

**INFLUENCE OF STRATEGIC PROCUREMENT PRACTICES ON
PERFORMANCE OF KENYA POWER AND LIGHTING COMPANY IN
MOMBASA COUNTY, KENYA**

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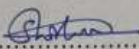
**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE AWARD OF MASTER OF SCIENCE DEGREE IN
PROCUREMENT AND SUPPLIES MANAGEMENT OF
MOUNT KENYA UNIVERSITY**

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DECLARATION AND APPROVAL

Declaration by the Student

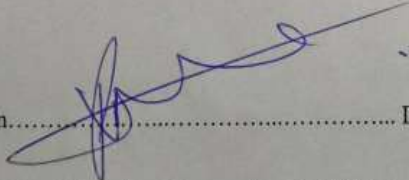
I declare that this research project is my original work and has not been presented in any other University for any other award.

Signature..........Date.....19/06/2024.....

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Mpsm/2022/52611

Approval by Supervisor

This research project has been submitted for defense with my approval as the Mount Kenya University Supervisor.

Sign..........Date.....19/6/2024.....

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DEDICATION

I dedicate this research project to my late mum Alice Wambui for being my motivation



ACKNOWLEDGEMENT

I am grateful for the support that my supervisor, Dr. Peter Wamalwa Barasa has accorded me in terms of supervision of my work. Additionally, I cannot forget the financial and moral support from my family, friends and relatives. My sincere appreciation also goes to Mount Kenya University for providing necessary resources such as lecturers and conducive environment that enabled me concentrate better in academics. The library department staff cannot be forgotten in appreciation for proving various support related to citations and references guidance. Am grateful to my colleagues who have ensured they utter encouraging words throughout the study.

ABSTRACT

The Procurement and disposal Act, 2015, gives guidelines and power to parastatals to ensure that the procurement process is fair and efficient to the participants. However, there have been procurement irregularities in KPLC that have caused massive financial hemorrhage. The purpose of the study was to examine the influence of strategic procurement practices on performance of Kenya Power and Lighting Company in Mombasa County, Kenya. The specific objectives were to determine the influence of outsourcing, negotiation, tendering, and inventory control on performance of Kenya Power and Lighting Company in Mombasa County, Kenya. The study had the resource-based view theory and transaction cost theory. It used quantitative research approach and descriptive research design on a target population of 113 staff of four KPLC offices located in Mbaraki, Mombasa CBD, and Nyali. This study used census method since the population of the respondents was not large. The closed and open questionnaires were administered to all the respondents, whereas the secondary data was generated from income statements and cashflow reports dating from 2020 to 2022. The questionnaire was pre-tested at KPLC Kilifi county office. Face, content and criterion validity were measured whereas Cronbach alpha was used to measure reliability. Descriptive statistics such as frequencies, mean and percentages were analyzed. The study was also used thematic method to analyze the open-ended questions and tables, pie-charts and explanations as main methods of data presentation. The study's finding on outsourcing practice was that, it influenced performance through increasing its competitive advantage through service delivery and lowering operational costs. However, outsourcing at times caused the public lose confidence with KPLC, due to low quality or occurrence of delays in providing urgent services and products. On negotiation practice, the study gathered that it influenced performance through ensuring that the procurement interests of the institution were considered in a mutual agreement among the suppliers. That notwithstanding, KPLC's negotiation process was affected by corruption by rogue staff with selfish interests. On tendering practice, the study gathered that it influenced performance through having clear tender operations regulations that guided the entire process. Nevertheless, there was a challenge of fully incorporation of ICT into the tendering process. On inventory control methods, the study gathered that it influenced performance through reduction of wastages, enhanced value of resources and boosted quality service delivery. However, there was an issue of maintaining consistency of policy systems towards guiding quality warehouse management. The study recommendations on outsourcing practice are that the procurement department management conducts a thorough check on the potential products and services outsources. On negotiation practice, the study recommends that KPLC senior management develop and implement anticorruption policies on corrupt staff. On tendering practice, the study recommends that senior management provides funds, increase awareness and strengthen the ICT implementation policies. On inventory control practice, the study recommends that the procurement department staff undergo training on warehouse management and disposal management.

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LIST OF ABBREVIATIONS AN ACRONYMS

ADB	Asian Development Bank
CRS	Congressional Research Service
EGH	Energy for Growth Hub
EOQ	Economic Order Quantity
EU	European Union
HRM	Human Resource Management
ICT	Information Communication Technology
IFRS	International Financial Reporting Standards
IMF	International Monetary Fund
IPP's	Independent Power Producers
JIT	Just-in-Time
KPLC	Kenya Power and Lighting Company
MRP	Material Requirement Planning
NCLR	National Council for Law Reporting
PPP	Public-Private Partnership

RBVT	Resource-based View Theory
UN	United Nations
VIM	Vendor Managed Inventory
WMS	Warehouse Management System



CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The need to have a reliable procurement process has been a growing concern for many institutions (Moshtari et al., 2021). This is because the quality and cost incurred to bring products and services into the organization is vital towards dictating the viability of the operations. Therefore, it has been the desire of institutions to have clear procedures they could rely on, to identify the purchase demands, suppliers, delivery and monitoring of the acquired products. This improves on the performance since quality products are channeled to the desired purpose on time. Notably, strategic procurement practices improve efficiency, reduce supplier related failures to deliver and enhance supply chain resiliency (Odong'o & Kazungu, 2023).

Strategic procurement practice is the process through which an institution ensures that appropriate quality and rightly priced products and services, are acquired at opportune time to meet a specific demand raised (United Nations [UN], 2020). Therefore, in other terms the decisions made by a procurement officer in regards to obtaining what is needed and in the right time ensure that an institution's operations are not halted. Developing policies and structures that are followed is a key aspect when an institution would wish to save money and time. Strategic procurement strategies that will be considered include outsourcing, negotiation, tendering and inventory control.

Outsourcing is the process through which a parastatal institution relies on the services of another institution to buy stocks from a seller on their behalf (International Monetary Fund [IMF], 2023). This could include relying on a shipping company to purchase overseas products on the behalf of the institution. Therefore, it is paramount that institutions mainly consider this practice when the required products are out of reach and the cost incurred to reach out on individual capacity is higher than using a third party.

Negotiation is the process of discussion so as to agree with a buyer or seller on the price, payment timelines, and other conditions to be fulfilled for the process of procurement to be successful (Australian Government, 2020). Institutions are able to make purchases and sales based on the level of agreement they reach with various parties. When negotiating, the agreed price could be higher than the actual purchase cost or equivalent but not lower than that. Tendering is the process where an institution allows different supplies to name their pricing structure of a need raised through use of proposal or bids (Congressional Research Service [CRS], 2023). This procurement process enables the institution issuing the tender to weigh in the different price averages and select the most reasonable and effective price. Inventory control is the process through which the levels of inventories are frequently monitored to ensure that required amounts to be ordered is known and when the orders are to be done. This process ensures that the quality of stock that an institution has is not negatively affected by the environment its stored till its utilization time.

According to Lingegård and Oelreich (2023), effective procurement processes have been established to lead to improved performance. This is because, when there are qualified staff

who know what they are supposed to achieve, the chance of making procurement errors like getting low quality or spoiled goods is reduced. Notably, Chen (2023) defines financial performance as the process of ensuring that the shareholder's wealth is maximized through consistent procurement decisions that minimize cost and increase revenue of an institution. Regrettably, parastatals have been struggling to ensure that their performance is within the required thresholds particularly due to poor procurement processes implemented.

Globally, procurement departments in America, have been struggling with employee fraud who select their preferred bidders as a means of canvassing with them to share the profit irregularly. In a state like Florida, procuring products has been a problem particularly due to inflation and high cost of materials (Theal & Gomes, 2023). Further in Europe, parastatals have also faced the challenge of poor procurement policy adherence and unqualified procurement staff to run the process of tendering (Chui, 2020; Maciej & Alison, 2022).

Further, in France and United Kingdom, there have been concerns of low quality of materials particularly when outsourcing is done without conducting a thorough background check (European Union [EU], 2020; Jones 2021). In Asia, Asian Development Bank [ADB] (2023) suggested that procurement processes have been negatively affected by inflation, political interference and high operational costs.

Regionally, according to IMF (2023), parastatals in South Africa have been experiencing poor delivery of products due to inadequate negotiating skills and lack of leadership support particularly towards the provision of funding. According to Assam et al. (2023), there has been poor monitoring and evaluation of parastatal's inventory in Nigeria. In Uganda, procurement has been greatly hindered due to inconsistency in audit of products and unfavorable laws.

Locally, the Presidential Taskforce (2021) accused procurement departments in parastatals like Kenya Power and Lighting Company [KPLC] of over-expenditure especially when they have to operate within a budget. According to Njeru and Muthini (2023), there has been poor implementation of technology to monitor stock hence existence of old stock clearance issues and also poor cost of purchase and storage tracking methods. In Mombasa County, Kenya, there have been challenges related to lack of updated systems to manage inventory hence old stock takes up storage space among parastatals in the region (Mariam & Kisimbii, 2020). Further there have been experiences of resistance to adopt current procurement strategies by staff and increased cyber-attack on procurement systems. These issues have caused the study to examine the influence of strategic procurement practices on performance of Kenya Power and Lighting Company in Mombasa County, Kenya.

1.2 Statement of the Problem

The Procurement and disposal Act, 2015, gives guidelines and power to parastatals to ensure that the procurement process is fair and efficient to the participants (National Council for Law Reporting [NCLR], 2015). Therefore, various procurement practices like outsourcing, negotiation, tendering, inventory control and disposal of assets is stipulated to ensure that favoritism, nepotism and misappropriation of public resources is eliminated. By doing so, quality products and services are procured at a cheaper cost to serve the nation. This result to increased public confidence on the rendered services hence upsurge of revenue generated.

Notably, the main problem was that there had been procurement irregularities in KPLC that caused massive financial hemorrhage through leakages identified in the procurement systems, stock control, embezzlement and high law suits costs (Presidential Taskforce, 2021). This is whereby the senior management in the institution, had been directly implicated in irregular tender awarding, corrupt procurement decisions on outsourcing, and poor contract adherence, resulting to a public outcry on the safety of their funds.

Failure to address these challenges on time would eventually lead to loss of public trust towards the institution hence shifting their loyalty to alternative sources of power supply such as solar power companies and geothermal industry. This meant that in the foreseeable future, the revenue generated by the parastatal would be unstable due to eventual loss of market share. Studies like (Masoud, 2023; Nkunda et al., 2023) explored how interference

of procurement process by politics, staff competence, and collaborative outsourcing impacted the performance of Tanzania's parastatals.

Locally, (Chama & Ndeto, 2023 and Ingutia, 2020) examined elements like incorporation of technology, regulatory framework, and supply chain strategies as means of improving efficiencies in procurement processes in Kenyan parastatals. Other studies like (Munyi et al., 2023 and Ng'ang'a, 2023) considered how e-procurement strategies and strategic outsourcing affected Kenya's energy firms. Notably, the gap identified was that there were few studies that addressed how strategic procurement practices such as outsourcing, negotiation, tendering and inventory control in general affected performance of parastatals such as KPLC. Therefore, the study examined the influence of strategic procurement practices on performance of Kenya Power and Lighting Company in Mombasa County, Kenya.

1.3 Purpose of the Study

The purpose of the study was to examine the influence of strategic procurement practices on performance of Kenya Power and Lighting Company in Mombasa County, Kenya.

1.4 Research Objectives

- i. To determine the influence of outsourcing practice on performance of Kenya Power and Lighting Company in Mombasa County, Kenya
- ii. To assess the influence of negotiation practice on performance of Kenya Power and Lighting Company in Mombasa County, Kenya

- iii. To examine the influence of tendering practice on performance of Kenya Power and Lighting Company in Mombasa County, Kenya
- iv. To evaluate the influence of inventory control practice on performance of Kenya Power and Lighting Company in Mombasa County, Kenya

1.5 Research Questions

- i. What was the influence of outsourcing practice on performance of Kenya Power and Lighting Company in Mombasa County, Kenya?
- ii. How did negotiation practice affect the performance of Kenya Power and Lighting Company in Mombasa County, Kenya?
- iii. What was the influence of tendering practice on performance of Kenya Power and Lighting Company in Mombasa County, Kenya?
- iv. How did inventory control practice affect performance of Kenya Power and Lighting Company in Mombasa County, Kenya?

1.6 Justification of the Study

There has been a growing concern in Kenya on the overall operations of KPLC and increasing cost of electricity supply (Ochido & Njoroge, 2023). On the one hand, the public had been complaining of not getting value for their money on electricity units since their depletion rates are high. That notwithstanding, being the only government backed parastatal that supplied household power in Kenya, it enjoyed the monopoly of adjusting price cost per unit on electricity supplied (Ochido & Njoroge, 2023). On the other hand, the institution's management had always complained of poor financial performance partly due to inflation and high costs incurred to procure power equipment such as transformers,

cable, posts, smart meters, among others (Energy for Growth Hub [EGH], 2020; The Kenyan Wall Street, 2023).

Therefore, there was need to keenly look into the strategies that the management had been employing in their procurement process related to outsourcing, negotiation, tendering and inventory control (KPLC, 2023). This would enable the study contribute inflective to the field of knowledge on the missing aspect such as how flaws and gaps in the procurement processes has been depleting the revenue kitty of the parastatal.

