INFLUENCE OF SUPPLY CHAIN MANAGEMENT PRACTICES ON PERFORMANCE OF WAJIR COUNTY GOVERNMENT

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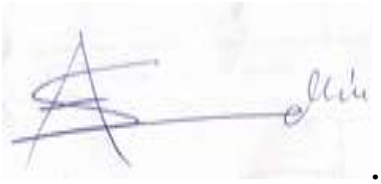
A RESEARCH PROJECT SUBMITTED IN PARTIAL FULLFILMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF SCIENCE IN PROCUREMENT AND SUPPLIES MANAGEMENT OF MOUNT KENYA UNIVERSITY

NOVEMBER, 2023

DECLARATION AND APPROVALS

Student's Declaration

This is my official declaration that this research endeavor is entirely original with no submissions made in hopes of receiving a degree from any university or college.



Signed: …… **. Date: ……26/11/2023……**
Saadia Ibrahim
MPSM/2014/79145

Supervisor's approval

As the supervisor, I have given my consent for this research project to be submitted for review.

Signed: ……. Date: ……26/11/2023…

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DEDICATION

I dedicate this study to my husband, Mr Omar Guliya and children, friends and entire family whose words and patience have been my source of encouragement and inspiration. May Almighty God bless them all

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ACKNOWLEDGEMENT

The only reason I have been able to complete this program effectively is the all-powerful God. In addition, I would like to thank my parents, Omar Guliya, and other family members for their financial and emotional support. I also like to thank my supervisor Dr Peter Wamalwa Barasa, PhD for his invaluable support in guiding me that has seen my research idea developed.

Mount Kenya University

TABLE OF CONTENTS

Mount Kenya University

LIST OF TABLES

Mount Kenya University

LIST OF AND FIGURES

Mount Kenya University

LIST OF ABBREVIATION AND ACRONYMS

EDI: Electronic Data Interchange

ERP: Enterprise Resource Planning

IT: Information Technology

SCM: Supply Chain Management

RDT: Resource Dependent Theory

RFID: Radio Frequency Identification

ROI: Return on investment

SCM: Supply Chain Management

VMI: Vendor-managed inventory

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ABSTRACT

Supply chain management, broadly defined as the integration, coordination, and collaboration between organizations and throughout the supply chain, is the production of goods, services, and information that provide value for customers and other stakeholders. A potentially advantageous tactic for gaining a competitive edge and improving organizational performance is effective supply chain management (SCM). Examining the impact of supply chain management techniques on the Wajir County Government's performance was the aim of the study. The study's specific objectives were to ascertain the impact of supply chain integration practice on Wajir County Government performance, investigate the impact of customer relationship management practice on Wajir County Government performance, ascertain the impact of information sharing practice on Wajir County Government performance, and, lastly, evaluate the impact of strategic supplier partnership practice on Wajir County Government performance. A descriptive survey was used as the study's research design. Two hundred and Ninety five (295) Wajir County employees from the departments of the Inspectorate Department, Finance Department, ICT Department, Human Resource Department, Trade and Infrastructure Department, and Procurement Division made up the population for this study. Ninety (90) respondents from the study's target population were selected at random. Self-administered questionnaires that are mostly quantitative and descriptive in nature were used to gather the primary data. levels of Cronbach's alpha (α) beyond 0.7 were considered satisfactory, whilst levels below 0.7 were considered questionable. Following data collection, the completed and returned questionnaires were coded, their completeness verified, and their data entered into the social science statistical program (SPSS version 24). Descriptive statistics were employed to explain the characteristics of the variables, while regression analysis was utilized to examine the relationships between variables. From the regression analysis, the findings showed that Supply Chain Integration practice(SCI), Customer Relationship Management practice (CRM), Influence of Information Sharing practice (IS) and Strategic Supplier Partnership Practice (SSP) significantly predict the performance of Wajir County Government, Kenya. There is a strong linear association between Wajir County Government performance and Supply Chain Management methods, as indicated by the linear regression results, which show R^2 =.655 and R= 0.809. 65.5% of the variability in our dependent variable was explained by the independent variables. The practice of supply chain integration (SCI) exhibited the strongest correlation with the performance of the Wajir County government in Kenya ($\beta = 0.353$, $p< 0.05$), then followed by Strategic Supplier Partnership Practice (SSP) ($\beta =0.291$, $p< 0.05$), Customer Relationship Management practice (CRM) ($\beta =0.233$, $p< 0.05$) and Information Sharing practice (ISP). SCC practice with ($\beta =0.140$, $p> 0.05$) respectively.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The introduction of new products with shorter life cycles, increased competitiveness in today's global marketplaces, and rising customer expectations have all influenced the upgrading of innovative supply chain management strategies. Integration, coordination, and cooperation between companies and throughout the supply chain are necessary to provide products, services, and information that are beneficial to consumers and other stakeholders. This is the widespread consensus regarding what supply chain management comprises. Supply chain management (SCM) done right can provide a firm a competitive edge and improve performance. SCM is defined as an approach that aims to enhance both the chain's overall performance and the performance of each individual company, while also acknowledging the strategic significance of cooperation between trade parties. The actions a company takes to enable efficient supply chain management are known as supply chain management (SCM) practices. It is recommended that supply chain management (SCM) methods take into account the chain's upstream and downstream elements. According to Tank et al. (2001), most people believe that supply chain management (SCM) encompasses coordination, integration and cooperation between businesses and across the supply chain. According to Barasa (2014), a corporation can achieve collaborative supply chain management by implementing systems that integrate both internal and external processes. The strategies used in the integration, management and synchronization of supply, request, and associations to effectively gratify customers are known as supply chain management practices (SCMPs). The series of steps a business takes to facilitate effective supply chain management are known as SCMPs. SCM techniques aim to create an

organizational network between enterprises in the upstream and downstream sectors. The goal of this is to advance the value of goods and services presented to end users in order to boost consumer value.

According to Ali et al. (2013), In order to establish a cogent and highly effective business model, supply chain management is an integrating role that is largely responsible for connecting essential business operations and business processes both within and across firms. It works with and across information technology, finance, product design, marketing, and sales to coordinate procedures and activities. It encompasses manufacturing operations in addition to all of the previously discussed logistics management functions. Supply chain coordination occurs when every link in the network strives to enhance total profitability rather than just its own, according to Chopra & Meindl (2001).

According to Sutton (2004), certain businesses have an advantage over their competitors thanks to the introduction of the newest business practices, such as supplier alliances, outsourcing, continuous process flow, cycle time compression, and information technology sharing. These businesses rely heavily on their ability to handle a variety of challenges in order to control costs, improve product quality, and deliver superior customer service. Ulusoy (2003) distinguished four supply chain management practices: production, supplier relations, logistics, and customer relations. This analysis was conducted while examining the management of innovation and supply chains in Turkey's manufacturing industries. As stated by Ali *et al* (2013), the main responsibility of supply chain management, an integrating job, is to connect critical business activities and functions from both inside and outside of businesses to create a well-planned and profitable business model. It works with

and across information technology, finance, product design, marketing, and sales to coordinate procedures and activities. It encompasses manufacturing operations in addition to all of the previously discussed logistics management functions.

SCM practices, as defined by Li *et al.* (2005), are a set of steps that businesses take to promote effective supply chain management. Information technology (IT) exchange, cycle-time compression, supplier collaboration, outsourcing, and incessant process flow are some of the supply chain management (SCM) concepts that are discussed. Through the application of inter-organizational standards such as activity-based costing or EDI, concentrating on key competencies, and removing unnecessary waste throughout the supply chain. Carr & Ltzer's 2007 list of procurement best practices included concentrating on core capabilities, leveraging inter-organizational technology like EDI, and Delaying customization till the very close of the supply chain helps minimize excess inventory levels.

Since today's competition is across supply chains rather than between enterprises, current supply chain management (SCM) practices have emerged as a possibly useful strategy for creating a competitive edge and enhancing organizational performance (Suhong et al., 2006). It entails minimizing associated costs both inside and between all parties while delivering the appropriate quantity of the correct invention to the correct place at the correct period (Saad et al., 2002). This is explained very persuasively by the fact that competition is now being fought between or across. Implementing e-business to improve business operations can increase customer service, integrate the supply chain, and streamline distribution (Rao, 2002). Information technology adoption, according to Porter (2008), will

bring about three changes to the competitive landscape: by changing the rules of competition, by changing the structure of the industry, and by giving businesses new opportunities to outperform their competitors. Partner cooperation in the supply chain will reduce risk and boost overall pipeline efficiency dramatically. Thus, trust, information sharing, and cooperative problem solving are critical success factors in long-term partnerships that are essential to the supply chain's efficiency (Hugo et al. 2004).

Li et al. (2005) defines supply chain management (SCM) strategies as a collection of actions companies do to support efficient supply chain management. Information technology (IT) sharing, cycle-time compression, supplier collaboration, outsourcing, and continuous process flow are a few of the supply chain management (SCM) concepts that are covered. Supply chain management reduces the consequences of duplication by concentrating on key competencies, leveraging inter-organizational standards like activity-based costing or EDI, and getting rid of unnecessary waste along the supply chain. Carr & Ltzer's 2007 list of procurement best practices included concentrating on core capabilities, leveraging inter-organizational technology like EDI, and minimizing excess inventory levels by postponing customization until the very end of the supply chain.

Effective supply chain management (SCM) has arisen as a potentially helpful method for establishing a competitive edge and improving organizational performance, since competition today is between supply chains rather than between firms (Suhong et al., 2006). It entails minimizing associated costs both inside and between all parties while delivering the appropriate quantity of the right product to the right place at the right time (Saad et al., 2002). This is explained very persuasively by the fact that competition is now

being fought between or across. Implementing e-business to improve business operations can increase customer service, integrate the supply chain, and streamline distribution (Rao, 2002). Information technology adoption, according to Porter (2008), will bring about three changes to the competitive landscape: by changing the rules of competition, by changing the structure of the industry, and by giving businesses new opportunities to outperform their competitors. Partner cooperation in the supply chain will reduce risk and boost overall pipeline efficiency dramatically.

