service delivery. Specifically, e-sourcing has enhanced traceability and accountability in procurement transactions and has led to cost savings and improved the quality of goods and services. While respondents generally view e-sourcing as beneficial for these aspects, there are fewer consensuses on its impact on efficiency and transparency. This suggests that, although e-sourcing contributes positively to procurement and service outcomes, there are areas where its effectiveness is perceived to be less significant. Overall, e-sourcing practices are valued for their role in improving procurement processes and service delivery, reflecting their importance in enhancing organizational performance.

5.1.2 Collaboration

The second objective aimed to assess the effect of collaboration on service delivery at the Judiciary Headquarters in Nairobi, Kenya. The analysis revealed that collaboration significantly impacts service delivery, with positive effects observed in various areas. Specifically, collaboration among departments and stakeholders improves service efficiency, enhances service quality, and facilitates innovation and problem-solving. The data shows that effective communication and information sharing are managed well, contributing to better service delivery outcomes. However, while there is a general agreement on the benefits of collaboration, some variability in responses indicates that not all aspects of collaboration are perceived equally positively. Thus, collaboration is recognized as a crucial factor in enhancing service delivery, suggesting that fostering effective collaborative practices can lead to substantial improvements in organizational performance.

5.1.3 Supplier Relationship Management Practices

The third objective focused on examining the impact of supplier relationship management practices on service delivery at the Judiciary Headquarters in Nairobi, Kenya. The findings indicate that effective management of supplier relationships plays a crucial role in ensuring timely delivery of goods and services, improving product quality, and enhancing overall service delivery. Strong collaborative partnerships with suppliers contribute to better service outcomes, while transparent communication and long-term relationships with reliable suppliers further bolster consistency and reliability in service provision. Despite these benefits, there are areas where the impact of supplier relationship management practices could be more

pronounced, such as in achieving cost savings and integrating supplier strategies into the broader service delivery framework. The finding underscores the importance of maintaining robust supplier relationships to optimize service delivery and highlights the need for continuous improvement in this area.

5.1.4 Inventory Management

The fourth objective was to analyze the impact of inventory management on service delivery at the Judiciary Headquarters in Nairobi, Kenya. The findings reveal that effective inventory management practices are essential for ensuring the availability of essential supplies, minimizing stockouts, and optimizing resource allocation. Proper inventory management contributes to maintaining service quality by allowing for proactive adjustments to inventory levels and reducing costs through Just-in-Time practices. Advanced inventory management technologies also play a significant role in enhancing service delivery efficiency. Despite these advantages, there is room for improvement in the implementation of inventory policies and continuous improvement initiatives. The results highlight the need for ongoing efforts to refine inventory management practices to support consistent and efficient service delivery.

5.2 Conclusions

The study investigated the influence of supply chain management practices on service delivery at the Judiciary Headquarters in Nairobi, Kenya. The following conclusions can be made.

5.2.1 E-Sourcing Practices

E-sourcing practices have a significant positive impact on service delivery, particularly through enhanced traceability, accountability, and cost savings. These practices also contribute to improved quality of goods and services. However, the impact on efficiency and transparency appears less pronounced, suggesting that while e-sourcing offers substantial benefits, there are areas where its effectiveness can be further improved. The challenges associated with system integration and resistance to change need to be addressed to fully leverage e-sourcing advantages.

5.2.2 Collaboration

Collaboration among departments and with external stakeholders significantly enhances service delivery by improving efficiency, quality, and innovation. Effective communication and joint efforts lead to increased public trust and satisfaction. Despite these benefits, there are opportunities to strengthen collaborative efforts through better support and resource allocation, which could further optimize service delivery outcomes.

5.2.3 Supplier Relationship Management Practices

Supplier relationship management practices are crucial for timely delivery, quality improvement, and cost savings. The study finds that transparent communication, long-term relationships, and active feedback mechanisms positively influence service delivery. However, there is a need for more integrated supplier relationship management strategies to ensure consistent service delivery and address potential areas of improvement.