1.7 Significance of the Study

The findings derived from the study would be useful to the management of KPLC. This is because they would know the areas of weaknesses as far as policy structure of strategic procurement practices are concerned. Therefore, they could opt to consider the recommended changes in policies for inflective process on outsourcing, negotiation, tendering and inventory control processes.

The government would generally get to get updated information on the struggles that its parastatals undergo when conducting the procurement process. This would enable the government to formulate a basis to either inject more funding to the procurement process to add value chain for reliable and quality power supply stock. Additionally, the government may also incorporate training to parastatals on unbiased tendering, negotiation, and inventory control to minimize wastage of resources.

Further, the staff of KPLC would understand how their actions in the procurement process affect the entire institutional' performance. This would enable them develop professional skills and integrity when conducting the procurement process hence minimize poor implementation of assigned tasks since they had detrimental influence on performance.

The suppliers could use the findings of the study as a guideline on the most suitable procurement practices that work and those that don't as far as KPLC was concerned. This would eventually give them a more upper hand while negotiating and tendering for supplies of power equipment.

Additionally, the debtors would find the study useful on the basis of understanding how failure to pay their dues affected the internal processes. This is in terms of the buying of equipment and payment of staff involved in procurement processes for sustainable power supply in the country.

The general public could use the findings to increase their knowledge of matters of supplies and procurement. They could use the conclusions and recommendation to improve their awareness on how procurement process is done, the pros and cons of the same and also compare how other parastatals have been doing. Gaining this information would increase their zeal to protect the power equipment from theft and destruction from citizens of ill motive.

Notably, the study would contribute new knowledge in distinguishing what works and what doesn't as far as strategic procurement strategies were concerned. Therefore, this would enable ascertain the influence of the strategies towards performance of KPLC in Mombasa County, Kenya.

1.8 Limitation of the Study

The top leadership of KPLC had been recently reshuffled by the president hence the new appointees had reformed the policy framework that had been in use, such as the one relating to procurement practice. Therefore, this meant that the internal processes of outsourcing, negotiation, tendering and inventory control had changed hence most staff had not yet been conversant with the new policy framework. However, the study collected data based on the legal strategic procurement practices that had been in use for the past three years to ensure that there was high participation of the respondents.

1.9 Scope of the Study

The study was conducted in KPLC stations of Mombasa County, Kenya whereby outsourcing, negotiation, tendering and inventory control processes were ascertained. The study collected quantitative data through issuing questionnaires to procurement operations staff and qualitative through interviewing procurement managers. Additionally, the study also collected secondary data to measure the performance of KPLC for a period of 3 years from 2021 to 2023. The secondary data involved financial reports related to statements of financial position and as well as income statements. The study got gross income, net

income and expenses (loss on disposal of property and equipment, inventory provision, deferred creditors, and electricity suppliers).

1.10 Assumption of the Study

The study worked through an assumption that there was a functional procurement department in KPLC Mombasa which was well staffed and managed. The second assumption was the procurement department had been authorized to perform the procurement processes such as outsourcing, negotiation, tendering and inventory control on behalf of the institution.

1.11 Operational Definition of Key Terms

Inventory Control	This is the process through which the levels of inventories are frequently monitored to ensure that required amounts to be ordered is known and when the orders are to be done.
Negotiation	This is the process of discussion so as to agree with a buyer or seller on the price, payment timelines, and other conditions to be fulfilled for the process of procurement to be successful.
Outsourcing	This is the process through which an institution relies on the services of another institution to procure stock or offer services on their behalf.
Strategic Procurement Practice	This is the process through which an institution ensures that appropriate quality and rightly priced products and services are acquired at opportune time to meet a specific demand raised.
Tendering	This is the process where an institution allows different supplies to name their pricing structure of a need raised through use of proposal or bids

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The chapter ventured into theoretical framework and empirical review of prior studies that had been done in relation to the variables of the study and concluded by the conceptual framework.

2.1 Theoretical Framework

The study had the resource-based view theory which guided the outsourcing and inventory control variables. Further, the transaction cost theory guided the negotiation and tendering variables.

2.1.1 Resource-based View Theory [RBVT]

This theory was developed by Wernerfelt (1984) and guided outsourcing and inventory control practices of the study. The theory stated that in any organization, there were resources that when fully utilized could cause the institution have a competitive advantage in the market. These resources could either be internal or external but the main aspect was their availability when needed in the normal operations of the institution. Further, the resources were uniquely valuable such that they could not be easily replicated or gotten from another source (Moshtari, *et al.*, 2021).

Therefore, resource-based view theory explained that during the normal operations that involved outsourcing practice, KPLC ensured that the products and services gotten were unique. In terms of products, the institution procured high quality electricity equipment and machinery. This was so since they were needed to transmit power to long distances and over long duration of time (Kaufman et al., 2022). Additionally, electricity being the main source of power in most nations, had multiple uses such as being used to run industries, companies and homesteads. This meant that the equipment conducting this power was of high quality and less of defaults to ensure that the flow of electricity was undisrupted and safe for people to use it.

Therefore, KPLC considered procuring offshore power equipment to get the best international deals that promote excellence. In regards to services, KPLC ensured that the expertise required to perform various power management tasks was gotten from the very best (Onafadeji et al., 2023). The experts provided services relating to meter reading and distribution, electricity poles management, security and ICT services. Therefore, having high academic and experience qualifications and as well as high worth personal connections enabled the experts to deliver the best service at a cheaper cost (Mariam & Kisimbii, 2020).

Additionally, resource-based view theory explained inventory control practice in the sense that KPLC ensured that it had the required number and good quality of equipment and goods at all times in storage to provide the best power supply services. Therefore, to ensure that the right inventory needed for a particular task was delivered on time, KPLC used

various control method such as ABC inventory classification, economic order quantity, fixed order quantity inventory control, just-in-time inventory control and warehouse management system (Tarus & Ndeto, 2021). Using these inventory control methods, it improved keeping the power equipment and other goods in vicinity for easier reach. Additionally, it saved on time and space since storing and retrieving process was well advanced.

Notably, the resource-based view theory had been previously used by past studies such as when Onafadeji et al. (2023) investigated the implications of outsourcing operations on performance of electricity power firms in Benin-Nigeria. Further, Tarus and Ndeto (2021) used the theory when ascertaining how Kenyan parastatals were performing based on strategic procurement. Additionally, Kamchape (2020) explored how the supply chain performance was advanced when procurement strategies and processes were applied in microfinance banks in the nation of Tanzania.

2.1.2 The Transaction Cost Theory

This theory was developed by Coase (1937) as cited by Cuypers et al. (2021) and guided negotiation and tendering practices of the study. The theory stated that organizations made effort to negotiate since transactions had a cost attribute which the institutions incurred when looking for business partners and enforcing contracts. Therefore, the negotiation took place since the organization would wish to reduce the cost of procuring goods and services. Additionally, they could also negotiate to seek more favorable terms on the delivery of these goods (Cuypers et al., 2021). This was because, the supplier had high costs attributed

to shipment hence the need to negotiate. Notably, negotiation enabled an organization to have clear contract timelines and warrants of the procured goods for purposes of security from spoilage.

Transaction cost theory informed on negotiation practice in regards to the nature and process of negotiation. It was paramount to establish that when KPLC was reducing the cost of supplied products and service, it subjected the same to various types of negotiation such as principled, team, multiparty, adversarial, and avoidance negotiations among others (Jones, 2021). All these aspects enabled the institution to have an upper hand towards getting the best business deal that could support its operations at the lowest cost, convenient time and reliable delivery method.

This enabled the institution make reliable negotiation strategies that put it in the frontline perspective towards realization of its vision and mission. It was also paramount to point out that once a clear channel of negotiation had been established on particular suppliers, future decisions became efficient to make (Muema & Muli, 2022). This was so since there was a pool of suppliers to provide the needed products and services. Therefore, the easier it was to have reliable and cost-effective supply partners, the higher the chances of stability of the institution's operations.

Transaction cost theory also informed the tendering practice in the sense that KPLC also made effort to select various suppliers through a competitive process. This was where a tender was floated for interested suppliers who had enough capacity to deliver were invited

(Njeru & Muthini, 2023). The main purpose of this process was to ensure that the supplied products were not only restricted to one corporate or individual but to many.

Through various tendering methods such as open, restricted, competitive dialogue and negotiated tendering, KPLC enabled to select a reliable source from which a certain supply project was completed (Odong'o & Kazungu, 2023). Considerably, the tendering process gave KPLC a chance to negotiate better terms from the suppliers due to the bulky supply needs. This led to high quality equipment and services at a cheaper cost, efficiently delivered and on the right time, before any payment was made (Roy et al., 2023). Through this method, the organization was able to assess the supplied goods without pressure for the greater good of their operations.

2.2 Empirical Review

Nkunda et al. (2023) examined how government institutions were able to perform better as a result of when two or more combined efforts to purchase products as a group so as to increase their bargaining power in Tanzania. Sixty-two procurement articles were reviewed and it was established that government institutions mainly used third-party, piggy-backing, professional and project groups as collaborative practices. As a result, the prices were considerably low, manageable transaction costs, access to the best products and suppliers, less tedious process, and low risks.

Considerably Nkunda et al. (2023) noted that performance was also affected by the difference in demands, rigidity and lack of monitoring and evaluation opportunity of the

process of procurement. This was because an individual institution could not really have a significance influence to adjust the quantity levels of the whole group. However, Nkunda et al. (2023) did not explore performance aspects like how purchasing through a group affected the implementation of procurement policies at individual institutions.

Further on, Waweru (2023) assessed how electric power affiliated firms in Kenya, were utilizing the supply chain and how it economically benefitted them. The study used descriptive research design and purposive sampling design was used to have ninety-four employees in electricity power institutions such as KPLC, KenGen, KETTRACO and REC, whereby seventy staff answered the issued questionnaires. According to Waweru (2023), customers became more satisfied especially when the staff involved in making procurement decision got continuous learning opportunities and also when there was availability of quality resources in departments, to have seamless flow of power. This increased the revenue and as well as the clientele. However, Waweru (2023) did not specify whether the sampled employees were the management or operations staff. Additionally, the study used purposive sampling method which was a non-probability method to be used in a scientific study.

Additionally, Saoke (2021) assessed how the service delivery was impacted by the continuous use of the procurement decision making centralization in KenGen. The study which was basically a synopsis of the journey that procurement sector had travelled, revealed that the performance of KenGen improved due to there was more support accorded, integration of procurement systems and increased coordination of procurement

with other departments. Therefore, the study pointed out that the main issue with centralization was that it was becoming a hard task for KenGen to determine which procurement operations needed to be centralized and which did not. However, the study failed to consider how the KenGen procurement department was ensuring that there was frequent monitoring and evaluation of procurement decision brought about increased performance of not only procurement department but the whole institution.

In addition, Ng'ang'a (2023) explored how the energy sector's performance related to supply chain was influenced by e-procurement methods in Kenya. Various organizations like KPLC, KenGen, Total and Kenol Kobil companies were included whereby two hundred and fifty-six population was considered. Simple random method was applied whereby thirty percent of the population which was seventy-seven participants was considered when distributing questionnaires. According to the study, the utilization of e-procurement increased significantly the performance of the supply chain aspects like e-material management and integration. Notably, the aspect about e-tendering did not in any way improve supply chain of the institutions. However, the study did not consider other e-procurement practices such as inventory control, outsourcing and negotiation. Additionally, the study did not authenticate the affiliated institutions from which the procurement professionals involved in pilot testing originated.

Notably, Ingutia (2020) examined how KPLC's performance was affected by strategies implemented related to supply chain. Secondary sources based on longitudinal designs were consulted from strategic, operational, procurement plans and as well as the budgets.

Therefore, the study discovered that lean agile and hybrid supply chain management methods were frequently used to bring about profitability margins and reliability at KPLC. However, the study concentrated only on secondary data and did not include quantitative data to ensure that factors related to how the challenges enshrined in the supply chain strategies affected the overall procurement processes.

2.3 Conceptual Framework

The study had two types of variables which were independent and the dependent variable. The independent variables comprised of outsourcing, negotiation, tendering, and inventory control practices. The indicators of outsourcing were meter reading and distribution, electricity poles management, security services, offshore procurement of power equipment and ICT services. The indicators of negotiation were principled, team, multiparty, adversarial, and avoidance negotiations. The indicators of tendering were open, restricted, competitive dialogue and negotiated tendering. The indicators of inventory control practices were ABC inventory classification, economic order quantity, fixed order quantity inventory control, just-in-time inventory control and warehouse management system.

The dependent variable included performance which had indicators such as effective implementation of procurement policies, selecting quality suppliers to ensure profitability, employment of productive procurement staff, efficient decision-making process, monitoring and evaluation of procurement practices. The conceptual framework is provided in Figure 1.