Concerns like performance review and supplier development are part of managing the supplier relationship. If the supplier's performance is judged to be below par, teams devoted to continuous development and trainings should be used to assist in improving it (Gadde & Hakansson, 2001). Collaboration in the supply chain enables the cooperating members to increase the organization's performance in terms of revenue growth, cost savings, operational flexibility, and the ability to handle high demand ambiguities (Simatupang & Sridharam, 2005). Members of the supply chain can gain cost savings, profitability, and flexibility in handling supply chain uncertainties when they have deeper links with one another. To ensure that their supply chain experiences as few stock-outs as possible, responds quickly to changes in the market, and carries the fewest amount of buffer stocks possible, steel manufacturing companies have become more customer-responsive.

1.2 Statement of the Problem

In 2010, the Kenyan government implemented a decentralized form of governance. Many obstacles have been encountered by the new system in its efforts to optimize supply chain procedures. According to Chong and Ooi (2008), firms that have a well-managed supply

chain can reduce their inventory, provide better customer service, and see a decline in expenses when their inventory turns. Even though supply chain management (SCM) has many potential advantages in the industrial sector, the question of whether SCM has enhanced service delivery in county governments—specifically in Wajir County, Kenya—remains unresolved.

The idea and implementation of supply chain management techniques in Kenya have been extensively studied, but little is known about the Wajir County Government. The study conducted by Wachira (2013) investigated the impact of supplier relationship management (SRM) in the alcohol industry on the performance of specific industries. The four primary pillars of supply chain management (SRM) were determined to be information sharing and technology interchange; trust (commitment, loyalty, transparency, and flexibility); risk assessment and management (innovations, contract management, value and pricing structures); and strategic source partnerships. Kyengo (2012) discovered that the company's ability to provide timely product delivery to its widely distributed client base had a significant impact on the organization's overall performance. Dajissa (2011) discovered that factors such as service quality, supplier management, relationships, supplier selection, time of service delivery, and internal critical business activities all affected the supply chain's performance. Given these results, the purpose of this study was to determine how supply chain management strategies affect the performance of the Wajir County Government.

1.3 Research Objectives

1.3.1 Purpose of the Study

This study's primary goal was to find out how Wajir County Government performance was impacted by supply chain management strategies.

1.3.2 Specific Objectives of the Study

The following goals served as the study's guidelines:

i. To determine the Influence of Supply Chain Integration practice on the performance of Wajir county Government.
ii. To investigate the influence of Customer Relationship Management practice contributes to the performance of Wajir county Government.
iii. To ascertain the Influence of Information Sharing practice on the performance of Wajir county Government.
iv. To assess the Influence of Strategic Supplier Partnership Practice on Performance of Wajir County Government.

1.4. Research Questions

The following research questions led the study:

i. What is the Influence of Supply Chain Integration practice on the performance of Wajir county Government.?
ii. What is the influence of Customer Relationship Management Practice on the Performance of Wajir county Government?

iii. What is the Influence of Information Sharing Practice on the Performance of Wajir County Government?

iv. What is the Influence of Strategic Supplier Partnership Practice on Performance of Wajir County Government?

1.5 Significance of the Study

The following were significant findings from the study:

a. Management and Policy Makers

By simplifying the various elements that influence County performance, the study will help managers and policymakers at the National and county levels. This is due to the County government's continuous efforts to improve operations that are intended to maximize performance.

b. Academicians and Researchers

This study will be helpful to future researchers since it sheds light on the strategies used in strategic supply chain management and how they affect Wajir County's performance. The study will be extremely important since the results will help advance academic understanding and proficiency in supply chain management-related fields.

c. Community

The community is the consumers of services and suppliers of products to the county government of Wajir and its operations have an impact on them either directly or indirectly. The County Government will be able to adapt to the changing demands of the people of Wajir County by integrating supply chain management techniques into its operations. Bursaries, community initiatives, and assistance for neighborhood services are a few more advantages that the community may receive from the County Government's excellent work.

1.6 Limitations of the Study

The respondents' responses had an impact on the study's findings, particularly their lack of freedom to express their opinions about supply chain management procedures for fear of managerial punishment. The study was somewhat constrained because it mostly depended on quantitative approach for data gathering through the use of questionnaires, with some qualitative methodology as well. Furthermore, because the study relied on self-reported surveys, it was possible for respondents to provide answers that more closely matched their perception of reality than what they actually thought was desirable. To address this issue, the researcher may choose to physically follow up with the respondents over a number of visits to assist with filling out and selecting the questionnaire in order to meet the sample size requirements and guarantee a high response rate. Additionally, the researcher will make sure the questionnaires are written in a format and language that are easy to understand and answer, and finally, to allay respondents' fears about answering the questions, they will be informed that their answers will be kept private.

1.7 Delimitations of the Study

The respondents were given the assurance assuring the researcher that the data they submitted would be kept private and that the study's results would only be utilized for academic reasons.

1.8. Scope of the Study

The aim of the research was to ascertain how strategic supply chain management approaches affect the performance of the Wajir County Government. Out of the 295

respondents in the target population, 90 participants were selected for the study. These participants were employees of the County Government of Wajir, working in the departments of inspectorate, finance, ICT, human resources, trade and infrastructure, and procurement.

1.9 Operational Definition of Key Terms

Customer relationship management: Offers a framework for building and sustaining connections with customers.

Information sharing: It is the business partners' sharing of private information that enables them to follow the flow of orders and commodities through the various phases of the supply chain.

Information Technology: It is the process of storing, processing, networking, protecting, and transferring any type of electronic data using computers and other physical devices.

The supply chain: is made up of all the interconnected materials and processes required to produce and provide goods and services to clients.

Supply Chain Management: This method includes organizing and supervising all processes related to conversion, sourcing and purchasing, and logistics management

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CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In this chapter, previous research that was relevant to the study problem was reviewed. The chapter examined the theories put out concerning procurement procedures. The theoretical literatures created by the most current researchers were also examined in this chapter.

2.2 Theoretical Review

2.2.1 Resource Based Theory (RBT)

The resource based hypothesis, developed by Penrose in 1959, contends that organizations have resources that provide them a competitive edge and improve their long-term performance. Having valuable and uncommon resources might provide you a competitive edge. Resource-based theory underscores the usage of distinctive, valued, unique, and non-

substitutable resources to generate a sustained economic advantage. This theory views the company as a collection of unique resources and assets (Barney, 2001).

The significance of internal resources in guiding business operations is examined by the resource-based view (Clemens and Douglas, 2006). It is a process for identifying and evaluating a company's strategic advantages based on an examination of the unique ways in which the organization's resources, competencies, and intangibles are grouped. The essential tenet of the RBV is that every firm has a "unique" bundle of resources, including organizational capacities to use its tangible and intangible assets and other resources. This allows for fundamental differences between firms. Any company can develop competences using these resources, and if they are appropriately tailored, they can give the company a competitive edge (Pearce & Robinson, 2007).

Additional domains where the resource-based paradigm may be applied are purchasing and supply management. Empirical data indicates that an approach grounded on resources can be beneficial and useful across the entire cycle of the purchasing year. The claim that internal jobs should be kept when they give a competitive advantage justifies the open outsourcing of less important work (Dubey et al., 2019). Any company can develop competences using these resources, and if they are appropriately tailored, they can give the company a competitive edge (Pearce & Robinson, 2007). The fundamental tenets of this philosophy are confidence in the partnership agreement, dedication to cooperating for the good of both parties, and the establishment of advantageous circumstances that let you rely on your pa Therefore, rather than being utilized to promote the hostile coercion of one chain participant by another, dependencies should be used to foster mutual tolerance and

trusted partners and take the initiative. Therefore, dependencies should be leveraged to foster mutual tolerance and trust rather than to encourage the aggressive exploitation of one chain member by another from the standpoint of maximum value supply chains. Empirical data indicates that an approach grounded on resources can be beneficial and useful across the entire cycle of the purchasing year. The claim that internal jobs should be kept when they give a competitive advantage justifies the open outsourcing of less important work (Dubey et al., 2019).

2.2.2 Diffusion Innovation Theory

For more than thirty years, researchers have examined the adoption process. Rogers, in his book Diffusion of Innovations (Sherry & Gibson, 2002), outlines one of the most widely used adoption models. The majority of other theories of change approach change very differently from Diffusion of Innovations. It views change as mostly about the evolution or "reinvention" of products and behaviors so they become better matches for the needs of individuals and groups, as opposed to emphasizing persuasion.

Rogers (2003) commonly used the terms "technology" and "innovation" interchangeably because technological advancements are a component of diffusion studies. Rogers states that "a technology is an instrumental action that minimizes uncertainty in the cause -effect relationships necessary to achieve a desired outcome." According to Rogers (2003), an innovation is any concept, procedure, or undertaking that a person or other adoption unit views as novel. Even if something has been around for a while, people may still consider it innovative if they believe it to be fresh.

The two hardest groups to include in the innovation process are the Laggards, who are extremely sceptical of change and adopt innovations only after the majority has tried them, and the Late Majority, who are doubtful people.

Innovation theory states that the relative advantage provided to the new strategy's organization, compatibility, complexity, and trial-ability may be used to analyze the adoption rate of innovative methods. The second component is communication, which includes creating and disseminating information about creative projects within the company. The third component, time, takes into account how long the innovation-decision process takes. The social context of the new systems is the final component (Everett, 1997). For innovation methods to spread, products and people must evolve and reinvent themselves in order to perform better (Les, 2009). This theory's ideas are quite pertinent to the research at hand. They aid in deepening the inquiry and make it easier for the researcher to comprehend the expected relationship between the variables. Although the theory of innovation dissemination offers insight into the process of innovation, it is not without flaws. The notion is not conducive to a collaborative methodology. As such, it can only function optimally when certain habits are adopted.

2.2.3 Social Capital Theory

The concept of social capital was developed by Bourdieu and is a part of his theory of praxis. Numerous societal domains that operate as settings for actors' social praxis are intimately associated with this type of capital (Schwingel 1995). Social capital cannot be viewed as independent as a result. The gentler side of organizational problems is addressed by social capital theory (Ketchen Jr. & Hult, 2007). Because the entities in the chain are

people who cross physical boundaries, The success of the supply chain is influenced by a number of social elements, including their relationships, shared values, mutual trust, and confidence in information sharing.. This is why it is relevant to the supply chain (Nahapiet & Ghoshal, 1998).