5.2.4 Inventory Management

Inventory management practices play a vital role in maintaining service quality and efficiency. Effective management ensures the availability of supplies, minimizes stockouts, and optimizes resource utilization. Advanced technologies and clear policies enhance service delivery, but there is a need for continuous improvement in inventory practices to address policy gaps and better manage inventory levels.

5.3 Recommendations

Based on the conclusions drawn from the study, the following recommendations are proposed.

5.3.1 E-Sourcing Practices

The study recommends that the Judiciary should address the challenges associated with the integration of e-sourcing systems by investing in comprehensive training and support for staff. This will help reduce resistance to change and ensure smoother transitions. In addition, the Judiciary management should focus on improving the efficiency of procurement processes and increasing transparency by refining e-sourcing platforms and implementing more robust tracking and reporting features.

5.3.2 Collaboration

The study recommends that the management should foster better communication and information sharing among departments to enhance collaborative efforts and streamline processes. They should also allocate adequate resources and support to collaborative initiatives both within the organization and with external partners to improve service delivery outcomes.

5.3.3 Supplier Relationship Management Practices

The Judiciary should focus on establishing and maintaining long-term relationships with reliable suppliers to ensure consistency and reliability in service delivery. To achieve this, they should improve transparency and open communication with suppliers to strengthen partnerships and enhance service delivery.

5.3.4 Inventory Management

There is need to invest in advanced inventory management technologies to streamline processes and enhance efficiency in inventory management. Additionally, the Judiciary should implement regular monitoring and adjustment procedures to proactively manage inventory levels and prevent shortages or surpluses. And lastly, establish and enforce clear inventory management policies and procedures to support effective service delivery and continuous improvement.

5.4 Suggestions for Future Research

Future research could conduct longitudinal studies to assess the long-term effects of e-sourcing practices on service delivery and organizational performance would provide insights into how these practices evolve over time and their sustained impact. Furthermore, investigating the influence of various supplier relationship management practices on performance metrics such as cost, quality, and timeliness could provide deeper insights into optimizing supplier relationships for better service delivery.

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APPENDICES

APPENDIX I: RESEARCH TOOLS

Introduction Letter

Date.....
To.....
.....

Dear Sir/Madam,

RE: COLLECTION OF RESEARCH DATA

I am a Master's student at Mount Kenya University conducting a research study titled "The Influence of Supply Chain Management Practices on Service Delivery at the Judiciary Headquarters in Nairobi." You have been selected as one of the participants to assist in providing valuable information for this study. Please be assured that all the information you provide will be kept confidential and will be used solely for academic purposes.

Thank you for your time and cooperation.

Mohamud Kuno Maalim

QUESTIONNAIRE

This questionnaire is meant to collect data regarding the title of Study "*The influence of Supply Chain Management practices on service delivery to the Judiciary HQ in Nairobi.*"

Please give answers in the spaces provided and tick (✓) where appropriate:

SECTION A: GENERAL INFORMATION

1. Personal Information:

a) Name:.....

b) Designation/Position:.....

c) Organization/Department:.....

2. Your gender

Male Female

3. Your Age

Below 30 years 31-40 years
 41-50 years above 50 years

4. Your level of education

Form 4 Certificate
 Diploma Bachelors

5. Qualification.....

6. How long have you worked in the current institution?

Less than 10 years
 Over 10 years

SECTION B: E-SOURCING PRACTICES

7. The statements that follow discuss the use of e-sourcing in Kenya's judiciary to supply services. To indicate how much, you agree or disagree with the assertions regarding your organization, “use the key (Strongly Disagree-1; Disagree-2; Neutral-3; Agree-4; Strongly Agree-5)”

	Statement	1	2	3	4	5
1	E-sourcing practices have improved the efficiency of procurement processes in our organization.					
2	E-sourcing has increased transparency in procurement activities within our organization.					
3	The implementation of e-sourcing has enhanced the competitiveness of our procurement procedures.					
4	E-sourcing has facilitated better communication and collaboration among stakeholders involved in procurement.					

5	The use of e-sourcing platforms has resulted in cost savings for our organization.					
6	E-sourcing practices have improved the overall quality of goods and services procured by our organization.					
7	Our organization has experienced fewer procurement delays since implementing e-sourcing practices.					
8	E-sourcing has enhanced the traceability and accountability of procurement transactions in our organization.					