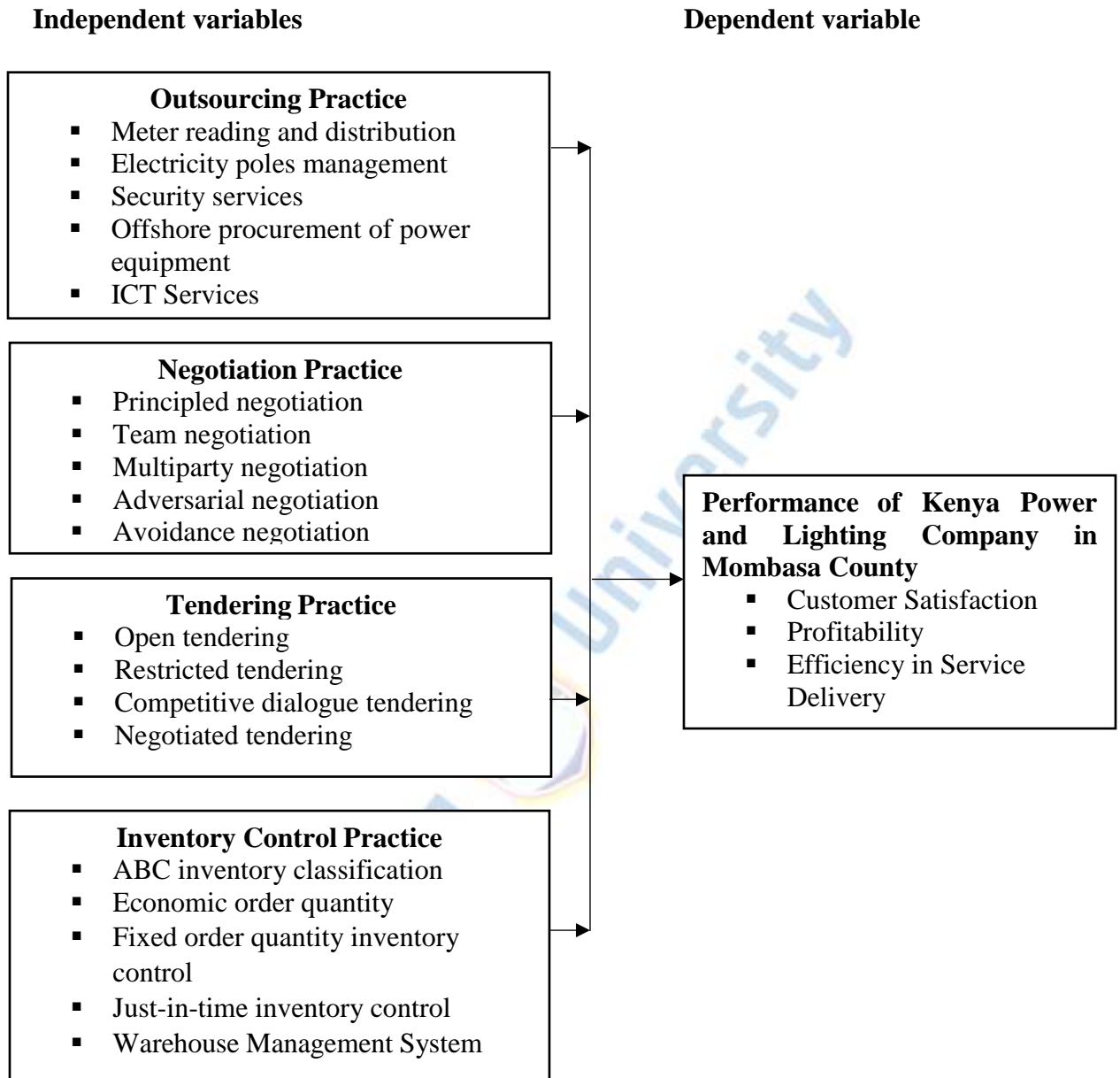


Figure 1: Conceptual framework

Source: Researcher (2023)

2.2.1 Outsourcing Practice and Performance of Kenya Power and Lighting Company in Mombasa County, Kenya

In the normal operations of an electricity generating organization, they require to outsource various equipment and services that cannot be generated internally. In terms of equipment, the organization considers other suppliers who are providers of wire lines, meter boxes, transformers, capacitors, vehicles, furniture and others (Banker et al., 2023). These products make it easy for the organization to effectively deliver its mandate with relative precision. In regards to services, organizations consider services such as meter reading and distribution, electricity poles management and technological maintenance services. It is through a combination of these products and services that a power generating company would effectively perform its tasks (Changalima et al., 2022).

Poblete and Halldórsson (2023) explored the various sources of energy services used by end consumers and how the energy firms outsource them in Sweden. Eighteen responders were interviewed from eighteen energy firms. The study established that various outsourcing was done on acquiring energy efficient equipment, consultation on how to increase efficiency of the energy, building services, maintenance services and operation services such as energy distribution interface management. However, Poblete and Halldórsson (2023) did not specify how the outsourcing was done in electricity power firms.

Further, Banker et al. (2023) examined the various in and outsourcing methods used by the electricity power firms in Brazil and the issues affecting the uncertainty of demand.

Notably, Banker et al. (2023) derived their panel data from ANEEL dating from 2011-2012 on eighty firms. The study ascertained that on the one hand, firms not linked to government mainly relied on, in and outsourcing of labor (meter reading and electricity poles management) based on relative prices. On the other hand, when there was a spike in demand, the government linked firms outsourced more labor that was less costly based on input price. This was because government linked firms had more than profit maximization reason for existence hence reducing the risk of using insourced labor when the demand was volatile. Notably, Banker et al. (2023) did not consider how the fluctuation in demand affected the outsourcing of products like purchase of electricity power equipment.

In addition, Onafadeji *et al.* (2023) investigated the implications of outsourcing operations on performance of electricity power firms in Benin-Nigeria. Fourteen managers were purposively sampled and issued with questionnaires to fill in which had been pretested by one manager at Ikeja Electricity power firm. According to the study security, cleaning, payroll, customer service, and marketing were the major outsourced services by the electricity firm. Others were meter reading and distribution, ICT, HRM, and Legal services. That notwithstanding, Onafadeji *et al.* (2023) failed to incorporate the outsourcing of offshore procurement of power equipment since Nigeria was an oil producing nation but with less operations on electricity power equipment generation.

Further on, Changalima *et al.* (2022) considered on the aspects that ensured that the procurement performance in government linked institutions was affected by supplier development in Tanzania. The study consulted panel data from one hundred and seventy-

nine firms involved in procurement. According to Changalima et al. (2022), outsourcing from a reliable supplier increased performance but the issues surrounding contract management reduced performance significantly. This meant that when the government linked institutions outsourced services, they definitely entered in a contract agreement with the supplier of services. However, when the contract was faced with uncertainties like low quality of services, it led to declined performance. Regrettably, the study admitted that the findings were sidelined to only government linked institutions and not the supplier themselves. There was therefore a need to also incorporate the findings from the suppliers explaining the reasons for not honoring the contract agreement.

Additionally, Tarus and Ndeto (2021) conducted a study on ascertaining how Kenyan parastatals were performing based on strategic procurement. One hundred and eighty-seven staff in government linked institutions were included in the study whereby one hundred and twenty-eight of them were purposively selected. Questionnaires were distributed whereby one of the objectives was outsourcing. Notably, the study discovered that improved performance was brought about by quality outsourcing. Additionally, most government linked institutions majorly outsourced technical expertise in various e-services which reduced cost, increased transparency and value for money. However, the study did not reveal the background basis of the parastatals sampled using purposive method nor the job ranks of the sampled population. Therefore, it was vague on the nature of technical expertise the parastatals were consulting.

2.2.2 Negotiation Practice and Performance of Kenya Power and Lighting Company in Mombasa County, Kenya

Negotiation practice which involves a lot of bargaining requires skills and experiences to successfully secure a business deal in an organization. Therefore, in case there has been a conflict between the organization and another party, principled negotiation is applied to come up with a mutually accepted result (Byrne et al., 2022). This could relate to conflicts related to loss of power, lack of getting the right units, and overcharging on post-paid electricity bills, among others. Therefore, to have a clear outcome, principled negotiation is the best approach so as both the client and the institution is not disadvantaged based on the decisions made (Nwankiti & Air, 2023). Additionally, organization also allows different negotiation partners to speak out their minds so that their views are heard. This promotes team negotiation as a way to incorporate everyone present during the negotiation process.

According to Byrne et al. (2022), different organizations also find themselves where they are negotiating with an authoritative institution. In such a case, every representative of each organization argues their points as a way of ensuring that they secure the best deal to their parent organization. This kind of negotiation is referred to as multiparty negotiation (Kaufman et al., 2022). However, there may cases whereby the negotiation becomes combat to some kind such that the tougher and bolder the negotiator, the higher the chances of them winning a bargain. In such scenarios, it hardly applies the calm scenario but rather a provoking approach to win a bargain. Further on, negotiation could also escalate to

avoidance bargaining whereby the parties involved withdraw from a bargain particularly when their interests have not been met.

Abang (2023) examined how procurement was advanced as a result of negotiation practice in Malaysia. Secondary data was collected from articles and e-library portals. The study found out that various authors had noted that there was team, adversarial and principled categories of negotiation. According to the study negotiation promoted smooth business transaction, agreement on the quality, customization and set delivery date, place and time. It was established that when negotiation skills are not present, it becomes costly doing business which reduces significantly the profit margin. Additionally, the study noted that negotiation processes were mainly halted due to low trust levels, and poor bargaining skills. However, the study indicated that government institutions should not be involved in negotiation but did not clarify if the perspective was from a regulator or as part of negotiators point of view. Additionally, the use of secondary sources could have led the study to become biased in its finding.

Further, Kaufman et al. (2022) conducted a study to assess how supplier negotiation affects both the design aspect and procurement results. The basic data collection method employed was anchored to ascertain whether negotiation done by writing or talking influences the procurement outcome. Therefore, on the one hand, the study used an approach of configuration on how narrative writing can cause a positive negotiation impact. On the other hand, the study interviewed negotiation participants who included 6,555 Amazon's Mechanical Turk (MTurk) sales staff, to ascertain how this also influences procurement

outcome. According to Kaufman et al. (2022), the various rationale and tone of the narrative, provided and increased or decreased in the outcome. Additionally, the disposition to compromise and trust were major key considerations affecting the negotiation process. That notwithstanding, Kaufman et al. (2022) assessed negotiation of a specific buyer and seller but not in the perspective of a team or multiparty negotiation.

Further on, Byrne et al. (2022) investigated how retailing of electricity power led about to price discrimination particularly as a result of negotiation in America. The main issue was that the low-income consumers were being overcharged especially due to privately negotiated prices. Therefore, the study used bargaining scripts that had prices through which consumers were to buy from. The study gathered that various high price offers were anchored on the retailer perceptions of consumer switching costs. This is whereby, the clients willingly searched and individually bargained their way out without necessarily asking how much was the market rate of retail power. However, the study did not reveal the existence of the standardized price range policy framework established to guide on electricity power charges to consumers and also to enable them bargain on the right price range.

In addition, Nwankiti and Air (2023) explored how the relationship between buyers and suppliers of oil and gas industries as affected by negotiation in Nigeria. Anchored on review of literature, the study established that when procurement was mainly organized in three phases which were involvement, development and fully established relationship of the supplier. During these stages, various types of negotiation were applied such as

multiparty, adversarial and integrative negotiations. However, negotiation process was greatly hampered when norms, contract and standards were violated, since the quality was affected. Therefore, there is need to expand this study further to electricity industry and assess the issues affecting the negotiation process particularly at KPLC.

Notably, Guma et al. (2022) scrutinized how access of electricity was affected by digitalization process in Kibera Nairobi. Therefore, among the variables considered, the negotiation process was also a factor of interest on the prepaid and postpaid meters. According to the study, the negotiation power was increased on post-paid meters while it diminished on the pre-paid meters. This is because, on the postpaid, the clients got a chance to negotiate on the number of units consumed, especially when there was upsurge of the consumption level against the norm. Additionally, the clients got a chance to negotiate on the frequency of payments on added expenses in the monthly bills. However, the digitalization of meters that brought about pre-paid services, reduced the negotiating power of the client since there was no client-supplier interaction in the process of payment or supply of electricity units. There is therefore a need to assess the negotiation policy framework of KPLC especially on purchase of prepaid electricity units.

2.2.3 Tendering Practice and Performance of Kenya Power and Lighting Company in Mombasa County, Kenya

Tendering is also a practice that is done in most organizations to ensure that there is fairness in allotting of supplies responsibilities (Gichuhi & Waruguru, 2020). This includes open tendering system whereby all parties that have the required capacity are allowed to take part in competing to bid. This is the most commonly practiced procurement function since it allows the organization has diverse options and selects the most cost-effective supplier (European Commission, 2022). Additionally, some organizations could also have a procurement option of limiting the number of tender applicants especially when the nature of the tender is a minor one or the institution is operating under fixed budget or simply there is less available time for the intended project to commence (Twesigye, 2022). Further on, tendering in procurement could also relate to a situation whereby individual businesses are allowed to supply products and services at a lower cost than what the government is providing hence a competitive dialogue tender system. In addition, an organization could decide to become biased and map out a single supplier (Ayele et al., 2021). The supplier is asked to provide the products and services particularly if they have ever dealt with similar project before with the said institution which is called negotiated tendering system.

A report by European Commission (2022) examined how tendering works in the union and how that has supported the performance of renewable energy electricity power (solar, wind and water generated power). The report pointed out that there had been effective open, competitive dialogue and negotiated tendering system adopted by the unions to ensure that the supply electricity power is consistent. Some of the tendering purposes were related to

supply of renewable energy efficient equipment and expertise towards management of power grids. Therefore, EC (2022) indicated that as a result of tendering, electricity units had gone down; electricity technology had scaled upwards, less detrimental effect to the environment, and consistent supply and incorporation of the grid.