Social groupings have the goal of reproducing themselves. For example, businesspeople seek to perpetuate their money, while academics want to maintain their position as the dominant force in the accepted culture. Due to the small quantity of wealth available and the need for competition within society groupings, this is a challenging undertaking. A group's ability to obtain uncommon items is influenced by its social, cultural, and economic capital. For this reason, the organizations devise plans for obtaining particular items, both materially and figuratively. A variety of social elements influence the performance of the supply chain, including their connections, mutual trust, shared values, and confidence in information sharing. To provide the supply chain as a whole with a competitive edge, these soft linkages must be firmly established as the business environment shifts to one of supply chain vs. supply chain rivalry.

Social groupings have the goal of reproducing themselves. For example, businesspeople seek to perpetuate their money, while academics want to maintain their position as the dominant force in the accepted culture. Due to the small quantity of wealth available and the need for competition within society groupings, this is a challenging undertaking. A group's ability to obtain uncommon items is influenced by its social, cultural, and economic capital. For this reason, the organizations devise plans for obtaining particular items, both materially and figuratively. Because the entities in the chain are individuals who cross

physical boundaries, a number of social elements, such as their relationships, shared values, mutual trust and confidence in sharing information, etc., Turn it into a supply chain relevant statement that could affect the supply chain's performance (Nahapiet & Ghoshal, 1998). Social groupings have the goal of reproducing themselves. For example, businesspeople seek to perpetuate their money, while academics want to maintain their position as the dominant force in the accepted culture. Due to the small quantity of wealth available and the need for competition within society groupings, this is a challenging undertaking. A group's ability to obtain uncommon items is influenced by its social, cultural, and economic capital.

2.2.4 The Network Theory

The network theory and the procurement performance analysis are compatible. The relationships between businesses, suppliers, buyers, and customers within a supply chain are examined by supply chain network theory (Wellenbrock, 2013). According to this hypothesis, the majority of businesses rely on their relationships with supply chain networks in addition to their relationships with direct partners. One way to explain the network idea is as a close cooperation or relationship between suppliers and companies. The only thing that can keep this partnership going is mutual trust when it comes to sharing information and expertise. The idea emphasizes the value of long-term contracts, information exchange, and different supply chain network flows, all of which can enhance service delivery.

According to Thorelli (1986), a network is the long-term connections that two organizations have with one another. In terms of investments and capital returns, it should

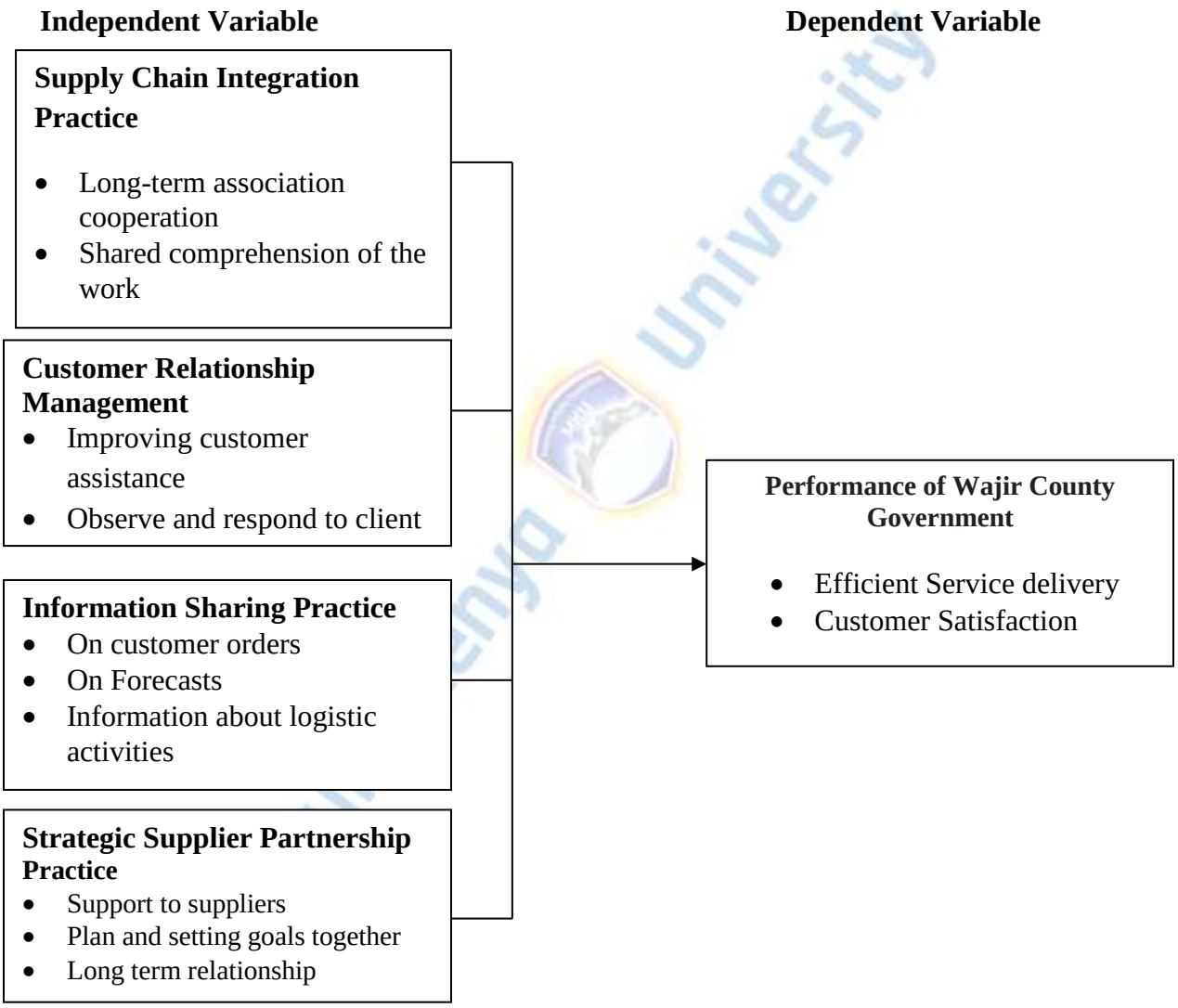
also be advantageous for both firms. According to Hakanson and Ford (2002), gaining a competitive edge is only possible with well-functioning supply chain networks.The main aim of this 1970s thesis was to explain why companies form strategic alliances. Ho, Xuet al (2010) asserts that business environment presents purchasing institutions with intense competition; stable conditions can be established by fewer, dependable suppliers through the formation of long-term, fruitful partnerships. While Zuo, Yi, and Kajikawa (2017) saw buyer-supplier relationship management as a function of supply chain networks, Zuo, Kajikawa, and Mori (2016) contended that supply networks theory helps businesses to find new partners with whom to continue working.

2.3 Conceptual Framework

A conceptual framework is a structured approach to considering the how, why, and how we interpret the activities of a project. Kothari (2004) asserts that a framework can assist us in articulating why we are carrying out a project in a particular manner. It is a structure that illustrates the connections between the key concepts in a certain subject. It pinpoints the elements that, when combined, account for the problematic situation. It is developed by conceptual reflection. Therefore, the collection of fundamental concepts used to describe how the independent and dependent variables related to one another was known as the conceptual framework. The conceptual framework established a connection between the objectives, study methodology, literature review, and research title.

It can also assist us in comprehending and applying the theories of those who have carried out comparable research. This study aimed to examine how the performance of the Wajir county government was impacted by strategic supply chain management practices. This

study's conceptual framework included one dependent variable and four independent variables. Independent variables are elements that (likely) contribute to, sway, or have an impact on results. They may also be referred to as treatment, manipulated, antecedent, or predictor variables, whereas dependent variables are elements on which a variable depends.



Source: Researcher (2023)

Figure 1: Conceptual Framework

2.3.1 Influence of Supply Chain Integration Practice on Performance of Wajir County Government

According to Pagell (2004), Integration is the process by which businesses in a supply chain collaborate to realize results that meet the needs of both parties. Supply chain integration, according to Kim and Narasimhan (2002), combines an organization's relationships, functions, activities, procedures, and locations with those of its clients, suppliers, and other channel players. Competitive supply chains should be able to combine supply and demand through cooperation in order to achieve notably superior performance (Barratt, 2004). Better forecasting, quicker and more accurate information delivery, less expenses, reduced inventory, and better customer support are just a few advantages that businesses that have integrated supply chain collaboration among their members enjoy (Whipple et al., 2007).

Integration in the supply chain is a difficult process that calls for constant participation from both (or all) parties (Cousins & Menguc, 2006). Since supply chain integration has only been investigated to a relatively limited level thus far, more thorough theoretical frameworks are often required in integration research. (Fabbe-Costes & Jahre, 2008). According to Rosenzewig et al. (2003), Supply chain integration, is essential for companies to handle the increasing complexity and unpredictability of the environment. They argue that highly integrated businesses will have a competitive advantage over their rivals because of the enhanced information visibility and operational knowledge exchanged among supply chain participants as well as the overall decrease in supply chain expenses. Within a supply chain, there are various degrees of organizational integration, and chain-wide ownership isn't always the case. One example of this tapering integration is supply chain integration, in which a company can obtain many of the same benefits from cooperation even if it does not own the neighboring supply chain business units. In a market

with fierce rivalry, supply chain integration is a helpful strategy for enhancing industry performance (Narasimhan, Jayaram, & Carter, 2001). High performance levels of a company are strongly correlated with its incorporation with suppliers and customers, according to Frohlich and Westbrook (2001). Collaboration within the supply chain might help to facilitate coordination within it. Supply chain coordination, according to Chopra and Meindl (2015), occurs when all of the chains phases work together to maximize total profitability as opposed to concentrating just on their individual profitability. Cooperation between business partners is the best approach to integrate critical business processes inside a supply chain (Christopher, 2005). A collaborative partnership may incorporate several stakeholders, including as suppliers, customers, and external partners or alliances. According to Cousins and Menguc (2006), supply chain integration is a challenging procedure that entails ongoing involvement from both partners, if not all of them. Since supply chain integration has only been investigated to a relatively limited level thus far, Integration research as a whole needs more thorough theoretical frameworks (Fabbe-Costes & Jahre, 2008).