SECTION C: COLLABORATION

8. The impact of collaboration on service delivery at Kenya's judiciary is discussed in the following paragraphs. Please indicate which level of agreement you have with the claims on your organization by checking the appropriate boxes using the key “(Strongly Disagree-1; Disagree-2; Neutral-3; Agree-4; Strongly Agree-5).”

	Statement	1	2	3	4	5
1	Collaboration among various departments improves the efficiency of service delivery in our organization.					
2	The cooperation between different stakeholders enhances the quality of services provided by our organization.					

3	Collaborative efforts facilitate innovation and problemsolving, leading to better service delivery outcomes.					
4	Communication and information sharing among departments and stakeholders are effectively managed, resulting in improved service delivery.					
5	Collaborative initiatives have led to increased public trust and satisfaction with our organization's services.					

6	Collaboration among various departments improves the efficiency of service delivery in our organization.					
7	The cooperation between different stakeholders enhances the quality of services provided by our organization.					
8	Collaborative efforts facilitate innovation and problemsolving, leading to better service delivery outcomes.					

SECTION D: SUPPLIER RELATIONSHIP MANAGEMENT

9. The following statements discuss how the Kenyan judiciary's service delivery is affected by supplier relationship management. To indicate how much you agree or disagree with the assertions regarding your organization, “use the key (Strongly Disagree-1; Disagree-2; Neutral-3; Agree-4; Strongly Agree-5).”

	Statement	1	2	3	4	5
1	Our organization's effective management of supplier relationships contributes to the timely delivery of goods and services.					
2	Collaborative partnerships with suppliers result in better quality products and services for our organization.					
3	Transparent and open communication with suppliers enhances our organization's ability to meet service delivery requirements.					
4	Establishing long-term relationships with reliable suppliers improves the consistency and reliability of our organization's service delivery.					
5	Effective supplier relationship management practices lead to cost savings without compromising service quality.					

6	Our organization actively seeks feedback from suppliers to continuously improve service delivery processes.					
7	Supplier relationship management strategies are integrated into our organization's overall service delivery framework.					
8	Our organization values trust and mutual respect in its relationships with suppliers, leading to improved service delivery outcomes.					

SECTION E: INVENTORY MANAGEMENT

10. The following statements discuss how inventory management affects the provision of services at Kenya's judiciary. To indicate how much you agree or disagree with the assertions regarding your organization, "use the key (Strongly Disagree-1; Disagree-2; Neutral-3; Agree-4; Strongly Agree-5)."

	Statement	1	2	3	4	5
1	Effective inventory management practices ensure that essential supplies are always available when needed, improving service delivery.					
2	Proper inventory management minimizes the risk of stockouts, ensuring uninterrupted service provision.					
3	Inventory management systems contribute to the efficient allocation and utilization of resources, optimizing service delivery processes.					
4	Regular monitoring and tracking of inventory levels help identify potential shortages or surpluses, allowing for proactive adjustments to maintain service quality.					
5	Just-in-Time inventory management practices lead to cost savings by reducing storage and carrying costs without compromising service delivery.					

6	Our organization employs advanced inventory management technologies to streamline processes and enhance service delivery efficiency.					
7	Clear inventory management policies and procedures contribute to the overall effectiveness of service delivery in our organization.					
8	Continuous improvement initiatives in inventory management positively impact service delivery outcomes over time.					

SECTION F: SERVICE DELIVERY

11. The following statements discuss the provision of services at Kenya's judiciary. To indicate how much you agree or disagree with the assertions regarding your organization, "use the key (Strongly Disagree-1; Disagree-2; Neutral-3; Agree-4; Strongly Agree-5)."

No.	Statement	1	2	3	4	5
1	The organization consistently meets customer expectations for service quality.					
2	Services are delivered in a timely manner as promised by the organization.					
3	The organization provides effective solutions to customer problems and inquiries.					
4	Employees are knowledgeable and skilled in delivering high-quality services.					
5	The organization has efficient processes for handling service requests and complaints.					
6	Service delivery is consistent across different departments and service channels.					