Notably, Roy *et al.* (2023) explored how corruption in the tendering practice affected the electricity sector of Nigeria and how off grid could help minimize the issues. The main concern of the study was that most small-scale businesses relied on generators for power due to constant electricity supply. Therefore, the study clustered thirty SMEs in Onitsha, Aba, and Nnewi. Clearly, the study linked the poor tendering practices in the electricity firm to blame, whereby restricted tendering was engulfed with tribalism. Therefore, this led to technical inefficiencies since the expertise supplied had minimal knowledge on what to do in the grid. Additionally, faulty power equipment supplied by politically connected bidders caused massive power failure resulting to decline in profitability of the institution. Additionally, any efforts to privatize the whole venture were met with constant nepotism. Therefore, the study suggested that it was time for SMEs to consider options related to solar and wind energy. However, Roy *et al.* (2023) did not provide policy framework that had been implemented through government support to curb corruption in tendering process.

Further, Ayele *et al.* (2021) explored on how procurement function of renewable energy was being implemented by private power producers and the issues they were facing in Ethiopia. According to the study, the government of Ethiopia was able to launch Public-

Private Partnership [PPP] policy in 2018 whereby private institutions were allowed to raise Independent Power Producers [IPP's] auction of supply electricity power to the population. Therefore, the study explored how the IPP's has been working through a review of reports and through conducting over seventy interviews. Notably, the study established that there have been two tender roll-out to buy one thousand megawatts by private firms from 8 government projects which are yet non-operational. The reason was due to shortage of dollar and inflation rate of the birr currency. This therefore made the tenders less attractive to international firms hence poor application. However, Ayele et al. (2021) did not consider other factors such as availability of e-tendering system in the whole procurement process.

Further on, Gichuhi and Waruguru (2020) conducted a study on assessing how electronic tendering system impacted the performance of procurement department in geothermal firm in Kenya. Therefore, ninety-seven procurement and logistic staff were sampled using multi stage method and issued with questionnaires. The study posited that electronic tendering system did not impact the performance in any significant way. This was because it was hardly used in the institution. The results are in agreement with Ng'ang'a (2023) who noted that e-tendering did not in any way improve supply chain of the institutions. However, Gichuhi and Waruguru (2020) failed to consider the training needs of employees, finances availability, ICT incorporation and selection process of e-tendering since they could be the reason why tendering was not effectively taking place.

In addition, Twesigye (2022) investigated the various operational, leadership and policy frameworks in existence for increased electricity power utility in KPLC. Notably, the study

was developed from a point of inadequacy, unreliability and highly priced electricity units. Therefore, the study reviewed literature from past authors to come to a conclusion that, in relation to rendering, political influence has had a negative influence on the operational aspect of KPLC. This is because the tendering process was highly interfered with, such that the allocation of open and negotiated tenders was issued to people who were politically connected to the management. Additionally, the study noted that the value of tenders was also increased irregularly especially after tender were issued which is against the procurement process. However, Twesigye (2022) did not specify whether the policy frameworks were institutional or government related. Additionally, there is also need to examine whether electronic tendering affects procurement performance in KPLC.

2.2.4 Inventory Control Practice and Performance of Kenya Power and Lighting Company in Mombasa County, Kenya

The control of inventories in an organization is a very important procurement practice as the organization is able to have the required stocks or equipment when needed in the core operations (Gatari et al., 2022). Therefore, ensuring that the stock remains available at all times, requires various procurement methods such as ABC inventory classification whereby equipment in storage is divided into three sections depending on how costly, moderately costly and less costly. Additionally, another procurement practice involves economic order quantity whereby an organization procures a specific number such that through this purchase, inventory costs are lowered (Affum et al., 2023).

Fixed order quantity inventory control is also another procurement practice whereby an institution ensures that a minimum number of products in storage is always maintained (Saleem & Ullah, 2022). Any decline prompts immediate ordering of new products particularly on the most commonly used item in the organization (Hussein & Makori, 2018). Further on, just-in-time inventory control is a procurement method whereby an institution procures little orders of products since the demand forecasted is not high. Notably, organizations also invest in warehouse management system which enables ensuring that stock levels are digitalized effectively. Thus, the use of computerized system is highly advocated for in this inventory control method (Roy et al., 2023).

Saleem and Ullah (2022) explored the intricacies of how Oman firms' performance is affected by the strategies implemented in inventory control. The study was basically anchored on the issue that clientele demands were not subsequently being met with enough inventory supplies. Therefore, the study's nature was qualitative through a review of articles, books and websites. According to the study, the various inventory management strategies commonly used were ABC inventory classification, Just-in-Time [JIT], Vendor Managed Inventory [VIM], Economic Order Quantity [EOQ]. Further, in bid of addressing the main problem of the study, Saleem and Ullah (2022) suggested that there should be technological advanced inventory control systems like Internet of Things [IOT], Warehouse Management System [WMS], and barcode system in an organization. Notably, Saleem and Ullah (2022) did not address inventory control methods like fixed order quantity inventory control and just-in-time inventory control.

Further, Affum et al. (2023) examined the implications of ICT on warehouse management in Ghanaian electricity power firm in Cape Coast. Through an adoption of technology acceptance model and descriptive design, the study involved sixty participants from the employees of Electricity Company of Ghana. The employees who were procurements and principal staff were selected through purposive method and issued with questionnaires to fill on. According to the study, the main issue affecting the warehouse management included consistent power failure hence hard to utilize technology amicably, lack of user-friendly IT system in the warehouse, poor internet connection, low training, skills and confidence among the staff on proper warehouse management blended with IT. However, Affum et al. (2023) used one data collection tool to gather information from senior and junior staff. The study could have interviewed the principal staff to get more information particularly on various government support the electricity company of Ghana was getting towards addressing the issues encountered in their operations.

Additionally, Gatari *et al.* (2022) investigated how state corporations were able to maintain sustainable performance especially through the implementation of inventory management. Three-hundred and seventy-four managers of finance and procurement were selected using census from One hundred and eighty-seven parastatals in Kenya. They answered the questionnaires and indicated that inventory control was a major contributing factor towards ensuring sustainability of performance. Notably, the study indicated that keeping the correct inventory records, and usage of inventory IT based techniques were minimally used in the institutions. That notwithstanding, Gatari et al. (2022) did not involve operational

staff to have exhaustive feedback particularly on the inventory management challenges faced.

Further on, Kamau and Mwangangi (2018) scrutinized how the Kenya's energy sector was performing as a result of implementing the inventory management policies in operations. One hundred and seventy staff as KPLC was selected who were issued with open-ended questionnaires. According to Kamau and Mwangangi (2018), order processing, preparation, consolidation, and transmittal had an impact on performance since cost and time were saved. Therefore, the study recommended that KPLC should adopt JIT, lean production and Material Requirement Planning [MRP]. However, Kamau and Mwangangi (2018) did not suggest the use of EOQ and ABC in their study.

In addition, Hussein and Makori (2018) explored ways through which electricity power institutions' performance was enhanced after implementing the inventory management practices. There was 88 KenGen staff who answered the questionnaire and also secondary data collection form. The study's results on inventory control were that inventory tracking, accurate forecasting through use of IT tools improved performance and lowered the cost of storage. However, Hussein and Makori (2018) did not provide the status of pilot test of the questionnaires to substantiate whether they were accurate to predict the outcome of the study.

2.3 Performance of Kenya Power and Lighting Company

The performance of an organization is key towards determining its existence as a going concern (Masoud, 2023). Therefore, performance is based on so many factors but in relation to procurement operations, the ability of the management to come up with policies that act as guidelines is paramount. This is because the decisions made on procurement have to flow a common channel to avoid confusion on what, when, how, why and where to buy. Additionally, According to Saoke (2021) and Ingutia (2020), the choice of suppliers also determines how the institution will perform. This is due to the fact that when suppliers are reliable in providing the agreed quality of products and services, it becomes easy to implement the institutional policies. Notably, the employees assigned the task of delivering procurement task are the backbone of the institution (Njeru & Muthini, 2023). This is because, for operations to take place, there must be an interaction of various players like the staff, clients, suppliers, debtors, management and the government.

The staff are involved in daily decision making on procurement choices which have an impact towards the direction that the organization will head. Further, the timelines that a decision-making process takes is also paramount towards establishing a niche in high performance. This is because, it takes effort and high cost to have delayed decisions such as the ones involving procurement process. Subsequently Ochido and Njoroge (2023) also considered the possibility of the having reliable monitoring and evaluation of procurement practices. This is because, the decision and choices made on procurement need to be monitored and evaluated to ensure that they support the vision and mission of the institution (Kaufman et al., 2022). Failure to which alternative procurement practices would be

considered. The clearer the existence of monitoring and evaluation program, the lesser the chances of making losses.

2.4 Review of Literature Gaps

The study was able to point out various gaps on the reviewed studies on performance. Notably, Nkunda et al. (2023) did not explore performance aspects like how purchasing through a group affected the implementation of procurement policies at individual institutions. Waweru (2023) did not specify whether the sampled employees were the management or operations staff. Additionally, the study used purposive sampling method which is a non-probability method to be used in a scientific study. Saoke (2021) failed to consider how the KenGen procurement department was ensuring that there was frequent monitoring and evaluation of procurement decision brought about increased performance. Ng'ang'a (2023) did not authenticate the affiliated institutions from which the procurement professionals involved in pilot testing originated. Ingutia (2020) concentrated only on secondary data and did not include quantitative data to ensure that factors related to how the challenges enshrined in the supply chain strategies affected the overall procurement processes.

The study was able to point out various gaps on the reviewed studies on outsourcing practice. Notably, Poblete and Halldórsson (2023) did not specify how the outsourcing was done in electricity power firms. Banker et al. (2023) did not consider how the fluctuation in demand affected the outsourcing of products like purchase of electricity power equipment. Onafadeji et al. (2023) failed to incorporate the outsourcing of offshore

procurement of power equipment since Nigeria was an oil producing nation but with less operations on electricity power equipment generation. Changalima et al. (2022) admitted that the findings were sidelined to only government linked institutions and not the supplier themselves. Tarus and Ndeto (2021) did not reveal the background basis of the parastatals sampled using purposive method nor the job ranks of the sampled population. Therefore, it was vague on the nature of technical expertise the parastatals were consulting.

The study was able to point out various gaps on the reviewed studies on negotiation practice. Notably, Abang (2023) indicated that government institutions should not be involved in negotiation but did not clarify if the perspective was from a regulator or as part of negotiators point of view. Additionally, the use of secondary sources could have led the study to become biased in its finding. Kaufman et al. (2022) assessed negotiation of a specific buyer and seller but not in the perspective of a team or multiparty negotiation. Byrne et al. (2022) did not reveal the existence of the standardized price range policy framework established to guide on electricity power charges to consumers and also to enable them bargain on the right price range. There is need to expand the study by Nwankiti and Air (2023) further to electricity industry and assess the issues affecting the negotiation process particularly at KPLC. There is therefore a need to assess the negotiation policy framework of KPLC especially on purchase of prepaid electricity units, in which Guma et al. (2022) did not address.

The study was able to point out various gaps on the reviewed studies on tendering practice. Notably, Roy et al. (2023) did not provide policy framework that had been implemented through government support to curb corruption in tendering process. Ayele et al. (2021) did not consider other factors such as availability of e-tendering system in the whole

procurement process. Gichuhi and Waruguru (2020) failed to consider the training needs of employees, finances availability, ICT incorporation and selection process of e-tendering since they could be the reason why tendering was not effectively taking place. Twesigye (2022) did not specify whether the policy frameworks were institutional or government related.

The study was able to point out various gaps on the reviewed studies on inventory control practice. Notably, Saleem and Ullah (2022) did not address inventory control methods like fixed order quantity inventory control and just-in-time inventory control. Affum et al. (2023) used one data collection tool to gather information from senior and junior staff. The study could have interviewed the principal staff to get more information particularly on various government support the electricity company of Ghana was getting towards addressing the issues encountered in their operations. Gatari et al. (2022) did not involve operational staff to have exhaustive feedback particularly on the inventory management challenges faced. Kamau and Mwangangi (2018) did not suggest the use of EOQ and ABC in their study. Hussein and Makori (2018) did not provide the status of pilot test of the questionnaires to substantiate whether they were accurate to predict the outcome of the study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

The chapter had the research design used, location of the study, target population and its subsequent sampling method. Additionally, the type of data and collection procedure used were indicated. Information regarding how pre-test was done, reliability, validity and analysis methods is indicated. At the end of the chapter ethical considerations undertaken were indicated.

3.1 Research Approach

The study used quantitative research approach during the data collection procedure (Dawadi et al., 2021). This is because closed and open-ended questionnaires and secondary data were utilized to collect data from the participants. According to Bell & Warren (2023), questionnaires were the best instruments to be used in a study that could be generalized and interpreted easily. In the current study, the study assessed the effect of strategic procurement practices on performance of KPLC in Mombasa County, Kenya. Therefore, the use of questionnaires was used to generalize the findings to not only KPLC in Mombasa County, Kenya but other KPLC stations in other counties in Kenya and other electricity power organizations internationally.