According to Rosenzewig et al. (2003), supply chain integration is necessary for businesses to manage the environment's growing complexity and uncertainty. They argue that highly integrated businesses will have a competitive advantage over their rivals because of the enhanced information visibility and operational knowledge exchanged among supply chain participants as well as the overall decrease in supply chain expenses. Chopra and Meindl (2015) claim that supply chain coordination happens when all linkages cooperate to enhance overall profitability.as opposed to just concentrating on its individual profitability. Cooperation between business partners is the best approach to integrate critical business

processes inside a supply chain (Christopher, 2005). A collaborative partnership may incorporate several stakeholders, including as suppliers, customers, and external partners or alliances. According to Cousins and Menguc (2006), supply chain integration is a challenging process that requires ongoing involvement from both partners, if not all of them.

2.3.2 Influence of Customer Relationship Management Practice on performance of Wajir County Government

The term "customer relationship management" encompasses the full range of strategies employed to resolve customer grievances, cultivate enduring connections with consumers, and increase customer contentment. One of the strategic management ideas that has transformed the way firms operate is customer relationship management,. Businesses like hotels are increasingly more likely to use cooperative strategies as opposed to competitive ones (Thakur, Summey & Balasubramanian, 2006).

According to Wang and Bowie (2009), organizational performance and customer relationship management are positively correlated.According to Thattle (2007), a company's internal marketing strategy must include a focus on customer relationships in order to increase sales and profits. Coltman (2007) identified CRM as a key procedure for boosting performance and competitiveness. According to Wang and Bowie (2009), effective customer relationship management improves organizational performance. As per Jain, Jain, and Dhar (2007), the implementation of CRM in enterprises leads to the development of various functions, skills, procedures, and technologies that aid in the achievement of long-term customer loyalty and ultimately improve performance.

Most companies now offer goods and services that are more valuable than those of their rivals. In addition to emphasizing the value of the customer, businesses today are operating in a complex and volatile market (Christopher, 2000). The implementation of customer relationship management tactics by a business can impact its supply chain management performance and organizational success (Turner, 1993). The success of supply chain management involves both supplier and customer integration at the upstream and downstream, since every entity in a supply chain functions as both a supplier and a customer (Thatte, 2007). Coltman (2007) identified CRM as a key procedure for boosting performance and competitiveness. According to Wang and Bowie (2009), effective customer relationship management improves organizational performance. When CRM is applied in businesses, a variety of roles, competencies, procedures, and technological advancements are made possible, which help businesses achieve long-term customer loyalty and ultimately improve performance (Jain, Jain, and Dhar, 2007).

In today's competitive market, effective customer relationship management is crucial for business success (Wines, 1996). Tathee (2007) posits that a company's strong customer relationships facilitate product differentiation from rivals, bolster customer happiness and loyalty, and enhance the value proposition offered to customers. These relationships are essential to the success of supply chain management. Partners in a close supply chain are willing to share advantages and risks in order to keep a strong relationship going (Cooper & Ellram, 1993). Linking with customers is especially important when sharing product information, taking orders from customers, interacting with them to manage demand,

sharing order status with customers after they place their orders, scheduling orders, and at the stage of product delivery.

Through its many procedures, customer relationship management enhances performance by allowing businesses to assess how well they are able to serve their clients. Therefore, in order to plan how to please customers, hotels have a duty to identify those needs (Abdullateef, Mokhtar & Yusoff, 2010). Because happy guests are more likely to stay at the hotel again and to refer others, client connections are one of the most expensive assets a hotel can own (Jones, Mark, & Sim, 2007). Day (2000) claims that because committed relationships have barriers to competition built into them, they are the most sustainable advantage. Mass personalization and customization are ushering in an era where customer relationship management is becoming critical to a business's ability to survive. Implementing supply chain management systems successfully requires having positive connections with all supply chain participants, including customers. Coltman (2007) identified CRM as a key procedure for boosting performance and competitiveness. According to Wang and Bowie (2009), effective customer relationship management improves organizational performance. As per Jain, Jain, and Dhar (2007), the implementation of CRM in enterprises leads to the development of various functions, skills, procedures, and technologies that aid in the achievement of long-term customer loyalty and ultimately improve performance.

2.3.3 Influence of Information Sharing Practice on Performance of Wajir County Government

Effective supply chain management has been demonstrated to depend critically on information sharing (Mentzer, 2004). According to Simatupang and Sridharan (2002), information sharing is the process of giving trading partners access to confidential data so they may keep track of orders and items as they move through various supply chain phases. Information gives the decision-maker the ability to outperform the competition, run a business smoothly and effectively, and prevail in an environment that is becoming increasingly complex. Information is crucial to supply chain management (Nahmias, 2001). Information sharing is a vital strategy for business survival and facilitates supply chain integration.

According to Hassan and Nasereddin (2018), information sharing is an essential step for supply chain integration and transparency among chain members. Information sharing refers to an organization's capacity to effectively and efficiently share knowledge and information with supply chain partners (Wijetunge, 2016). Information sharing, according to Ali, Babai, Boylan, and Syntetos (2017), gives managers the chance to effectively plan their strategies and be able to respond correctly to accurate information.

The advancement of information and communication technology in the modern period has made information sharing in supply chains more efficient. This has led to the introduction of worldwide long-term collaboration and coordination, which eventually increases enterprises' competitive advantages. Business process automation and electronic data

integration have decreased expenses and raised sales by better satisfying client needs. Sharing information enables more efficient application of ideas like category management, continuous replenishment, and process coordination, all of which contribute to the efficiency of the supply chain. According to Barasa., Namusonge & Iravo (2015). Supply chain management makes extensive use of information technology to optimize the exchange of goods and data between several business partners and procedures. Information and communication technologies can make a big difference in a competitive strategy. The exchange of valuable information among supply chain partners can lead to lower production and inventory costs, improved customer understanding, and a quicker reaction to market fluctuations. Information sharing is the capacity of organizations to communicate knowledge and information to supply chain partners in an effective and efficient manner (Wijetunge, 2016). Information sharing, according to Ali, Babai, Boylan, and Syntetos (2017), gives managers the chance to effectively plan their strategies and be able to respond correctly to accurate information. Information sharing is a critical step for supply chain integration and transparency among chain actors, claim Hassan and Nasereddin (2018). Information sharing refers to an organization's ability to effectively and efficiently share knowledge and information with supply chain partners (Wijetunge, 2016). According to Ali, Babai, Boylan, and Syntetos (2017), information sharing provides managers with the opportunity to plan their plans efficiently and respond appropriately to accurate information.

It has been believed that sharing information between buyers and suppliers in the supply chain can help to lower bullwhip and enhance supply chain performance (Lee et al., 2004). In order to save expenses or handle inventory difficulties, collaborate with key suppliers

and clients to enhance product design and service standards. Information flows are very important in service supply chains to control the uncertainty related to services (Field & Meile 2008).

According to Hassan and Nasereddin (2018), Transparency among chain actors and supply chain integration depend on information sharing. Information sharing is the capacity of organizations to communicate knowledge and information to supply chain partners in an effective and efficient manner (Wijetunge, 2016). Information sharing, according to Ali, Babai, Boylan, and Syntetos (2017), gives managers the chance to effectively plan their strategies and be able to respond correctly to accurate information. In their study on the significance of information sharing, Tan, Wong, and Chung (2016) found that a number of businesses place a strong emphasis on information sharing practices to strengthen integrative and collaborative efforts among various supply chain participants in order to raise visibility and transparency across businesses.

Information content in this study refers to the information shared between suppliers of and the county government of Wajir. Partner companies in a supply chain can provide effective services when they prioritize investing in technology and choosing whether information is suitable to share. According to Chopra and Meindl (2016), information content can be divided into four categories: manufacturer, supplier, customer, and distribution. Two measures of information flows are examined in this study: supplier information, which is shared by suppliers with their customers, and customer information, which is shared by county referral hospitals with their suppliers.

The quality of information exchanged between county referral hospitals and suppliers is measured by information quality, which is primarily comprised of availability, correctness, timeliness, completeness, and external and internal connectivity; and frequently updated information according to (Ramanatha.,Gunasekaran, & Subramanian, , 2011). The majority of supply chain activities, such as vendor managed inventory, continuous replenishment programs, cooperative forecasting and replenishment, and effective customer response, are improved by effective information exchange amongst supply chain partners (Zhou, Honggeng & Benton., 2007).

2.3.4 Influence of Strategic Supplier Partnership Practice on Performance of Wajir County Government

Through their contributions to cost reduction, new product design, and improvement of product quality, suppliers significantly affect the organization's performance (Barasa et al., 2015). The capacity of the suppliers has a substantial influence on the organization's capability to produce the high quality good or service at an affordable price and in a timely manner. In addition to increasing profits, supply chain management also aims to lower costs, give customers more for their money, and boost return on investment. Kotabe et al. (2003) pointed out that by heavily incorporating suppliers in SCM, businesses might reap the benefits of shorter product development cycles, cheaper input prices, and higher end-product quality. Long-term reciprocal agreements between corporate organizations or individuals that supply materials to focus companies are known as strategic supply chain partnerships. Mutual benefit must be the foundation of their cooperation arrangement. A long-term strategic alliance between two or more businesses in a supply chain is known as a supply chain partnership, and its main objective is to increase benefits to all parties by

reducing the overall cost of acquiring, holding, and disposing of goods and services. In one or more essential value creating activities, such as product development, research production, sales, marketing and distribution that aids in fostering teamwork and collaboration (Li et al., 2006). Strategic supplier partnerships, according to Tsai's research from 2007, act as a bridge for organizational performance. Therefore, Strategic supplier partnerships are essential for enabling both a responsive supply chain and a lean supply chain strategy (Binalla, 2019). In order to resolve issues with suppliers and help them raise the caliber of their output, suppliers can form beneficial relationships through strategic supply chain partnerships that are predicated on the caliber of goods and services that suppliers can reliably provide. They may also entail goal-setting exercises including significant suppliers in the process of creating new goods, continuous improvement initiatives involving suppliers, and essential suppliers in business planning organizations.

By applying supply chain management through strategic supplier alliances, businesses can obtain a competitive edge in terms of cost and price, customer value or quality, dependable delivery, product revolution, and time to market (Bayraktar et al., 2007). According to Futrell et al. (2001), partners should constantly improve their operational, cultural, and strategic fit in order to improve the quality of partnership outcomes.. Supplier relationship management facilitates the creation and maintenance of the company-to-company link necessary to meet these expectations and acts as a hub between the company and its end customers (Ibrahim & Mutuku, 2022).