7	The organization invests in continuous improvement to enhance service delivery.					
8	Customers receive clear and accurate information about the services provided.					

INTERVIEW GUIDE Section 1: Service Delivery

1. Can you describe your role and responsibilities within the Judiciary Headquarters?
2. How familiar are you with Supply Chain Management (SCM) practices and their impact on service delivery within the judiciary?

Section 2: E-Sourcing Practices

3. How e-sourcing practices are currently implemented at the Judiciary Headquarters?
4. In your opinion, how have e-sourcing practices influenced the efficiency and effectiveness of service delivery?
5. What challenges, if any, have you encountered with e-sourcing practices? **Section 3:**

Collaboration

6. How is collaboration between different departments and external suppliers managed at the Judiciary Headquarters?
7. Can you provide examples of how collaboration has impacted service delivery?
8. What are the main challenges associated with collaboration in your context?

Section 4: Supplier Relationship Management

9. How does the Judiciary Headquarters manage relationships with suppliers?
10. What practices are in place to ensure effective supplier relationship management?
11. How do supplier relationship management practices affect service delivery?
12. What challenges have been observed in managing supplier relationships?

Section 5: Inventory Management

13. What inventory management practices are utilized at the Judiciary Headquarters?
14. How do these practices contribute to service delivery?
15. Have there been any issues with inventory management that have impacted service delivery?
16. What improvements could be made in inventory management to enhance service delivery?

CONSENT FORM FOR PARTICIPATION IN RESEARCH

Influence of Supply Chain Management Practices on Service Delivery at the Judiciary Headquarter in Nairobi

You are invited to take part in a research study conducted by Mohamud Kuno Maalim, a master's student at Mount Kenya University. The purpose of this research is to examine the influence of supply chain management practices on service delivery at the Judiciary Headquarters in Nairobi, Kenya.

This study aims to gather insights in the following key areas:

- E-sourcing processes
- Collaborative practices
- Supplier relationship management
- Inventory management

Participation Information

- Your participation is entirely voluntary.
- You are free to withdraw from the study at any point, without any consequences.
- The questionnaire attached will take approximately ten minutes to complete.
- All the information you provide will be treated with strict confidentiality.
- Your responses will be anonymized and used solely for the purpose of this research.
- Data will be presented in summary form, ensuring individual responses cannot be traced back to you.
- Although there are no immediate benefits or risks from participating, your contributions may help improve supply chain management and enhance service quality in the judiciary.

Consent to Participate

By choosing to participate in this study, you agree to the following:

- I have read and fully understood the details provided about this research.
- I acknowledge that participation is voluntary, and I am free to withdraw at any time without penalty.
- I understand that the information I provide will remain confidential and will be used only for academic purposes.
- I will receive an electronic copy of this consent form for my personal records.

Contact Information

For any queries or clarifications regarding the study, please contact:

- Mohamud Kuno Maalim at Mohamud.kuno@gmail.com
- Dr. Barasa at bwamalwa@mku.ac.ke

For questions about your rights as a participant, please reach out to:

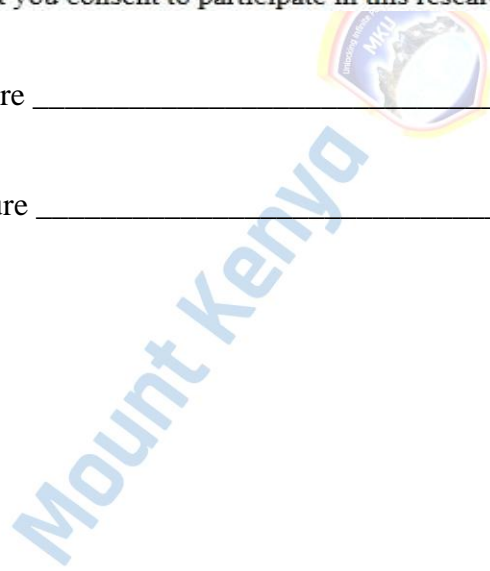
- Chairperson, Ethical Review Committee, Mount Kenya University, P.O. Box 342-01000, Thika.