3.2 Research Design

This is a plan that a researcher uses when collecting data and, in this case, descriptive research design was used (Siedlecki, 2020). This is because it was a plan that enabled the study assess how outsourcing practice impacted performance; when did various types of negotiation apply in a procurement process; what tendering practices were commonly used; and where did the training on inventory control methods take place. All these issues were assessed in conjunction with their impact towards improving performance. Further, descriptive research design was opted due to convenience of data collection whereby the respondents' answered questionnaires at their free time without subjecting them to pressure. According to Sharma et al. (2023), when the respondents answered the questions with less concentration, it led to poorly answered questionnaires which reduced the chances of high response rates.

3.3 Location of the Study

The location where the study took place was at KPLC offices in Mombasa County, Kenya, Kenya which is located in former coast province on the south eastern part. It borders Kilifi, Kwale, Indian Ocean north, southwest and east respectively. Notably, the KPLC's management had used the services of firms linked to relatives while outsourcing which brought about conflict of interest (Muema & Muli, 2022). There had also been unclear tender process and information hence discouraging a lot of applicants from participating in the tendering process.

3.4 Target Population

The target population comprised of 113 staff of four KPLC offices located in Mbaraki, Mombasa CBD, and Nyali. These staff included 17 procurement managers, 54 procurement officers and 42 finance officers. Procurement managers were selected since their knowledge on procurement processes was well rooted and hence provided clear information on how strategies were formulated and the guiding factor towards the decision making in the organization. Procurement officers were invaluable towards the study since they provided information on how formulated strategic procurement practices were implemented and as well as the challenges facing the organization in its cause of implementation. Finance officers were vital in the study since they provided information related to financial structure in depth particularly on the procurement needs of the organization. The target population is described in Table 3.1.

Table 1

Target Population

Schools	Procurement Managers	Procurement Officers	Finance Officers	Total
KPLC Mbaraki Office	5	17	14	36
KPLC Mombasa CBD Office	7	19	16	42
KPLC Nyali Office	5	18	12	35
Total	17	54	42	113

Source: Researcher (2024)

3.5 Sampling Procedures and Sample Size

Sampling procedure is the process through which a representative proportion of the target population is taken to be used in a study. Therefore, the major aspects considered when sampling in a study, is the size of the target population, number of the institutions covered and the nature of the study. Therefore, this study used census method since the population of the respondents was not large. This meant that all the 113 participants were considered for the study. It is worthy to note that according to Raifman *et al.* (2023), census method gives a population's opinion to be collected in wholesomeness so that the major concerns could be noted. In the case of the study, KPLC had been struggling with procurement irregularities which had previously attracted the interest of the head of state. This was a major problem that required involvement of the entire population to unveil the issue and offer practical solutions.

3.6 Data Collection Instruments

The study was quantitative in nature hence collect data using questionnaires and secondary data. The questionnaires were administered to all the respondents, whereas the secondary data was generated from the financial reports of the institution.

3.6.1 Questionnaire

The study used open and closed questionnaires which gave the chance to the respondents to provide their opinion effectively (appendix II). The nature of the questionnaires had an Ordinal Likert Scale that had options from 1 to 5 whereby, 1-strongly disagree, 2 disagree,

3-neutral, 4-agree, and 5-strongly agree. The options enabled effective data collection process whereby the KPLC staff ticked where they felt was the most suitable option. Additionally, they were also needed to provide some feedback in writing whereby they pointed out various issues as addressed by the questionnaire. Further on, the questionnaire had six questions whereby the demographic, outsourcing, negotiation, tendering, inventory control and performance questions were addressed concretively.

3.6.3 Secondary Data

The study also collected secondary data from financial reports as a means of measuring performance. The financial reports that were considered were the income statements and cashflow reports dating from 2020 to 2022. This was because, various performance metrics in all organizations were uniformly provided and in accordance to International Financial Reporting Standards [IFRS]. Therefore, the main information that was derived from the reports included gross profit, net profit and purchase expenses. Getting this information enabled the study underpin whether the strategic procurement practices had actually caused in increment in performance in the organization or not. The net profit and purchase expenses enabled the study get information on the frequency and nature of procurement item gotten and the cost attribute. The gross profit provided information on how much income the organization had been able to earn as a result of delivering services as required since there was an availability of power equipment procured on time.

3.7 Validity and Reliability of Research Instruments

The study's questionnaires were pre-tested to ensure that the questions asked addressed the problem and linked to the variables (Ullah *et al.*, 2023). Further, it also gave the study opportunity to correct ambiguous questions to improve them. According to Mugenda and Mugenda (2003), pre-test population comprised of at least ten percent of the sampled population. Therefore, the questionnaire was pre-tested at KPLC Kilifi county office where 2 procurement managers, 5 procurement officers and 4 finance officers were selected using simple random sampling method, hence a total of 11 pre-test respondents. KPLC Kilifi county office had also been battling with irregularities when procuring power equipment and as well as outsourcing for services.

3.7.1 Validity of Research Instruments

This is the ability of a research instrument to test what it is supposed to test and it includes three types which are face content, and criterion validity (Sutha & Nurhanani, 2023). Face validity was measured through grouping the questions based on sections that were linked to the variables of the study (Surusu *et al.*, 2020). Thereafter, the study ensured that each section assessed how outsourcing, negotiation, tendering, and inventory control influenced performance. Content validity was measured through establishing that each section of the questionnaire had questions that actually related to outsourcing, negotiation, tendering, inventory control and performance variables. This was key towards having value-adding questions that addressed the problem at hand. Criterion validity was measured through

comparing the results derived with past author's opinion and any contradiction or discrepancies were explained further (Cheung, et al., 2023).

3.7.2 Reliability of Research Instruments

Immediately the pre-test questionnaires were collected the study measured reliability through Cronbach Alpha Coefficients whereby they were subjected to a range of 0 to 1. Notably, Nikmard et al. (2023) pointed out that when the range is between 0.7 to 1, it should that the instruments are reliable and anything less than 0.7 dictates unreliability. Therefore, the study ensured that the instruments were measured to assess their reliability status. The pre-test results are in Table 2.

Table 2

Reliability Results

Instrument	Cronbach's Alpha	N of Items
Outsourcing	0.921	11
Negotiation	0.888	11
Tendering	0.934	11
Inventory control	0.840	11
Performance	0.903	11
Average	0.897	11

Source: Researcher (2024)

According to Table 2, the four variables of the study had different Cronbach Alpha coefficients. Outsourcing had 0.921; Negotiation had 0.888; Tendering had 0.934; Inventory control had 0.840 and Performance had 0.903. The interpretation was that the questionnaires that were used during the main study was reliable since they were all above

0.7. This is because Nikmard et al. (2023) pointed out that when the range is between 0.7 to 1, it should that the instruments are reliable.

3.8 Data Collection Procedures

The researcher applied for NACOSTI permit to be allowed to collect data in. Thereafter, the researcher headed to various KPLC offices in Mombasa County, Kenya. There were no research assistants that were consulted to enable the researcher learn the skills of data collection and as well as understand the challenges faced when gathering information. On the day of data collection, the researcher met with the authorizing staff who was briefed on the purpose of the study and the intended respondents. Once approved to proceed, the researcher requested the authorizing staff to assist towards identifying the procurement managers, procurement officers and finance officers.

Immediately they were identified the researcher introduced the study to them and seek consent for their participation through a letter of introduction (appendix I). If they agreed, the researcher gave them the questionnaires and wait for them to answer the questions. Once they completed answering the researcher thanked them and stored the filled in questionnaires for analysis process. However, in the case whereby the respondents were not in a position to answer the questionnaires, they were given a timeline of 3-4days to fill in the questionnaires to be picked later.

After the questionnaires distribution process was over, the researcher requested the authorizing staff to direct them on how to access income statements and cashflow reports. If the reports were within their reach, the researcher checked for information related to gross profit, net profit and purchase expenses between 2020 to 2022. However, if directed

to access KPLC website, the researcher searched for an internet enabled computer to search for report portal. Thereafter, the researcher downloaded various reports as guided by the study. The reports were stored in a secure place under lock and key awaiting the analysis.

3.9 Data Analysis and Presentation

Data collected using questionnaires were sorted and cleaned for incomplete questionnaires. The data from complete questionnaires was then entered into SPSS software version 24 whereby descriptive statistics such as frequencies, mean and percentages were analyzed. The study also used thematic method to analyze the open-ended questions. Thereafter, comparison with past findings was thoroughly done and tables and explanations were the main methods of data presentation.

3.10 Ethical Considerations

The study also ensured that various ethical processes were keenly adhered to. This was because a research process should cause no physical or mental harm to people or environment. Therefore, the study performed the following ethical standards as depicted in section 3.10.1 to 3.10.5.

3.10.1 Authorization and Plagiarism

The study ensured that the study was cleared and issued with an introduction letter from MKU postgraduate. Thereafter, the study also ensured that NACOSTI research permit was applied to have a valid license to conduct the study. Additionally, the study ensured that there were no plagiarism issues such that any information that was copied. To ensure this,

any contribution from a past study were duly acknowledged through intext citation and references in accordance to APA 7th edition.

3.10.2 Confidentiality

The researcher also took time to assure the respondents that the information given was only be used for academic purposes. Notably, every response given on open-ended question was issued with a code such that incase where their response was quoted, it was done with a code. For example, a code such as B001 to B113 for the total number of the questionnaires.

3.10.3 Right to Privacy

The researcher also promoted autonomous responses which had high-quality response projection. Therefore, the study did not ask personal questions such as the name, contact, and email addresses.

3.10.4 Informed Consent

The research began by seeking consent from the participants before administering questionnaires to them (appendix I). This improved their willingness to participate since they were assured that their responses would not have any implications to their job positions.

3.10.5 Storage of Data Collected

The researcher ensured that the answered questionnaires were well stored under lock and key prior and after analysis. This promoted safety of data from unauthorized access and also the integrity of the data collection process.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND DISCUSSION

4.0 Introduction

This chapter describes the results derived after the analysis of the data collected. It constitutes the reliability results, response rate, demographic results, descriptive and open questions results.

4.1 Response Rate

The study issued 113 questionnaires to various respondents and the response rate is indicated in Table 3.

Table 3

Response Rate

Respondents	Sampled	Response	Percentage
Questionnaires	113	94	83%

Source: Researcher (2024)

Table 3 shows that 94 respondents answered the questionnaires which was 83%. Therefore, Mugenda and Mugenda (2003) pointed that response rate above 70% was deemed as very good. In this regards the responses were acceptable to provide information regarding to the statement of the problem.

4.2 Demographic Results

The questionnaire had asked background information of the staff such as their academic qualifications, designation and length of service at the KPLC. The results are in Table 4

Table 4

Demographic Results

Academic Qualifications	Frequency	Percent	Cumulative Percent
PHD	6	6.4	6.4
Masters	17	18.1	24.5
Degree	39	41.5	66
Diploma	32	34	100
Total	94		

Designation	Frequency	Percent	Cumulative Percent
Procurement Managers	11	11.7	11.7
Procurement Officers	49	52.1	63.8
Finance Officers	34	36.1	100
Total	94		

Length of Service	Frequency	Percentage	Cumulative Percent
Above 10 years	25	26.6	26.6
6-9 years	42	44.7	71.3
2-5 years	19	20.2	91.5
Less than 1 year	8	8.5	100
Total	94		

Source: Researcher (2024)

Table 4 indicates that 39(41.5%) of staff had a Bachelor's degree and 32(34%) had a diploma qualification. However, only 6(6.4%) had a PhD qualification. Therefore, the results point out that most of the staff had acquired the required academic thresholds to be involved in various operations of KPLC such as procurement and finance. Additionally, 49(52.1%) of the staff who answered the questionnaires in great numbers were procurement officers while 34(36.1%) were finance officers. However, 11(11.7%) were procurement managers. Notably, 42(44.7%) of the staff had served in the capacity of various designation at KPLC for a period 6-9 years while 25(26.6%) had worked for over 10 years. However, 8(8.5%) had worked for less than 1 year. The results indicated that on the one end, the staff had enough working experience to deliver on their mandates. However, on the other hand, it was clear that KPLC Mombasa had not recently recruited new staff.

4.3 Outsourcing Practice and Performance

Outsourcing practice was the first variable which was measured using meter reading and distribution, electricity poles management, security services, offshore procurement of power equipment and ICT services. The study asked questions using a closed-ended questionnaire whose response are indicated in Table 5 while the open-ended responses follow thereafter.

Table 5*Descriptive Statistics of Outsourcing Practice*

Statements N=94	Mean	Std Dev
Outsourcing of services like meter reading and distribution.	3.90	0.79
Contracting of staff to offer security services	4.68	0.21
Accessibility of ICT services due to reliable source of internet	3.49	0.80
There is sub-contracting of pole management services	3.16	0.99
Fluctuation in demand increases the outsourcing of products.	4.33	0.34
Funding of procurement department to facilitate frequent outsourcing	2.95	1.02

Source: Researcher (2024)

According to Table 5, 77(81.9%) strongly agreed and 10(10.6%) agreed that there were dedicated staff who had been contracted to offer security services (Mean-4.68 and S.D-0.21). Further, 41(43.6%) strongly agreed and 48(51.1%) agreed that the fluctuation in demand increased the outsourcing of products like purchase of electricity power equipment from offshore (Mean-4.33 and S.D-0.34). Additionally, 77(81.9%) strongly agreed and 10(10.6%) agreed that organizations frequently outsourced services like meter reading and distribution (Mean-3.90 and S.D-0.79). However, 48(51.1%) strongly disagreed and 17(18.1%) disagreed that the procurement department funding was frequently and efficiently done to facilitate the process of outsourcing (Mean-2.95 and S.D-1.02).