Depending on how important the products or services being bought and provided to an organization are, a relationship between buyers and suppliers is known as supplier

relationship management (CIPS, 2019). To optimize value and lower risks in the supply chain, the overarching goal of SRM practices is to forge closer, more cooperative relationships between buyers and sellers (CIPS, 2019). SRM aims to enable suppliers and customers to concentrate on their primary business of offering high-quality goods and services by facilitating the exchange, sharing, or growth of resources or capabilities to create mutual benefits (Cao, Huo, Li, & Zhao, 2015). By means of strategic supplier relationships, companies can collaborate with suppliers who are able to share accountability for the success of their products. These kinds of strategic supplier agreements ought to enable successful supply chain management. Partnerships like this one are expected to increase customer satisfaction, which in turn would increase the company's overall performance.

In order to resolve issues with suppliers and help them raise the caliber of their output, suppliers can form beneficial relationships through strategic supply chain partnerships that are predicated on the caliber of goods and services that suppliers can reliably provide. They may also entail goal-setting exercises including significant suppliers in the process of creating new goods, continuous improvement initiatives involving suppliers, and essential suppliers in business planning organizations. Kotabe et al. (2003) pointed out that by heavily incorporating suppliers in SCM, businesses might reap the benefits of shorter product development cycles, cheaper input prices, and higher end-product quality. Long-term reciprocal agreements between corporate organizations or individuals that supply materials to focus companies are known as strategic supply chain partnerships. Mutual benefit must be the foundation of their cooperation arrangement.

2.4 Organizational Performance

The phrase "organization performance" refers to the degree to which a company achieves its goals related to markets and finances. Performance metrics for a firm include customer satisfaction, profitability, supply chain competitiveness, and the caliber of its goods and services. The outcome of organizational goals attained via the skillful use of all-encompassing strategies or the proper technique is organizational performance. The financial and non-financial performance of an organization in connection to particular SCM activities and strategy are two essential performance indicators.

In today's fiercely competitive and dynamic marketplace, assessing the performance of supply chains and their member companies is essential to pinpointing underlying issues and maintaining customer satisfaction (Wisner et al., 2010). Measuring organizational performance is essential to determining how well a company's strategy and tactics are working. Neely (2005) asserts that performance evaluation is a vital instrument for demonstrating the degree to which organizational goals were met and for furnishing data required to enhance diverse organizational procedures and undertakings.

2.5 Research Gap

A study on supply chain performance efficacy and practices was conducted by Ibrahim and Hamid (2012) in Sudanese industrial enterprises. They gathered information by mailing questionnaires to 150 major industrial companies' supply chain managers or senior executives who were listed and registered with the ministry of industry in Sudan. The study employed many supply chain management strategies, such as integration, information

exchange, customer management, and short reaction times. The study's findings demonstrated that supply chain management strategies and performance were positively correlated. According to Toyin's (2012) research, supply chain management strategies enhance the performance of Nigerian manufacturing companies. Supply chain management performance is specifically enhanced by delay, lean systems, information exchange, and high-quality information.

In their research, Vincensia, Iravo, and Waititu (2018) claimed that supply chain management in Kenyan government ministries is marked by higher expenses, delayed service delivery, postponed procurement of goods, labor, and services, subpar goods, and potential for waste and corruption. Okello and Were (2014) investigated the effects of supply chain management strategies on the performance of food manufacturing firms listed on the Nairobi Securities Exchange. Product development procedures, inventory control, lead times, technology, and innovation were all recognized as practices in supply chain management by the study.

Collaboration was examined by Barasa, Namusonge, and Iravo (2016) as a type of cooperative inter-organizational interactions, which are socially constructed frameworks for group activity. According to the authors, cooperation happens when companies in a supply chain establish shared objectives and cooperate to maximize value for the customer and the overall performance of the chain by exchanging resources and information.

In a similar vein, Kimani (2013) looked into how collaboration problems, supply chain design, information technology, and human resource considerations impact the use of

effective supply chain management. She found that the deployment of effective SCM in the petroleum business is significantly impacted by all four of these independent variables.

Okello and Were (2014) found that the performance of a subset of NSE listed food manufacturing companies in Nairobi, Kenya was impacted by supply chain management methods that included lead times, technology, innovation, and the product development process have a significant impact on the performance of food manufacturing companies in Kenya.

Vincensia, Iravo, and Waititu (2018) claimed that supply chain management in Kenyan government ministries is marked by higher expenses, delayed service delivery, postponed procurement of goods, labor, and services, subpar goods, and potential for waste and corruption. Okello and Were (2014) observed into how supply chain management procedures pretentious the performance of companies that manufactured food and were listed on the Nairobi Securities Exchange. The study identified lead times, technology, innovation, inventory control, and procedures for product creation as supply chain management techniques.

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CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter discussed the target population, research design, sample size, sampling strategy, data collection procedure, data collection, and data analysis.

3.2 Research Design

Both purposeful and stratified sampling techniques were used in the investigation. Sampling, according to Orodho (2009), is the method of taking a sample as of a certain study population. According to Kothari (2012), stratified sampling is employed when the research population that the sample was drawn from is not composed of a homogeneous group. In this instance, stratified sampling entailed grouping the population into several pertinent strata where it was anticipated that the study's sample would be more representative; in a similar spirit, Saunders, Lewis, and Thornhill (2009) endorse this classification of uniform participants into several groups known as strata.

As stated by Cooper and Schindler (2008), research design is the arrangement of all factors influencing a study, from data collection to data analysis. Cooper and Schndler (2008) have improved the definition of research design as the configuration of all circumstances that influence the methodology to be employed in conducting the study. According to Creswell (2013), a descriptive study design is one that guarantees the collection of data to characterize individuals, groups, environments, and phenomena.

According to Saunders, Lewis, and Thornhill (2000), a research design is viewed as a comprehensive road map for carrying out scientific investigations in a consistent and logical manner in order to fully address the study objectives. According to Kothari (2012), the descriptive research design is crucial because it addresses bias protection and maximizes reliability. Kothari (2012) has also explained that this design is the best option because it enables the collection of data for all study variables, whether they are dependent or independent, using a set of tools for the study. Data collection, coding, error correction, data entry, measurement, and analysis which include both descriptive and inferential statistics were all part of the study.

A descriptive survey design was engaged in this investigation. A descriptive study approach is used, according to Creswell (2013), when data is acquired to characterize individuals, groups, environments, or phenomena. In order to provide optimal dependability and bias protection, the design additionally incorporates enough protections (Kothari, 2012). Because it allowed for the use of questionnaires and interviews to collect data for independent and dependent variables, it was appropriate for this study (Orodho, 2009). The descriptive method was suitable for this investigation since it helped formulate

information, provide solutions to difficulties, and validate findings. This method was chosen by the researcher because it involved gathering, classifying, measuring, analysing, comparing, and interpreting data in order to provide report summaries like measures of central tendency and correlation between variables. Kothari (2012) has also explained that this design is the best option because it enables the collection of data for all study variables, whether they are dependent or independent, using a set of tools for the study. Data input, coding, error correction, measurement, and analysis including both descriptive and inferential statistics were all part of the study.

3.3 Target Population

According to Sekaran (2006), a population is the total set of features from which conclusions are drawn. It is defined as all possible examples that are relevant to a study. According to Taherdoost (2016), a population consists of all the instances from whom a sample is taken. According to Kumar (2011), the target audience is made up of people who supply the data needed to address queries and/or evaluate study hypotheses. A population, as defined by Mugenda & Mugenda (2012), is any group of individuals or other constituents that have certain features in collective. Smith (2011) defines the population as the entire group of subjects from which a sample is drawn.

Table 1: Target Population

Department	Target Population
Inspectorate Department	60
Finance Department	45
ICT Department	35
Human resource Department	42

Trade and Infrastructure Department	63
Procurement Division	50
Total	**295**

Source: Human Resource Department, Wajir County Government (2023)

3.4 Sampling Frame

A compendium, index, or list of examples from which a sample can be drawn is called a sampling frame (Mugenda and Mugenda, 2012).A sampling frame, according to Kothari (2017), is a list of every sampling unit in a population that is potentially sampled. A sampling frame, according to Oteri, Namusonge, and Ngeno (2018), is the list or source material used to create a sample. The sampling frame was all the 480 employees working in the Wajir County government. The choice of the employees in Wajir County government was very objective since it was possible to obtain information that was representative of Wajir County government. In addition, Wajir County government was among the counties that were facing high rates of poor performance and high cases of management crisis such as corruption and unmet projects and goals. Hence, focusing on Wajir County was influential to refining the performance of other devolved governments in Kenya.

3.5 Sample and Sampling Techniques

Sampling is defined by Sekaran and Bougie (2010) as a step in the data gathering process or as a subset of the population chosen for a study. The sample is a suitable subset in size. Samples are collected, and statistics are generated from the samples in order to make inferences or extrapolate from the sample to the population (Namusonge & Mukulu, 2017).

A sample, according to Kothari (2004), is a representative sample of the population. A sample, according to Kombo and Tromp (2009), is a portion of the population that has been

chosen to reflect or epitomize the features of the population. The study's sample consisted of 90 responders, or 30% of the 295 participants that were supposed to be examined. Mugenda & Mugenda (2012), state that only thirty percent of the population must be involved in a study.

Simple random sampling methods and stratified random sampling were used to construct the study's sample. Every employment level was guaranteed to be represented by the application of a stratified random sample technique. Adejimi, Oyediran, and Ogunsanmi (2010) assert that the stratified approach was beneficial because it divided the population into relatively homogeneous subgroups prior to sampling, allowing each stratum (sub-population) to be sampled independently. As a result, sampling error was decreased, increasing the sample's representativeness. For the target population, three strata were developed.

Table 2: Sample Size

Division	**Population**	**Sample size(30.0%)**
Inspectorate Department	60	18
Finance Department	45	14
ICT Department	35	11
Human resource Department	42	13
Trade and Infrastructure Department	63	19
Procurement Division	50	15
Total	**295**	**90**

Source: Researcher (2023)

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3.6 Data Collection Instruments

A data gathering instrument is described by Mugenda & Mugenda (2012) as a device used in research to measure a specific event or idea of interest. A semi-structured questionnaire with both closed-ended and open-ended items was used by the researcher. According to Kombo and Tromp (2006), the use of pre-written questions during the study is referred to as a semi-structured questionnaire. The answers to the open-ended questions revealed additional data that the close-ended questions might not have included.