Confirmation of Consent

By signing below, you confirm that you have read and understood the information provided and that you consent to participate in this research study.

Participant's signature _____ Date _____

Researcher's signature _____ Date _____



APPENDIX II: ERC CERTIFICATE



REF: MKU/ISERC/4386
TO: MOHAMUD KUNO MAALIM

Date: 11 September 2024

REG: MPSM/2022/36335

Dear Sir/Madam,

RE: INFLUENCE OF SUPPLY CHAIN MANAGEMENT PRACTICES ON SERVICE DELIVERY AT THE JUDICIARY HEADQUATER IN NAIROBI, KENYA

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **3106**. The approval period is **11/09/2024 - 10/09/2025**.

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**

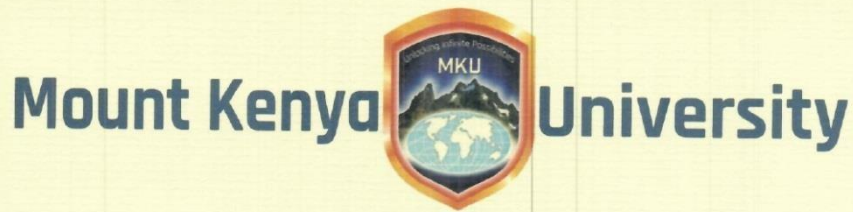
Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke> and also obtain other clearances needed.

Yours sincerely,



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

APPENDIX III: INTRODUCTION LETTER FROM MKU



DIRECTORATE OF GRADUATE STUDIES

MPSM/2022/36335

12th September, 2024

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

Dear Sir/Madam,


RE: MOHAMUD KUNO MAALIM- REGISTRATION NO. MPSM/2022/36335

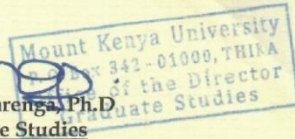
The purpose of this letter is to introduce the above named student who is pursuing **Master of Science in Procurement and Supplies Management** in the **Department of Management** in the school of **Business and Economics**

The title of the research is **"Influence of Supply Chain Management Practices on Service Delivery at the Judiciary Headquarter in Nairobi, Kenya."**. 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 **September, 2024 and November, 2024**.

Any assistance accorded to the student will be highly appreciated.

Thank you.


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



APPENDIX V: JUDICIARY APPROVAL LETTER



THE JUDICIARY

DIRECTORATE OF SUPPLY CHAIN MANAGEMENT SERVICES

17th September 2024.

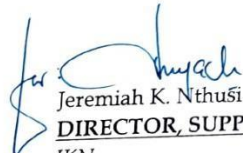
TO: MOHAMUD KUNO MAALIM
REG: MPSN/2022/36335

SUBJECT: APPROVAL TO CONDUCT RESEARCH IN JUDICIARY HQS,
SUPPLY CHAIN MANAGEMENT DIRECTORATE, NAIROBI.

Reference is made to the above-mentioned Subject, and your request to collect data for your research project titled **INFLUENCE OF SUPPLY CHAIN MANAGEMENT PRACTICES ON SERVICE DELIVERY AT THE JUDICIARY HEADQUARTERS IN NAIROBI, KENYA.**

The purpose of the research is to help conclude the master's studies that you are pursuing at Mount Kenya University, which requires a research proposal to attain a Master of Science in Procurement and Supplies Chain Management, in the School of Business and Economics.

Given the above, your request is granted and we wish you well in your studies.


Jeremiah K. Nthusi





DIRECTOR, SUPPLY CHAIN MANAGEMENT SERVICES
/JKN

APPENDIX VI: TURNITIN REPORT




15% Overall Similarity

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-  21 Missing Quotations 1%
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- 6%  Submitted works (Student Papers)