Therefore, the result implied that KPLC had made recognizable efforts of outsourcing security services, meter reading and distribution. Notably, this was made possible through the increased demand for power in the areas of jurisdiction. Therefore, the result indicated that KPLC had made recognizable efforts of outsourcing security services, meter reading and distribution. Notably, this was made possible through the increased demand for power in the areas of jurisdiction. However, the study noted that there was insufficient funds provision to ensure that all the planned item were procured on time. Therefore, as a result, it led to halt of various power installation and maintenance operations.

This was mainly due to unavailability, late provision, low quality and insufficient numbers of power equipment at the site. In support of the findings, Chui (2020) pointed that service delivery had become a challenge due to the fact that most institutions that outsourced key operations had lagged behind in effective procurement practices. According to Chui (2020), the main issue was related to late provision and low quality of item when required.

4.3.2 Correlation Analysis of Outsourcing Practice and Performance of KPLC

The correlation analysis of outsourcing practice that was conducted to determine the influence that it had on performance and is described in Table 6.

Table 6

Correlation Analysis of Outsourcing Practice

		Outsourcing Practice	Performance
Outsourcing Practice	Pearson Correlation	1	.189
	Sig. (2-tailed)		.001
	N	94	94
Performance	Pearson Correlation	.189	1
	Sig. (2-tailed)	.001	
	N	94	94

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

Source: Researcher (2024)

Table 6 indicates that correlation coefficients $r=0.189$ at $\alpha < 0.000$ and 99% significance level. Therefore, since r is less than 1 and significance level is 0.001 which is less than 0.05, it indicated that outsourcing practice had a positive influence on performance.

4.3.3 Linear Regression Analysis of Outsourcing Practice and Performance of KPLC

The study conducted linear regression analysis through two methods which are model summary and ANOVA as described in Table 7 and 8.

Table 7*Model Summary of Outsourcing Practice*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.927a	.859	.831	2.53174	1.887

a. Predictors: (Constant), Outsourcing Practice

b. Dependent Variable: Performance

Source: Researcher (2024)

Table 7, provides that R was 0.927 while R-Square was 0.859 at a 1.8887 Durbin Watson. This means that outsourcing practice had 85.9% influence on performance which was positively correlated (Durbin Watson was between 0-2). The other 14.1% was based on elements not considered in this study.

Further on, the study assessed whether outsourcing practice had any influence on performance through analysis of variance method (ANOVA) as presented in Table 8.

Table 8*ANOVA of Outsourcing Practice*

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.765	1	21.765	3.396	.000 ^b
	Residual	589.693	93	6.410		
	Total	611.457	94			

a. Dependent Variable: Performance

b. Predictors: (Constant), Outsourcing Practice

Source: Researcher (2024)

Table 8 indicates that the p-value was 0.000 which was less than 0.05. This therefore signified that outsourcing had a positive influence on performance hence a key determinant.

4.4 Negotiation Practice

Negotiation practice was the second variable which was measured using principled negotiation, team negotiation, multiparty negotiation, adversarial negotiation and avoidance negotiation. The study asked questions using a closed-ended questionnaire whose response are indicated in Table 9 while the open-ended responses follow thereafter.

Table 9

Descriptive Statistics of Negotiation Practice

Statements N=94	Mean	Std Dev
Multiparty negotiation is used to sort conflicts	3.95	0.97
Bargaining skills is done through team negotiation.	4.17	0.89
Conflict resolution is promoted by principled negotiation	3.33	0.724
Tough negotiators ensure adversarial negotiation	4.33	0.34
Clear guidelines guide on avoidance negotiation	4.46	0.16
Negotiation policy framework of KPLC	2.72	1.15

Source: Researcher (2024)

As per Table 9, 12(12.8%) strongly agreed and 40(42.5%) agreed that there were clear negotiation guidelines that guided the negotiation to implement avoidance when the interests of the organization were not been met in a bargain forum (Mean-4.46 and S.D-0.16). Further, 45(47.8%) strongly agreed and 48(51.1%) agreed that KPLC had employed tough negotiators in the legal department whose responsibility was to ensure that adversarial negotiation succeed (Mean-4.33 and S.D-0.34). That notwithstanding, 8(8.5%) strongly disagreed and 39(41.5%) disagreed that there existed negotiation policy framework on purchase of prepaid electricity units (Mean-2.72 and S.D-1.15).

The results implied that KPLC had ensured that there were negotiation guidelines such as the ones that made possible the implementation of avoidance on non-profitable discussions. To some extent when there was need to have hard bargain, it was made possible through the legal team. However, the study noted that the institution failed to have if any, policy framework on prepaid units purchase plan. Therefore, the value for money gotten by clients who has bought these units highly depending on several factors such as inflation, cost of fuel and management decisions.

This explains why the value of units decreased as the amount of money used to purchase electricity units increased. For example, the number of units bought using Kshs 500 were 18 units. However, when a client used a higher currency amount such as Kshs 1,000, the number of units were short of 36 units, which in this case was expected to be. Notably, the study noted that the available platforms such as telephone contacts or social media sites, were less effective towards addressing the discrepancy in short-changed units. Therefore, it was 'take or leave' situation with clients failing to have a clear platform to negotiate for more units. Comparatively Bryne et al. (2022) supported the findings by arguing that the

retail sector of electricity was engulfed with price discrimination that did not allow any negotiations. This was whereby the institution did not have a clear price-unit portfolio in place. Additionally, Nwankiti and Air (2023) pointed out that one of the major reasons affecting Nigeria’s oil and gas industry was the poor negotiation relationship between the sellers and the buyers. The harder it was for the buyers to bargain on prices, the less transactions took place.

4.4.2 Correlation Analysis of Negotiation Practice and Performance of KPLC

The correlation analysis of negotiation practice that was conducted to determine the influence that it had on performance and is described in Table 10.

Table 10

Correlation Analysis of Negotiation Practice

		Negotiation Practice	Performance
Negotiation Practice	Pearson Correlation	1	.181
	Sig. (2-tailed)		.005
	N	94	94
Performance	Pearson Correlation	.181	1
	Sig. (2-tailed)	.005	
	N	94	94

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

Source: Researcher (2024)

Table 10 indicates that correlation coefficients $r=0.181$ at $\alpha < 0.000$ and 99% significance level. Therefore, since r is less than 1 and significance level is 0.005 which is less than 0.05, it indicated that negotiation practice had a positive influence on performance.

4.4.3 Linear Regression Analysis of Negotiation Practice and Performance of KPLC

The study conducted linear regression analysis through two methods which are model summary and ANOVA as described in Table 11 and 12.

Table 11

Model Summary of Negotiation Practice

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.858a	.736	.722	2.53533	1.014

a. Predictors: (Constant), Negotiation Practice

b. Dependent Variable: Performance

Source: Researcher (2024)

Table 11 provides that R was 0.858 while R -Square was 0.736 at a 1.014 Durbin Watson. This means that negotiation practice had 73.6% influence on performance which was positively correlated (Durbin Watson was between 0-2). The other 26.4% was based on elements not considered in this study.

Further on, the study assessed whether negotiation practice had any influence on performance through analysis of variance method (ANOVA) as presented in Table 12.

Table 12

ANOVA of Negotiation Practice

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	20.090	1	20.090	3.126	.002 ^b
Residual	591.367	93	6.428		
Total	611.457	94			

a. Dependent Variable: Performance

b. Predictors: (Constant), Negotiation Practice

Source: Researcher (2024)

Table 12 indicates that the p-value was 0.002 which was less than 0.05. This therefore signified that negotiation practice had a positive influence on performance hence a key determinant.

4.5 Tendering Practice and Performance

Tendering practice was the third variable which was measured using open tendering, restricted tendering, competitive dialogue tendering and negotiated tendering. The study asked questions using a closed-ended questionnaire whose response are indicated in Table 13 while the open-ended responses follow thereafter.

Table 13*Descriptive Statistics of Tendering Practice*

Statements N=94	Mean	Std Dev
Incorporation of ICT in open tendering	2.39	1.41
The staff are well trained on how to quantify a tender	2.37	1.49
The selection process saves the institutions' cost and time	3.95	0.97
Management always encourages the staff to attend seminars and conferences	4.34	0.35
Clear tendering policy frameworks	4.68	0.09
Negotiated tendering has been implemented due to availability of finances.	4.52	0.10

Source: Researcher (2024)

According to Table 13, 77(81.9%) strongly agreed and 10(10.6%) agreed that KPLC had established clear tendering policies frameworks both at institutional level and also keenly at the laws enacted by the parliament through the constitution (Mean-4.68 and S.D-0.09). Further, 70(74.4%) strongly agreed and 14(14.9%) agreed that negotiated tendering was mainly implemented due to availability of finances (Mean-4.52 and S.D-0.10). However, 39(41.5%) strongly disagreed and 17(18.1%) disagreed that there had been incorporation of ICT in the open tendering process to allow as many qualified parties to submit their bids (Mean-2.39 and S.D-1.41). Considerably, 39(41.5%) strongly disagreed and 18(19.1%)

disagreed that the staff were well trained on how to quantify a tender as restricted to increase the chances of having the best bidder. (Mean-2.37 and S.D-1.49).

The results imply that KPLC had establish clear tender operations regulations that guided the entire process. This was made through observing all the constitutional requirements. Nevertheless, there was a challenge of fully incorporation of ICT into the tendering process. As a result, the manual methods of taking tender applications to various KPLC institution was still rampant. Additionally, the study also gathered that the staff handling the tender applications had weaknesses in performing various tasks such as categorizing the various types of tenders for various bidders to apply. The results point out various weaknesses that needed address so that the tendering process could be swift and less legal implications through court cases for wrong tender awarding process. The report by European Commission (2022) also complained that tendering procedures in the European Union were experiencing issues due to low training accorded to its staff particularly on emerging issues in award of electricity tenders.

4.5.2 Correlation Analysis of Tendering Practice and Performance of KPLC

The correlation analysis of tendering practice that was conducted to determine the influence that it had on performance and is described in Table 14.

Table 14

Correlation Analysis of Tendering Practice

		Tendering Practice	Performance
Tendering Practice	Pearson Correlation	1	.317
	Sig. (2-tailed)		.002
	N	94	94
Performance	Pearson Correlation	.317	1
	Sig. (2-tailed)	.002	
	N	94	94

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

Source: Researcher (2024)

Table 14 indicates that correlation coefficients $r=0.317$ at $\alpha < 0.000$ and 99% significance level. Therefore, since r is less than 1 and significance level is 0.002 which is less than 0.05, it indicated that tendering practice had a positive influence on performance.

4.5.3 Linear Regression Analysis of Tendering Practice and Performance of KPLC

The study conducted linear regression analysis through two methods which are model summary and ANOVA as described in Table 15 and 16

Table 15*Model Summary of Tendering Practice*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.843a	.710	.706	2.56037	1.298

a. Predictors: (Constant), Tendering Practice

b. Dependent Variable: Performance

Source: Researcher (2024)

Table 15, provides that R was 0.843 while R-Square was 0.710 at a 1.298 Durbin Watson. This means that negotiation practice had 71% influence on performance which was positively correlated (Durbin Watson was between 0-2). The other 29% was based on elements not considered in this study.

Further on, the study assessed whether tendering practice had any influence on performance through analysis of variance method (ANOVA) as presented in Table 16.

Table 16*ANOVA of Tendering Practice*

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.351	1	8.351	1.274	.000 ^b
	Residual	603.107	93	6.556		
	Total	611.457	94			

a. Dependent Variable: Performance

b. Predictors: (Constant), Tendering Practice

Source: Researcher (2024)

Table 16 indicates that the p-value was 0.000 which was less than 0.05. This therefore signified that tendering practice had a positive influence on performance hence a key determinant.

4.6 Inventory Control Practice and Performance

Inventory control practice was the fourth variable which was measured using ABC inventory classification, economic order quantity, fixed order quantity inventory control, just-in-time inventory control, and warehouse management system. The study asked questions using a closed-ended questionnaire whose response are indicated in Table 17 while the open-ended responses follow thereafter.

Table 17

Descriptive Statistics of Inventory Control Practice

Statements N=94	Mean	Std Dev
There are inventory control practices such as fixed order quantity	4.80	0.03
A well-established system that is used to classify the cost	3.33	0.72
Well-funded procurement to maintain economies of scale	2.01	1.94
Implementation of ICT to ensure the accuracy of forecasting	4.27	0.31
Policy structure on warehouse management system	2.96	1.02
Procurement training programs on inventory control	4.80	0.03

Source: Researcher (2024)

According to Table 17, 83(88.3%) strongly agreed and 8(8.5%) agreed that there were inventory control practices such as fixed order quantity inventory control frequently used by the procurement department staff (Mean-4.80 and S.D-0.03). Additionally, 83(88.3%) strongly agreed and 8(8.5%) agreed that the staff underwent various procurement training programs to understand how the various inventory control methods applied to the organization (Mean-4.80 and S.D-0.03). However, 6(6.4%) strongly disagreed and 40(42.5%) disagreed that there was clear policy structure on how warehouse management system was supposed to work to ensure inventory control objective was met (Mean-2.96 and S.D-1.02). Additionally, 48(51.1%) strongly disagreed and 17(18.1%) disagreed that the procurement department was well funded to ensure that minimum order quantity was procured to maintain economies of scale (Mean-2.01 and S.D-1.94).