The study focused on intangible factors like respondents' opinions, perceptions, and feelings that cannot be directly observed. According to Oso (2009), questionnaires are the most effective way to describe this information. A questionnaire to be given to research participants and focus group discussions will be the main sources of data for this study. Textbooks, journals, periodicals, and other printed and digitally-based documented resources are examples of secondary sources of data that should be consulted. The study instrument will be designed using clear-cut, uncomplicated questions that are pertinent. The research data part and the personal data section comprised the two components of the instruments.

Furthermore, a questionnaire was chosen for this study because it is simple to describe the information needed in writing (Oso, 2009). The three (3) research objectives were taken into consideration when creating the questionnaire. In order to guarantee consistency in responses and encourage participation, the questionnaire was designed to be brief and well-structured, with the majority of items being multiple-choice on a likert scale. Mugenda &

Mugenda (2012), state that questionnaires are frequently used to gather crucial information about a community under study.

Interview guides used to collect qualitative data from senior procurement employees that were in position to provide precise information by asking and answering questions during face-to-face interview. The study tools of data collection were semi structured which aided in data collection, this were in the form of open ended questionnaires which contained series of questions to help to ensure that valuable questions are initiated between the interviewer and interviewee.

3.7 A Pilot Study

Dillman (1978) recommended conducting piloting to guarantee the questionnaire's clarity and appropriate interpretation. The research instrument might be pre-tested thanks to the pilot study. The itemized questions' clarity to the respondents was established in order to increase the instrument's validity and reliability. In order to find and fix such problems, a pilot study tests the questionnaire on a small sample of participants (Maria & Carmen, 2011). The pilot study aims to improve the questionnaire's phrasing and substance and make sure that respondents comprehend it. Before implementing the questionnaire to collect data, it is advised to run a pilot test (Soon & Udin, 2011). Through the pilot study, the researcher was able to become acquainted with the administration process for research as well as identify issues that needed to be modified. The outcome assisted in resolving discrepancies that arose from the instruments, guaranteeing that they measured the intended object. The pilot study for this project was carried out by the Wajir County Government.

3.7.1 Validity of the Research Instruments

The unit that the test's subject matter is accurately reflected in the selection of test items is known as validity, according to Bridget and Lewin (2005). Barasa, Namusonge and Iravo(2015) asserts that Validity is the standard for evaluating how well a design uses measurement techniques to gather data for the drive of answering the research questions.

Saunders et al. (2007) define content validity as an indicator of how well data collected with a specific tool represents the intended domain or content of a given notion. Validity was defined by Cronbach (1971) as outcomes that give the impression of truth or reality. Validity was described by Lacity and Jansen (1994) as making sense, being believable, and appearing correct to the reader.

In order to make the research instrument more accurate and ensure that the results from the field were a true reflection of the situation there, a pilot study was carried out. Because it ensured that the study would collect relevant data to answer its research questions, the research instrument's validation was therefore essential. A specialist or professional in a particular subject is usually utilized to assess a measure's content validity (Mugenda & Mugenda, 2013). The study gathered the opinions of subject-matter experts, particularly the researcher's supervisor and lecturers, in order to determine the validity of the research instrument. This increased validity by facilitating necessary revisions and modifications to the study tools.

3.7.2 Reliability of the Research Instruments

A research instrument's reliability, according to Mugenda & Mugenda (2013), is determined by how regularly it generates data or outcomes following multiple trials. The consistency of measurement, also known as reliability, is commonly assessed using the test-retest reliability approach. With the assistance of the research supervisors, the researcher critically evaluated the consistency of the answers on the pilot questionnaire in order to ascertain the dependability of the results. With the support of the pilot study results, the researcher was able to make revisions to the questionnaire that would still meet the objectives of the study (Fraenkel & Wallen, 2000).

Regarding the research instruments' reliability, the investigator used Cronbach's alpha to evaluate the instruments' dependability scale. Reliability is defined by Mugenda & Mugenda (2008) as the extent to which a research tool produces consistent data or results following multiple trials. Values of Alpha, the dependability coefficient, that are more than 0.7 are typically regarded as safe and dependable (Nunally, 1978). The entire number of elements was whittled down to a manageable factor for this investigation using the factor analysis process. Cooper and Schindler (2003), state that the pilot group does not have to be statistically chosen and can consist of 25 to 100 respondents.

The pilot study made it possible to pre-test the research instrument. The dependability of this estimate was assessed using the Cronbach Alpha coefficients. Research tools should have a dependability of at least 0.70, according to Nunnally (1978). A specialist or professional in a particular subject is usually utilized to assess a measure's content validity (Mugenda & Mugenda, 2013). The study gathered the opinions of subject-matter experts,

particularly the researcher's supervisor and lecturers, in order to determine the validity of the research instrument. This increased validity by facilitating necessary revisions and modifications to the study tools.

3.8 Data Collection Procedures

Mugenda & Mugenda (2013) define data collection as the procedure of obtaining information from the selected study participants. Gathering information directly from first-hand events that haven't been processed or handled in any other way is known as primary data collection. To help with the data collection from the respondents, the researcher received approval from the National Commission for Science, Technology, and Innovation (NACOSTI) and an introductory letter from the School of Postgraduate Studies. The department of human resources was consulted for permission to gather data from Wajir County Government employees. The surveys were individually handed to the respondents by the researcher, assisted by a research assistant. Following that, the questionnaires were delivered by the researcher, who then gave the respondents a week to complete them before gathering them. Follow-up calls were made to the respondents to remind them to finish the questionnaires in order to guarantee a high response rate.

3.9 Data Analysis and Presentation

Before beginning the data entry process, the acquired data were checked for consistency and completeness using a variety of control procedures. Before data entry, the questionnaires were sorted and assigned unique identity numbers. The researcher examined the data to make sure it was internal consistency and complete. Subsequently, the study's

quantitative and qualitative data were collected. To enable quantitative analysis, numerical values were assigned to responses on the Lickert scale.

The open-ended items' qualitative data were subjected to a thematic analysis. In accordance with the study's variables and aims, the replies developed into the topics for analysis. For data entry and analysis, SPSS (Statistic Package for Social Sciences) version 24 was utilized. Descriptive statistical analysis that included percentages and frequencies were examined using quantitative data, and the relationship between the variables was assessed using inferential statistics like correlation analyses. Using data and analysis of a sample, regression modeling was utilized to generate predictions or conclusions about the population. The open-ended items' qualitative data were subjected to a thematic analysis. In accordance with the study's variables and aims, the replies developed into the topics for analysis. For data entry and analysis, SPSS (Statistic Package for Social Sciences) version 24 was utilized. Descriptive statistics (such as percentages and frequencies) were examined using quantitative data, and the relationship between the variables was assessed using inferential statistics like correlation analyses.

In order to ascertain whether the independent and dependent variables were related, the researcher employed multiple regression models. The model was displayed below.

$Y = \beta 0 + \beta 1\ X1 + \beta 2\ X2 + \beta 3\ X3 + \alpha$ = error term

Y= Performance of Wajir County government

The constant term is denoted by β0, the practices of supply chain integration, Information exchange, strategic supplier collaborations, and customer relationship management are all represented by X1, X2, X3, and α, respectively.

The constant term in the model is denoted by β0, and the coefficient βii = 1/….3 indicates how sensitive the dependent variables (Y) are to changes of one unit in the predictor variables.

3.10 Ethical Considerations

The researcher should do study while adhering to ethical values, as stated by Schulze (2002). Before any data were collected, research participants were informed about the study's goals. The responders were told by the researcher that their responses would be kept private and private and that the equipment being used was just for study.

To maintain participant anonymity throughout the study, participant identities were kept a secret. Confidentiality clauses were included to research instruments while following Mount Kenya University's and the National Commission for Science, Technology, and Innovation's corporate and research ethics policies (NACOSTI). Since the participants' right to anonymity was upheld, no confidential or secret material was revealed. The survey only included respondents who voluntarily agreed to participate.

In order for the researcher to conduct this research and have the respondents participate voluntarily in the exercise, informed consent was necessary. The goal of the study was explained to participants, and they received guarantees that all information gathered would be kept totally confidential. In order to protect the study participants from mistreatment, study data was handled with confidentiality. Employee information leaks to outside parties

may put the organization in legal hot water. Because of this ethical concern, the respondents occasionally expressed apprehension about information distribution.

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATION AND PRESENTATION

4.1 Introduction

The study's answer rate, pilot study findings, demographics, descriptive and correlational analyses, model summary, analysis of variance, and regression analysis were all reported in this chapter.

4.2 Response Rate

To collect data for study, the researcher distributed 90 questionnaires to Wajir County Government employees. The outcomes are revealed in the table 3;

Table 3: Response Rate

Item	Frequency	Percentage
In response	74	82 %
Unresponsive	16	18%.
Total	**90**	**100%**

Source: Researcher (2023)

As Table 3 illustrates, which can be found above, the questionnaires were completed and returned by 82% of the participants who were targeted for the study at Wajir County Government. The percentage of people who did not participate in the study was 18%, which is significantly lower than the norm. The response rate was relatively high as a result of this, and the findings that are provided in this study are typical of the work that was done by the whole staff at the Wajir County Government.

4.3 Pilot Study Test

Nine (9) employees from Garissa County participated in the pilot study, and their data was utilized to evaluate the dependability of the research instruments. The results are summarized in the table 4 below;

4.3.1 Reliability Test

The Cronbach alpha test was used to evaluate the instrument that was used to gather data in order to determine its level of reliability.

Table 4: Reliability Results

Variable	Number of Items	Cronbach's Alpha

Supply chain integration	5	.927
Customer relationships	5	.927
Information sharing	5	.928
Supplier partnerships	5	.929

Source: Research Data (2023)

All of the Cronbach alpha coefficients are more than 0.7, as shown in the statistics tabulated in table 4. This lends credibility to the idea that the tools used for the purpose of analyzing, interpreting, and presenting the data were reliable and steady.