Mount Kenya

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Top Sources

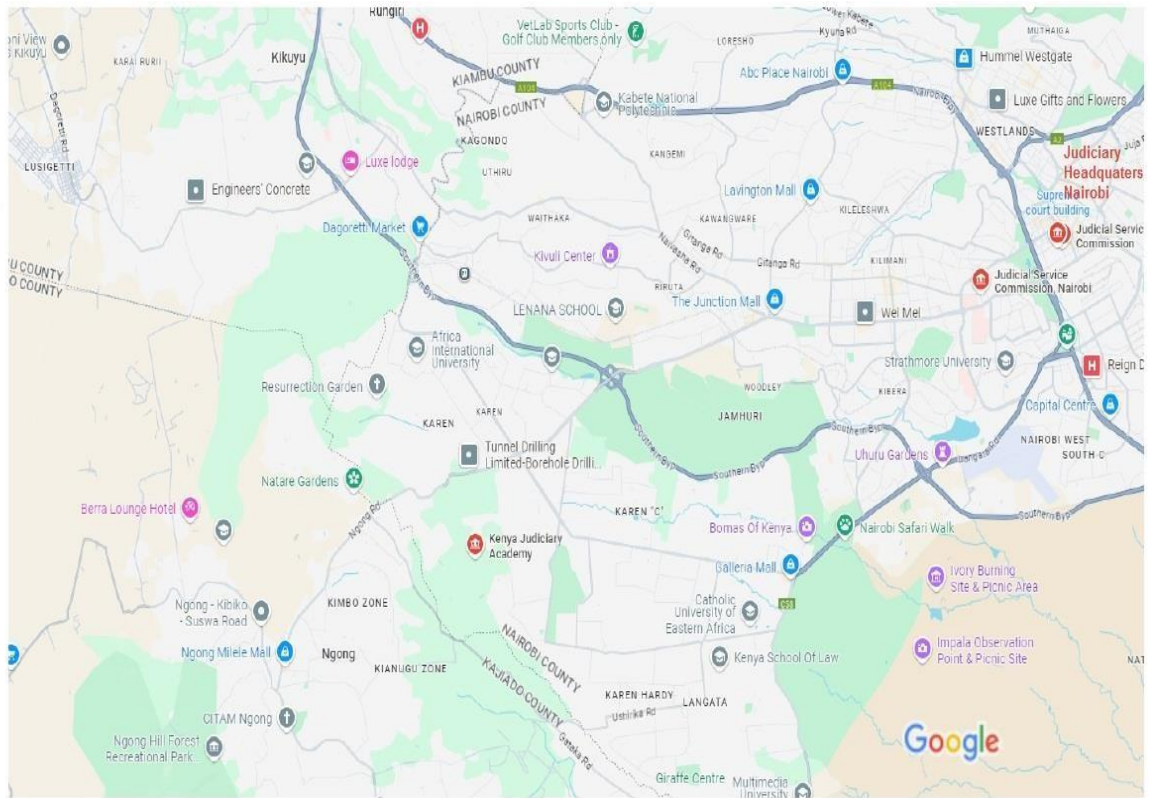
- 14% Internet sources
- 3% Publications
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Top Sources

The sources with the highest number of matches within the submission. Overlapping sources will not be displayed.

1	Student papers	
	Mount Kenya University	1%
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APPENDIX VI: RESEARCH SITE MAP



Mount Kenya

Email to Student

Dear Maalim,

You have been cleared to submit your final project by **4th November 2024**. In this regard, you are expected to submit the following;

- i. A Softcopy of the thesis/project in both MS word and PDF using the attached template
- ii. A duly filled **Template** for submission of abstracts and publication(s). If the publications don't apply to you, just write N/A
- iii. A separate approval and declaration page signed by the student and supervisor(s) in PDF

Notes

- i. It is an academic **MALPRACTICE** to submit work without the approval of your supervisor(s)
- ii. All PhD students **MUST** publish or show proof of acceptance of at least **TWO** research publications from their thesis work in **INDEXED** University recommended journals. A list of the recommended journals can be accessed using the link; <https://cgsr.mku.ac.ke/list-of-peer-reviewed-index-journals/>
- ii.

The documents above should be emailed to post.graduate@mku.ac.ke and copied to the Editorial Officer: hmwamdeo@mku.ac.ke with subject;

FINAL THESIS/PROJECT FOR (STUDENT'S NAME, REGISTRATION NUMBER).

Kind regards,



Mount Kenya