The implications of the findings revealed that KPLC had ensured that they had basic ways of operations such as having fixed order of products ordered at any given time and training its procurement staff on how, when, and why to have quality inventory control methods. However, the main concern was that there was still a challenge in setting up policy systems that guided on how to conduct quality warehouse management. This led to over stocking of power equipment to a point that most of them got spoilt in the process. Considerably, when instituting change management especially when innovation developed proved to be a great concern on the various disposal techniques used. For example, the advancement from timber poles to precast poles led to poor disposal of old timber power poles.

Another problem identified was that the procurement department also complained a lot on low funding in the department. Therefore, this led to poor procurement legal implications such as law suits for not paying on supplied power equipment. The same complain was

also lodged by a past study such as Gatari et al. (2022) who indicated that the main reason as to why so many Kenyan parastatals were failing in Kenya was mainly due to low funding. The low funding affected significantly their inventory management aspects since the demand for various products and services was so dire hence relied mostly on getting the offers through credit to be paid later. If the payments did not come through, it led to unending legal implications to a point that the government was considering privatizing some parastatals due to poor performance.

4.6.2 Correlation Analysis of Inventory Control Practice and Performance of KPLC

The correlation analysis of inventory control practice that was conducted to determine the influence that it had on performance and is described in Table 18.

Table 18

Correlation Analysis of Inventory Control Practice

		Inventory Control Practice	Performance
Inventory Control Practice	Pearson Correlation	1	.066
	Sig. (2-tailed)		.010
	N	94	94
Performance	Pearson Correlation	.066	1
	Sig. (2-tailed)	.010	
	N	94	94

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

Source: Researcher (2024)

Table 18 indicates that correlation coefficients $r=0.066$ at $\alpha < 0.000$ and 99% significance level. Therefore, since r is less than 1 and significance level is 0.010 which is less than 0.05, it indicated that inventory control practice had a positive influence on performance.

4.6.3 Linear Regression Analysis of Inventory Control Practice and Performance of KPLC

The study conducted linear regression analysis through two methods which are model summary and ANOVA as described in Table 19 and 20.

Table 19

Model Summary of Inventory Control Practice

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.738a	.545	.537	2.57250	1.103

a. Predictors: (Constant), Inventory Control Practice

b. Dependent Variable: Performance

Source: Researcher (2024)

Table 19, provides that R was 0.738 while R -Square was 0.545 at a 1.103 Durbin Watson. This means that inventory control practice had 54.5% influence on performance which was positively correlated (Durbin Watson was between 0-2). The other 45.5% was based on elements not considered in this study.

Further on, the study assessed whether inventory control practice had any influence on performance through analysis of variance method (ANOVA) as presented in Table 20.

Table 20

ANOVA of Inventory Control Practice

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	2.626	1	2.626	.397	.000b
Residual	608.832	93	6.618		
Total	611.457	94			

a. Dependent Variable: Performance

b. Predictors: (Constant), Inventory Control Practice

Source: Researcher (2024)

Table 20 indicates that the p-value was 0.000 which was less than 0.05. This therefore signified that tendering practice had a positive influence on performance hence a key determinant.

4.7 Performance of KPLC

Performance of KPLC was the dependent variable which was measured using customer satisfaction, profitability and efficiency in service delivery. The study analyzed secondary data, asked questions using a closed-ended questionnaire and also open-ended responses follow thereafter. Table 21 provides the secondary data of the study.

Table 21

Secondary Data on Performance of KPLC

Financial Indicators	Mean
Gross Profit	3.02
Net Profit	2.99
Purchase Expenditure	4.05

Source: Researcher (2024)

As per Table 21, it is provided that the gross profit is 3.02, net profit is 2.99 and purchase expenditure is 4.05. The implication of the results indicate that the institution was making considerable profits from the business of supplying power in Mombasa County, Kenya. However, the expenses incurred in running the operations was high leading to a decreasing profitability margin, hence as a result, the remaining net profit declined significantly. In support of the findings, Ochido and Njoroge (2023) also complained that the financial performance of KPLC has over time declined due to inflation and poor corporate decisions that allow excess expenditures on the generated revenue.

4.7.2 Descriptive Results of Performance of KPLC

The study provided several statements using a closed-ended questionnaire, that the respondents were required to provide their various opinions. Table 22 provides the descriptive results of the study.

Table 22*Descriptive Statistics of Performance of KPLC*

Statements N=94	Mean	Std Dev
Effective implementation of procurement policies has improved	3.70	1.09
The process of selecting quality suppliers is fairly done	3.85	1.02
There are policies that guide on the qualification of staff	4.23	0.26
Clear chain of command from the management	2.78	1.60
Periodic monitoring and evaluation of procurement practices	4.29	0.31
The adopted strategic procurement practices have improved performance	4.33	0.34

Source: Researcher (2024)

As noted in Table 22, 52(55.3%) strongly agreed and 24(25.5%) agreed that the adopted strategic procurement practices had improved performance (Mean-4.33 and S.D-0.34). Additionally, 45(47.8%) strongly agreed and 40(42.6%) agreed that there was periodic monitoring and evaluation of procurement practices to ensure they contributed towards the organization's vision and mission (Mean-4.29 and S.D-0.31). However, 29(30.9%) strongly disagreed and 24(25.5%) disagreed that there was a clear chain of command from the management for efficient decision-making process (Mean-2.78 and S.D-1.60).

The results imply that KPLC procurement department had ensured that they practiced various strategic procurement processes which involved frequent monitoring and evaluation of purchases so as to improve performance and the overall vision of the institution. That notwithstanding there was the concern of disconnect between the management and staff on chain of command particularly on procurement functions. It was expected that the management takes part in decision making process while the staff implements the same. However, the decisions made by the management were too costly or unrealistic to be implemented by the staff hence a lag in the process. As a result, the service delivery of KPLC took longer than expected and power equipment provided were less than the required threshold of quality and quantity.

Similarly, Affum et al. (2023) also noted that electricity company of Ghana suffered such kind of predicament whereby the decisions made by the management were hardly implementable in improving the ICT of the warehouse. As a result, the processes took longer to be done due to reverting back to manual procedures. According to Affum et al. (2023) the decision by the management to allocate low finances to procurement department and demanding more purchases done than the issued amount and without considering inflation factor, was the main cause of the breakdown. Additionally, Banker et al. (2023) also realised that outsourcing of power equipment was becoming hard due to strained organizational resources and allocation by the management in Brazilian electricity national company.

4.8 Multiple Regression Analysis of Procurement Practices and Performance of KPLC

The study conducted multiple regression analysis through three methods which include model summary, ANOVA and regression coefficients as presented in Table 23, 24, and 25.

In relation to model summary, the study assessed the percentage influence that procurement practices had on performance in Table 23.

Table 23

Model Summary of Procurement Practices

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.844a	.713	.654	2.49343	1.039

a. Predictors: (Constant), Outsourcing, Negotiation, Tendering, Inventory Control

b. Dependent Variable: Performance

Source: Researcher (2024)

Table 23 provides that R was 0.844 while R-Square was 0.713 at a 1.039 Durbin Watson. This means that procurement practices had 71.3% influence on performance which was positively correlated (Durbin Watson was between 0-2). The other 29.7% was based on elements not considered in this study.

Further on, the study assessed whether inventory control practice had any influence on performance through analysis of variance method (ANOVA) as presented in Table 24.

Table 24

ANOVA of Procurement Practices

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	58.126	4	14.532	2.337	.001 ^b
	Residual	553.331	90	6.217		
	Total	611.457	94			

a. Dependent Variable: Performance

b. Predictors: (Constant), Outsourcing, Negotiation, Tendering, Inventory Control

Source: Researcher (2024)

Table 24 indicates that the p-value was 0.001 which was less than 0.05. This therefore signified that procurement practices had a positive influence on performance hence a key determinant in the relationship.

Further, the study had a model whereby: $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$. Where: Y = Financial performance, β_i = Coefficients to be estimated, β_0 = Constant, X_1 = Outsourcing, X_2 = Negotiation, X_3 = Tendering, X_4 = Inventory Control, and ϵ = Error term. Therefore, the regression Coefficient is presented in Table 25.

Table 25*Regression Coefficients of Procurement Practices*

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	12.386	3.526		3.512	.001
1 Outsourcing	.599	.329	.421	1.820	.072
Negotiation	.165	.169	.169	.975	.332
Tendering	.083	.071	.120	1.169	.246
Inventory Control	-.468	.218	-.442	-2.146	.035

a. Dependent Variable: Performance

Source: Researcher (2024)

Table 25 indicates that constant is 12.386, outsourcing is 0.599, negotiation is 0.165, tendering is 0.083, inventory control is -0.468 and error is 3.526. Therefore, in the equation, $Y = 12.386C + 0.599X_1 + 0.165X_2 + 0.083X_3 - 0.468X_4 + 3.526\epsilon$. This means that when one unit of outsourcing, negotiation, tendering and inventory control was added, it increased or decreased performance by $0.599 + 0.165 + 0.083 - 0.468$ respectively.

The results imply that individually all variables were statistically significant but when combined inventory control was insignificant. Therefore, KPLC should ensure that it refocus more on the various inventory control methods they were using such as ABC inventory classification, economic order quantity, fixed order quantity inventory control, just-in-time inventory control, and warehouse management system. The management of KPLC should review these factors and make deliberate decision on which of them works effectively in Mombasa. This will enable the institution reduce costs and implement the most quality measure that derives value to improve performance.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter provides the summary of the findings, conclusions and recommendations that the study developed. There is also a presentation of suggestion for future studies on areas to address.

5.1 Summary of Research Findings

After the analysis of the collected data, the study discovered some findings based on the four objectives. The findings are provided in section 5.1.1 to 5.1.4.

5.1.1 Outsourcing Practice and Performance of KPLC

The findings indicated that as a result of increased power demand in coastal region, KPLC increased various outsourcing functions so as to improve various services. The common outsourcing process involved tender floating, selection of the most cost-effective supplier of products and services, provision of the required products and services, monitoring and evaluation, payments. That notwithstanding, outsourcing operations were limited by low funding from the management leading to stalling of service delivery on power management. The major consequences were related to unavailability, late provision, low quality and insufficient numbers of power equipment at the site. The correlation coefficient r of outsourcing practice was 0.189 at $\alpha < 0.000$ and 99% significance level.

5.1.2 Negotiation Practice and Performance of KPLC

The study established that the various negotiation practices commonly implemented by KPLC included principled, team, adversarial and avoidance types of negotiations. Additionally, the institution guided by electricity regulation tariffs to price their units, also ensured that there were negotiation rules such as the ones that made possible the implementation of avoidance on non-profitable discussions. To some extent when there was need to have hard bargain, it was made possible through the legal team. However, the study noted that the institution failed to have if any, policy framework on prepaid units purchase plan. Therefore, the value for money gotten by clients who has bought these units highly depending on several factors such as inflation, cost of fuel and management decisions. The correlation coefficient r of negotiation practice was 0.181 at $\alpha < 0.000$ and 99% significance level.

5.1.3 Tendering Practice and Performance of KPLC

The study found out that most commonly used tendering practices were open tendering, restricted tendering, competitive dialogue tendering and negotiated tendering. KPLC ensured that these tendering practices followed article 227 of the constitution of Kenya which ensured that the process promoted fairness, equity, transparency, competitive and cost effectiveness. In line with the constitution requirements, KPLC made cognizable efforts on digitalizing their tendering practices which saw to it that there was less human interference with tenders, quicker placement and selection of potential bidders of various advertised tenders. The correlation coefficient r of tendering practice was 0.317 at $\alpha < 0.000$ and 99% significance level.

5.1.4 Inventory Control Practice and Performance of KPLC

The study found out that KPLC had ensured that they had basic ways of operations such as having fixed order of products ordered at any given time and training its procurement staff on how, when, and why to have quality inventory control methods. Additionally, KPLC enhanced its inventory control practices through getting financial support, policy restructuring and change of management from the government. KPLC also made efforts in ensuring that its staff were trained on inventory control methods such as inventory stocking, restocking and disposal on-site; other training related to policy framework management was done at conferences and seminars, while implementation of policies was mainly tackled in office set-up. The correlation coefficient r of inventory control practice was 0.066 at $\alpha < 0.000$ and 99% significance level.

5.2 Conclusions

The study concluded that outsourcing practice positively and significantly influenced performance of KPLC. This was through increasing its competitive advantage through service delivery and lowering operational costs. However, outsourcing at times caused the public lose confidence in KPLC's operations especially when the provided services were of low quality or occurrence of delays in providing urgent services and products. This could relate to taking too long to install transformers, power line posts installation to new subscribers, and common meter installation and other maintenance.

The study concluded that negotiation practice positively and significantly influenced performance of KPLC. This was through ensuring that the procurement interests of the institution were considered in a mutual agreement among the suppliers of power cables,

machines, cars and transformers. When the institutional interests were suppressed or not considered, no commitment was made. That notwithstanding, KPLC's negotiation process was affected by corruption by rogue staff with selfish interests. Additionally, the cost of allowing a bargain was less equivalent to the current market rates, charges and legal implications.

The study concluded that tendering practice positively and significantly influenced performance of KPLC. There were clear tender operations regulations that guided the entire process. This was made through observing all the constitutional requirements. Nevertheless, there was a challenge of fully incorporation of ICT into the tendering process. As a result, the manual methods of taking tender applications to various KPLC institution was still rampant.