4.3.2 Validity Results

In the current investigation, construct and content validity were both taken into consideration. The content validity of the instrument was determined by interaction with industry professionals who are knowledgeable in supply chain procedures employed by the public sector. To confirm that the questionnaire contained all of the components described in the conceptual framework, the construct validity test was carried out with the assistance of the supervisor.

4.4 Demographic Analysis

Gender, age range, education and number of years worked in Wajir County Government were all factors in the study's demographic analysis.

4.4.1 Gender

Workers of the Wajir County Government were requested to choose between the male and female options to indicate their gender;

Table 5: Gender

Gender	Frequency	Percentage
Male	51	57%
Female	49	43%
Total	**90**	**100 %**

Source: Research Data (2023)

According to the data presented in table 5, male respondents make up 57% of the total population, while female employees make up 43% of the total workforce. According to the findings of the study, the gender ratio in the county is approximately equal, despite the fact that there are more men than women overall. The increased inclusion campaign that was run by the employees in the human resource department is responsible for the gender balance that was achieved.

4.4.2 Age Bracket

Employees of Wajir county government were asked to indicate their Age bracket according to options given i.e. 18-24 years, 25-30 years, 31-34 years, 35-40 years, 41-44 years, 45-50 years and over 50 years.

Table 6: Age Bracket

Age bracket (Years)	Frequency	Percentage
18 -24	4	4%
25 - 30	10	11%
31 - 34	11	13%
35–40	19	21%

41–44	22	24%
45–50	16	18%
Above 50	8	9%
Total	**90**	**100%**

Source: Research Data (2023)

The majority of those who took part in the poll, as shown in table 6, are older than 41. Specifically, those between the ages of 18 and 24 were (4%), 25 and 30 (11%), 31 and 34 (13%), 35 and 40 (21%), 41 and 44 (24%), 45 to 50 (18%), and over 50 (9%). The majority of the county's employees have been there for more than ten years, and the county has been successful in retaining the bulk of staff that previously held positions with the national county administration and the now-defunct city council.

4.4.3 Education Level

Participants in the study who lived in Wajir County were asked to identify the greatest degree of education they had attained, and several options were presented to them from which they could choose. Their replies are presented in table 7 below;

Table 7: Highest Level of Education

Level of Education	Frequency	Percentage
Primary Level	2	3%
Secondary Level	14	15%
Tertiary level	48	53%
University level	26	29%
Total	**90**	**100%**

Source: Research Data (2023)

According to the data presented in table 7, the primary level of education accounted for 3% of the total, the secondary level for 15%, the tertiary level for 53%, and the university level for 29%. The vast majority of people who took part in the research had educations that were higher than tertiary level, which indicated that they possessed a high level of expertise, demonstrated that they were knowledgeable, and put them in a better position to comprehend how supply chain practices affect performance.

4.4.4 Years of Service

Participants in the study who lived in Wajir County were asked to select their years of service from a list of options, and the results of their selections are shown in table 8 below;

Table 8: Years of Service

Number of Years	**Frequency**	**Percentage**
Shorter than a year	2	**3%**
one to five years	17	**19%**
six to ten years	41	**45%**
More than ten years	30	**33%**
Total	**90**	**100%**

Source: Research Data (2023)

As can be seen in figure 8, there are employees who have been working for the county for less than one year (3%), between one and five years (19%), between six and ten years (45%), and beyond ten years (33%) respectively. In relation to the Age bracket, it demonstrates that the county keeps experienced personnel in the supply chain management

methods at the county and that the management rewards loyalty. Moreover, it demonstrates that the county has a pension plan for its employees.

4.5. Descriptive Analysis

A descriptive examination of information sharing, supply chain integration, CRM, and strategic supplier partnerships are included in this section. The mean and standard deviation of the employee responses served as the foundation for the variable analysis.

4.5.1 Influence of Supply Chain Integration Practice on Performance of Wajir County Government

Respondents were asked to check the appropriate box (√) to designate how much they approved with the ensuing constituents of Wajir County Government's performance through supply chain integration practices. 1 = Strongly Disagree (SD), 2 = Disagree (D), 3 = Neutral (N), 4 = Agree (A), and 5 = Strongly Agree (SA) are the five possible responses. The table below displays the answers to the statements regarding supply chain integration practice;

Table 9: Descriptive Statistics on Supply Chain Integration

Statement	Mean	Std. Dev
The county government procurement section involves suppliers in new product development as a sign of trust and transparency.	3.48	.980
The county government procurement section regularly solves problems jointly with our suppliers.	3.42	1.016
Our County government involves our suppliers in joint planning and forecasting for medical requirements	3.25	.869
There is clear coordination and resource sharing between my County government and our supplier	3.35	.919

Standardized channels of communication are available between the County Government, our suppliers, and every function.	3.66	.811
Overall Mean	**3.43**	**0.919**

Source: Research Data (2023

The majority of study participants agreed, scoring (Overall mean Score= 3.43, SD=0.919) based on the descriptive analysis presented in Table 9 that Supply chain integration Practice influenced Performance of Wajir County Government. The statement that the county government procurement section involves suppliers in new product development as a sign of trust and transparency had (Overall mean Score= 3.48, SD=0.980) while the statement that our county government involves our suppliers in joint planning and forecasting for medical requirements had (Overall mean Score= 3.25, SD=0.869). On the issue of county government procurement section regularly solving problems jointly with our suppliers had had (Overall mean Score= 3.42, SD=1.016). Majority of respondents agreed that there is clear coordination and resource sharing between my County government and our supplier with (Overall mean Score= 3.35, SD=0919 and lastly with (Overall mean Score= 3.66, SD=0.811, respondents agreed that there is standardized means of communication across all functions in within the County Government and our suppliers.

Similar conclusions were reached by Rosenzewig *et al.(* 2003), who argued that highly integrated businesses would benefit from lower supply chain costs, improved visibility, and knowledge sharing among supply chain participants. According to Frohlich and Westbrook (2001), there is a strong correlation between high levels of an organization's performance and its integration with suppliers and customers. Coordination within the supply chain can be facilitated by supply chain collaboration. Supply chain coordination, according to Chopra and Meindl (2015), occurs when all of the chain's phases work

together to maximize total profitability as opposed to concentrating just on their individual profitability. Cooperation between business partners is the best approach to integrate critical business processes inside a supply chain (Christopher, 2005).Multiple stakeholders, including as suppliers, customers, and external partners or alliances, may be involved in a collaborative relationship.

4.5.2. Influence of Customer Relationship Management Practice on performance of Wajir County Government

Respondents were asked to mark (√) the items that utmost represented their level of settlement with the following components of Customer Relationship Management Practice on the operation of Wajir County Government. 1 = Strongly Disagree (SD), 2 = Disagree (D), 3 = Neutral (N), 4 = Agree (A), and 5 = Strongly Agree (SA) are the five possible responses. The table below displays the answers to the statements on Customer Relationship Management Practice;

Table 10: Descriptive Statistics on Customer Relationship Management Practice

Statement	Mean	Std. dev
The county government in my area has established protocols for handling grievances from clients.	4.54	.942
Customer satisfaction is a metric that is used to assess the procurement department's performance.	4.38	.963
The county government procurement section enhance follow up on customer feedback	3.46	.969
The Wajir county government procurement section has policy that aims at building long-term relationship with customer	3.59	.880
My county government solicits customers' inputs in our products design	3.38	.877
Average	**3.87**	**0.926**

Source: Research Data (2023)

According to the descriptive analysis in Table 10, the majority of participants agreed that the Wajir County Government's performance is influenced by the Customer Relationship Management Practice (Overall mean Score= 3.87, SD=0.926). Majority of respondents agreed that the Wajir county government procurement section has policy that aims at building long-term relationship with customer with (Overall mean Score= 3.59, SD=0.880). With (Overall mean Score= 4.54, SD=0.942), majority of respondents strongly agreed that their county government has documented procedures to deal with customer complaints also majority agreed that Customer satisfaction criterion is used to evaluate the performance of procurement department with (Overall mean Score= 4.38, SD=0.963). In addition, they agreed that the county government procurement section enhance follow up on customer feedback with (Overall mean Score= 3.46, SD=0.969) and lastly with (Overall mean Score= 3.38, SD=0.877), respondents agreed that their county government solicits customers' inputs in our products design

Tathee (2007) posits that a company's strong customer relationships facilitate product differentiation from rivals, bolster customer happiness and loyalty, and enhance the value proposition offered to customers. These relationships are essential to supply chain management's success. Close supply chain partners are willing to share advantages and disadvantages as well as to keep a strong relationship going (Cooper & Ellram, 1993).

The results were supported by Wang and Bowie (2009) findings that showed Customer Relationship Management has a positive correlation with the organization performance.

4.5.3 Influence of Information Sharing Practice on Performance of Wajir County Government

Respondents were asked to check the appropriate box (√) to designate how much they approved with the following mechanisms of Wajir County Government's information sharing practice. 1 = Strongly Disagree (SD), 2 = Disagree (D), 3 = Neutral (N), 4 = Agree (A), and 5 = Strongly Agree (SA) are the five possible responses. The table below displays the answers to the assertions about information sharing practices;

Table 11: Descriptive Statistics on Information Sharing Practice

Statement	Mean	Std. Dev
There is information sharing between suppliers and the procurement department in Wajir county Government.	4.05	.724
Wajir County Government procurement department has a policy to guide in information sharing with suppliers.	4.03	.743
Performance metrics of Wajir County Government are shared across the entire County's supply chain.	4.08	.623
To facilitate information sharing both inside and with our supplier, the Wajir County government has fully invested in a state-of-the-art information system.	4.10	.641
Our County government information systems are linked with our key stakeholders for better service delivery.	4.13	.615
Average	**4.078**	**0.6692**

Source: Research Data (2023)

With an overall mean score of 4.078 and a standard deviation of 0.6692, the majority of participants largely agreed with the statement that information sharing methods affect the Wajir County Government's performance. Respondents agreed that there is information

sharing between suppliers and the procurement department in Wajir county Government (Overall mean Score= 4.05, SD=0.724). The Wajir County Government's procurement department has a policy to guide information sharing with suppliers (Overall mean Score= 4.03, SD=0.743). Majory of respondents also agreed that County government information systems are linked with our key stakeholders for better service delivery (Overall mean Score= 4.13, SD=0.615) and finally Majority of respondents agreed that county government sharing performance metrics with the entire supply chain with (Overall mean Score= 4.08, SD=0.623). The findings are Similar to findings made by Lee et al. (2004), who noted that improving communication between buyers and sellers in the supply chain is thought to be a good way to lower bullwhip effects and increase supply chain effectiveness.