The study concluded that inventory control practice positively and significantly influenced performance of KPLC. Considerably, inventory control practices at KPLC enabled the institution reduce wastages, enhance value of resources and boost quality service delivery. However, there was an issue of maintaining consistency of policy systems towards guiding quality warehouse management. As a result, overstocking of power equipment engulfed which led to spoilage of the equipment and general deterioration of the warehouse. Additionally, there was also a challenge of instituting change in the institution whereby the recollection and disposal of old power equipment was poorly done.

5.3 Recommendations

On outsourcing practice, the study recommends that the procurement department management conducts a thorough check on the potential products and services outsources.

This will enable the institution get to assess the suitability of an outsourcing corporate towards supplying the agreed product or service. This could include getting references from previous clients of the potential company on their swiftness in quality service delivery. Additionally, the procurement staff should ensure that they conduct spot checks on the progress of delivery of the required item from the outsourcing firm. This will enable them acknowledge on the actual delays caused for effective decision making. This could include imposing fines on the supplier or withdrawing the services from them.

On negotiation practice, the study recommends that KPLC senior management develop and implement anticorruption policies on any one found culpable of corruption scandals. Additionally, the management should ensure that they follow the constitutional requirements towards dealing with corruption cases. This could be through compelled leaves, legal prosecution or job termination based on impending evidence. Further, the institution should improve the negotiation skills of its staff beginning from hiring experienced staff on negotiation matters to minimize legal implications, training the present staff on how to conduct public speaking, handle negotiation pressure and critical thinking for solid sealing of business deals.

On tendering practice, the study recommends that senior management provides funds, increase awareness and strengthen the ICT implementation policies. On funds, the management should ensure that the procurement department is well supplied with financial resources based on the suggested budget to enable them train its staff, acquire and effectively manage ICT tools. Additionally, the management should also ensure that the idea of digitalizing tender placement and selection be communicated to staff for

effectiveness. The more people realize that it is a necessity, the less time they will take in adopting the new suggested system of tender process. Considerably, they would also communicate the same with other interested stakeholders on tendering operations of KPLC. The management could also strengthen the implementation of ICT through its policy framework. This is because, an existence of a clear policy structure gives the staff a sense of confidence that the management is fully committed to ensuring the implementation phase of ICT in its operation is successful.

On inventory control practice, the study recommends that the procurement department staff undergo training on warehouse management and disposal management. The two courses will enable the staff understand the need to always ensure that the warehouse where power equipment is stored is orderly maintained to maximize on space and reduce deterioration. Additionally, they should also be trained on how to dispose old power equipment separately from other power equipment for effectiveness in recycling the necessary machines and also destroying the unrecyclable item. Further on, the management should consider expansion policies on warehouses to improve their quality and spaces. A well-maintained warehouse reduces the chances of spoiled power equipment and increases their recycle or resale value.

5.4 Suggestion for Future Studies

The study examined the influence of strategic procurement practices on performance of Kenya Power and Lighting Company in Mombasa County, Kenya. Future studies should expand the findings to other KPLC offices in other counties for consistencies. Additionally, since the study paid attention to electricity power corporates, there is need to consider other electricity firms such as Geothermal firms. Additionally, the study also paid more attention

to strategic procurement practices such as outsourcing, negotiation, tendering and inventory control. Future studies should also consider other procurement practices not considered such as insourcing practice among others.



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APPENDICIES

Appendix I: Consent Form for Participation in Research

INFLUENCE OF STRATEGIC PROCUREMENT PRACTICES ON PERFORMANCE OF KENYA POWER & LIGHTING COMPANY LTD, MOMBASA COUNTY, KENYA.

Dear Participant,

I invite you to participate in a research study entitled *Influence of strategic procurement practices on performance of Kenya Power & Lighting Company Ltd, Mombasa County, Kenya*. I am currently enrolled in the Master of Science Degree in Procurement and Supplies Management at Mount Kenya University and am in the process of writing my Master's project. The purpose of the research is to determine: *Influence of strategic procurement practices on performance of Kenya Power & Lighting Company Ltd, Mombasa County, Kenya*. The enclosed questionnaire has been designed to collect information on: *Influences of strategic procurement practices on performance of Kenya Power & Lighting Company Ltd, Mombasa County, Kenya*

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

If you agree to participate in this project, please answer the questions on the questionnaire as best you can. It should take approximately *15minutes* to complete. Please return the questionnaire as soon as possible to enable me complete the project report.

If you have any questions about this project, feel free to contact *the INVESTIGATOR*, Ms. Wambui Shirlen, +254790127054, Email: shirlenwambui@gmail.com or Dr. BarasaWamalwa; Tel. 0721203761. Email: bwamalwa@mku.ac.ke. If you have questions about your rights as a research participant, please be in touch with the Chairman, Mount Kenya University, Ethical Review Committee, P.O Box 342-01000, Thika.

Thank you for your assistance in this important endeavor.

CONSENT

I have read and I understand the provided information and have had the opportunity to ask questions. I understand that my participation is voluntary and that I am free to

withdraw at any time, without giving a reason and without cost. I understand that I will be given a copy of this consent form. I voluntarily agree to take part in this study.

Participant's signature _____ Date _____

Investigator's signature _____ Date _____



Appendix II: Questionnaire

You are requested to answer the following questions as truthful as you can. By filling in this questionnaire, you are affirming that you have agreed to participate in this study.

SECTION A: DEMOGRAPHIC INFORMATION

1. Highest qualification

- a) Diploma
- b) Degree
- c) Masters
- d) PHD

2. Designation

- a) Procurement managers
- b) Procurement officers
- c) Finance officers

3. Length of service in the current position

- a) Above 10 years
- b) 6 years-9 years
- c) 2 years to 5 years
- d) Less than 1 year

SECTION B: OUTSOURCING PRACTICE AND PERFORMANCE

No.	Statement	1	2	3	4	5
1.	Our organization frequently outsources services like meter reading and distribution.					

2.	There are dedicated staff who have been contracted to offer security services.					
3.	We are able to access ICT services since our organization has reliable source of internet from external source (fiber, Safaricom and other sources).					
4.	The quality and status of electricity pole management has improved significantly when sub-contractors were assigned the task.					
5.	The fluctuation in demand increases the outsourcing of products like purchase of electricity power equipment from offshore.					
6.	The procurement department funding is frequently and efficiently done to facilitate the process of outsourcing					

7. Please describe the process involved in outsourcing in your organization?

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8. Highlight the challenges faced by the institution from suppliers who do not honor their word in outsourcing process?

.....

.....

.....

9. Explain how does outsourcing practice impact performance of your organization?

.....

.....

.....

SECTION C: NEGOTIATION PRACTICE AND PERFORMANCE

No.	Statement	1	2	3	4	5
1.	The government is able to regulate the operations of KPLC such that any conflicts by clients and the institution are sorted through multiparty negotiation.					
2.	The management encourages growth and development among staff by allowing them to participate and practice their bargaining skills through team negotiation.					
3.	There is a conflict resolution team in the organization that promotes principled negotiation with clients that have complaints.					
4.	Our organization has employed tough negotiators in the legal department whose responsibility is to ensure that adversarial negotiation succeed.					
5.	There are clear negotiation guidelines that guide the negotiation to implement avoidance when the interests of the organization are not been met in a bargain forum.					
6.	There is existence of negotiation policy framework of KPLC especially on purchase of prepaid electricity units.					

7. Please explain the standardized price range policy framework established to guide on electricity power charges to consumers?

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.....

8. Elaborate the issues affecting the negotiation process particularly at KPLC?

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.....

9. Highlight when do various types of negotiation apply in a procurement process and their influence on performance at KPLC?

(principled negotiation, team negotiation, multiparty negotiation, adversarial negotiation and avoidance negotiation)

.....

.....

SECTION D: TENDERING PRACTICE AND PERFORMANCE

Please tick as appropriate in the boxes. 1-strongly disagree, 2-disagree, 3-neutral, 4, agree, 5- strongly agree.

No.	Statement	1	2	3	4	5
1.	There has been incorporation of ICT in the open tendering process to allow as many qualified parties to submit their bids.					
2.	The staff are well trained on how to quantify a tender as restricted to increase the chances of having the best bidder.					
3.	The selection process of competitive dialogue tendering enables the institution save on cost and time of delivery of the supplies.					
4.	The management always encourages the staff to attend seminars and conferences on how to manage tenders.					
5.	The organization has established clear tendering policies frameworks both at an institutional level and also keenly at the laws enacted by the parliament through the constitution.					
6.	Negotiated tendering is mainly implemented due to availability of finances.					

7. Kindly elaborate the policy framework that has been implemented through government support to curb corruption in tendering process in your organization?

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8. Explain how e-tendering system enables the whole procurement process to succeed and its influence on performance at KPLC?

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9. Highlight what tendering practices are commonly used in your organization?

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SECTION E: INVENTORY CONTROL PRACTICE AND PERFORMANCE

Please tick as appropriate in the boxes. 1-strongly disagree, 2-disagree, 3-neutral, 4, agree, 5- strongly agree

No.	Statement	1	2	3	4	5
1.	There are inventory control practices such as fixed order quantity inventory control frequently used by the procurement department staff.					
2.	The procurement staff has a well-established system that is used to classify whether the equipment is costly, moderately costly or less costly.					
3.	The procurement department is well funded to ensure that minimum order quantity is procured to maintain economies of scale.					
4.	The organization has implemented use of ICT to ensure the accuracy of forecasting on the departmental needs so as to effectively implement just-in-time inventory control.					
5.	There is clear policy structure on how warehouse management system is supposed to work to ensure inventory control objective is met.					

6.	The staff undergo various procurement training programs to understand how the various inventory control methods apply to the organization.					
----	--	--	--	--	--	--

7. What government support system is offered to KPLC towards addressing the issues encountered in your operations?

.....

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8. Highlight the challenges affecting inventory control practice in your organization?

.....

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9. Elaborate where does the training on inventory control methods take place and its influence on performance at KPLC?

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.....

SECTION F: PERFORMANCE

Please tick as appropriate in the boxes. 1-strongly disagree, 2-disagree, 3-neutral, 4, agree, 5- strongly agree

No.	Statement	1	2	3	4	5
1.	Effective implementation of procurement policies has improved performance.					
2.	The organization ensures that the process of selecting quality suppliers is fairly done to ensure profitability					

3.	There are policies that guide on the qualification to be considered during the employment of productive procurement staff.					
4.	There is a clear chain of command from the management for efficient decision-making process.					
5.	There is periodic monitoring and evaluation of procurement practices to ensure they contribute towards the organization's vision and mission.					
6.	The adopted strategic procurement practices have improved performance					

7. Explain how your organization ensures that there is frequent monitoring and evaluation of procurement decisions so as to improve performance?

.....

.....

.....

8. Please describe how the challenges enshrined in the supply chain strategies affect the overall procurement processes.

.....

.....

.....

Thank you for your time

Appendix III: Secondary Data Collection Instrument

	2020	2021	2022
Gross profit			
Net profit			
Purchase Expenditure			



Appendix IV: Ethic Review Certificate



REF: MKU/ISERC/3410

Date: 18 December 2023

TO: WAMBUI SHIRLEN WANJIRU

REG: MPSM/2022/52611

Dear Sir/Madam,

RE: EFFECT OF STRATEGIC PROCUREMENT PRACTICES ON PERFORMANCE OF KENYA POWER AND LIGHTING COMPANY IN MOMBASA COUNTY

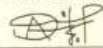
This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **2454**. The approval period is **18/12/2023 - 17/12/2024**.

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,



✓ The Chairman
Mount Kenya University
Ethics Review Committee
P. O. Box 342 - 0100, Thika

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

Appendix V: Introduction Letter from MKU


Mount Kenya University

DIRECTORATE OF GRADUATE STUDIES

MPSM/2022/52611
19th December 2023

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

Dear Sir/Madam,

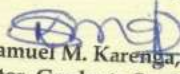
RE: WAMBUI SHIRLEN WANJIRU- REGISTRATION NO. MPSM/2022/52611

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 **“Effects of Strategic Procurement Practices on Performance of Kenya Power and Lighting Company in Mombasa County”**. 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 **December, 2023 and February, 2024**.

Any assistance accorded to the student will be highly appreciated.

Thank you.







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

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

Enc.

Main Campus, General Kago Road, P.O. Box 342-01000 Thika.
Cell: +254 709 153 000 / +254 709 153 200
Email: info@mku.ac.ke, Web: www.mku.ac.ke
Chartered and ISO 9001 : 2015 Certified Institution.
Unlocking Infinite Possibilities

Appendix VI: NACOSTI Research Permit

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 395431	Date of Issue: 05/January/2024
RESEARCH LICENSE	
	
This is to Certify that Miss.. SHIRLEN WANJIRU WAMBUI of Mount Kenya University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Mombasa on the topic: EFFECT OF STRATEGIC PROCUREMENT PRACTICES ON PERFORMANCE OF KENYA POWER AND LIGHTING COMPANY IN MOMBASA COUNTY for the period ending : 05/January/2025.	
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INFLUENCE OF STRATEGIC PROCUREMENT PRACTICES ON PERFORMANCE OF KENYA POWER AND LIGHTING COMPANY IN MOMBASA COUNTY, KENYA

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