4.5.4 Influence of Strategic Supplier Partnership Practice on Performance of Wajir County Government

Respondents were requested to mark (√) the items that best denoted their level of settlement with the following Strategic Supplier Partnership Practice on Performance of Wajir County Government. 1 = Strongly Disagree (SD), 2 = Disagree (D), 3 = Neutral (N), 4 = Agree (A), and 5 = Strongly Agree (SA) are the five possible responses. The table below displays the answers to the statements on Strategic Supplier Partnership Practice;

Table 12: Descriptive Statistics on Strategic Supplier Partnership

Statement	Mean	Std. Dev
With our suppliers, we plan and establish objectives.	3.01	.630
We include our suppliers in the process of creating new products.	3.90	.598
We have cultivated enduring relationships with our suppliers.	3.65	.933
In order to raise the caliber of our products, we support our suppliers.	3.15	.745

With our suppliers, we participate in programs for continuous improvement.	3.72	.724
Average	**3.486**	**0.726**

Source: Research Data (2023)

According to the descriptive analysis in Table 12, the majority of respondents (Overall mean score=3.486, SD=0.726) agreed that the performance of the Wajir County Government is influenced by strategic supplier partnerships. With (Overall mean score=3.01, SD=0.630), majority agreed that the county government of Wajir plan and set goals with their suppliers. On the issue of involving their suppliers in new product development process, respondents agreed with (Overall mean score=3.90, SD=0.598). Majority of respondents agreed that the county government of Wajir has established long-term relationship with suppliers with (Overall mean score=3.65, SD=0.933). In addition they agreed that they Support our suppliers for us to improve Product quality with (Overall mean score=3.15, SD=0.745) and lastly majority agreed with (Overall mean score=3.72, SD=0.724) agreed that the County Government of Wajir engage in continuous improvement programs with our suppliers.

By applying supply chain management through strategic supplier alliances, businesses can obtain a competitive edge in terms of cost and price, customer value or quality, dependable delivery, product innovation, and time to market (Bayraktar et al., 2007).

According to Futrell et al. (2001), partners should constantly improve their operational, cultural, and strategic fit in order to improve the quality of partnership outcomes.

Supplier relationship management facilitates the creation and maintenance of the company-to-company link necessary to meet these expectations and acts as a hub between the company and its end customers (Ibrahim & Mutuku, 2022).Tsai (2007) came to the conclusion that strategic supplier alliances act as a mediator of organizational success. Thus, having strategic supplier relationships is essential for the success of both a responsive supply chain and a lean supply chain strategy.

4.5.5 Performance of Wajir County Government

Respondents were asked to check the appropriate box (√) to indicate how much they agreed with the following aspects of Wajir County Government performance. 1 = Strongly Disagree (SD), 2 = Disagree (D), 3 = Neutral (N), 4 = Agree (A), and 5 = Strongly Agree (SA) are the five possible responses. The table below displays the answers to statements about Wajir County Government Performance;

Table 13: Descriptive Statistics on Performance of Wajir County Government

Statement	Mean	Std. Dev
Customer complaints have reduced	3.32	.143
There is efficiency in service delivery	2.91	.533
There is increased number of suppliers interested to do Business with Wajir County Government	3.15	.633
There is improvement in Quality of Goods, Work and Services delivered to Wajir County Government	2.85	.687
Average	**3.0575**	**0.499**

Source: Research Data (2023)

The majority of respondents firmly agreed, as evidenced by the descriptive analysis in Table 13 (Overall mean score= 3.0575, SD=0.499), that the adoption of supply chain

management practices influence the performance of the Wajir County Government. With (Overall mean score= 3.32, SD=0.143), respondents agreed that Customer complaints have reduced and only a few respondents slightly agreed that there is efficiency in service delivery with (Overall mean score= 2.91, SD=0.533). Majority of respondents with (Overall mean score= 3.15, SD=0.633) agreed that there is increased number of suppliers interested to do Business with Wajir County Government but only a few respondents slightly agreed that there is improvement in Quality of Goods, Work and Services delivered to Wajir County Government with (Overall mean score= 2.85, SD=0.687). Measuring organizational performance is essential to determining how well a company's strategy and tactics are working. Neely (2005) asserts that performance evaluation is a vital instrument for demonstrating the degree to which organizational goals were met and for furnishing data required to enhance diverse organizational procedures and undertakings.

4.5 Correlational Analysis

The performance of the Wajir County Government and supply chain management strategies were compared using a correlation analysis., as shown in Table 14. The analysis's findings demonstrated a significant and moderately positive correlation between the Performance of the Wajir County Government (P) and the Supply Chain Integration practice ($r = 0.878$, $p < 0.01$); the Customer Relationship Management practice ($r = 0.761$, $p < 0.01$); the Influence of the Information Sharing practice ($r = 0.692$, $p \hat{} 0.01$) and the Strategic Supplier Partnership Practice ($r = 0.422$, $p < 0.01$)

Table 14: Pearson's Correlation Coefficient of Performance of Wajir County Government

Variable		P	SCI	CRM	IS	SSP
P	Pearson Correlation	1				
	Sig. (2-tailed)					
SCI	Pearson Correlation	.878**	1			
	Sig. (2-tailed)	.000				
CRM	Pearson Correlation	.761**	.898**	1		
	Sig. (2-tailed)	.000	.000			
IS	Pearson Correlation	.692**	.804**	.845**	1	
	Sig. (2-tailed)	.000	.000	.000		
SSP	Pearson Correlation	.422**	.511**	.592**	.601**	1
	Sig. (2-tailed)	.000	.000	.000	.000	

**. The correlation is significant at the two-tailed 0.01 level.
*. The correlation is significant at the two-tailed 0.05 level.

Source: Research Data (2023)

Key:

SCI = Supply Chain Integration; **CRM** = Customer Relationship Management; **IS** = Information Sharing; **SSP** = Strategic Supplier Partnership

P= Performance of Wajir County Government

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4.6. Regression Analysis

Table 15's regression coefficients demonstrate how the performance of the Wajir County Government in Kenya is significantly predicted by the practices of supply chain integration (SCI), customer relationship management (CRM), influence of information sharing (IS), and strategic supplier partnership (SSP). The findings of the linear regression show that the

performance of the Wajir County Government and supply chain management techniques have a significant linear relationship, with R^2 =.655 and R= 0.809. While the remaining percentage of 34.5% suggests that not all of the topics under investigation had an impact on the functioning of the Wajir County Government in Kenya, the independent variables explained 65.5% of the variability of our dependent variable.

Table 15: Model Summary for Supply Chain Management practices

Model	R	R-Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.809[a]	.655	.614	.372	1.807

a. Predictors: (Constant); SCI, CRM, IS, SSP

b. Dependent Variable: County performance

Source: Research Data (2023

4.6.1. Analysis of Variance

The results of the ANOVA demonstrated how well these four performance predictors (Supply Chain Integration practice (SCI), Customer Relationship Management practice (CRM), Information sharing practice (IS) and Strategic Supplier Partnership Practice (SSP)) matched the general linear multiple models. From Table 16, ANOVA analysis findings indicates that the Supply Chain Management practices influence the performance of Wajir county Government F (4, 69) = 16.112, p< .05, R^2 = .655.

Table 16: ANOVA[a] (F-Test) Analysis for Supply Chain Management Practices

Model		Sum of Squares	df	Mean Square	F	Sig.
1	**Regression**	8.896	4	2.224	16.112	.000[b]
	Residual	4.693	69	.068		
	Total	13.589	73			

a. Predictors: (Constant); SCI, CR, IS, SSP

b. Dependent Variable: County performance

4.6.2 Regression Model Analysis

We can compare the relative strength of each independent variable's association with the dependent variable using the beta (β) values. According to the table above, the practices of supply chain integration (SCI) (β =0.353, p< 0.05), strategic supplier partnerships (SSP) (β =0.291, p< 0.05), customer relationship management (CRM) (β =0.233, p< 0.05), and information sharing (ISP) have the strongest relationships with the performance of the Wajir County Government in Kenya. SCC practice with, correspondingly, (β =0.140, p> 0.05).

Table 17: Regression Model Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	**Std. Error**	**Beta**		
1	**(Constant)**	.711	.421		1.689	.100
	SCI	.353	.059	.100	.902	.003
	CRM	.233	.107	.282	2.183	.036
	IS	.140	.041	.220	3.583	.001
	SSP	.291	.111	.517	4.422	

a. Dependent Variable: Performance of Wajir County Government

After analysis, regression model analysis Y= β0 + β1 X1 + β2 X2 + β3 X3 + α = error term gave the following equation for the current study.

$$\mathbf{Y = 0.711+0.353\ SCI +0.233\ CRM + 0.140IS + 0.291SP}$$

Key: SCI = Supply Chain Integration; **CRM** = Customer Relationship Management; **IS** = Information Sharing; **SSP** = Strategic Supplier Partnership

Y= Performance of Wajir County government

When all other variables are zero, the Y-intercept (β0 = 0.711) predicts the performance of the Wajir County government. This suggests that in the absence of the independent variables, which include the practices of supply chain integration (SCI), customer relationship management (CRM), Information sharing (IS), and strategic supplier partnership (SSP), the performance of the Wajir County government will be 0.711. The findings are similar to those of Aljubairi and Mugharbil (2021) who concluded and have demonstrated that the performance of the organization is positively impacted by the supply chain. Supply chain management has demonstrated its value to numerous businesses worldwide. Numerous organizations that have implemented it and attained remarkable outcomes in their manufacturing, supply chain, sales, and operational departments have been established. The supply chain not only makes sure that goods and materials move freely both inside and outside the business, but it also makes it easier to collaborate with all stakeholders.

The analysis's findings demonstrated a significant and moderately positive correlation between the Performance of the Wajir County Government (P) and the Supply Chain Integration practice ($r = 0.878$, $p < 0.01$); the Customer Relationship Management practice ($r = 0.761$, $p < 0.01$); the Influence of the Information Sharing practice ($r = 0.692$, p^0.01) and the Strategic Supplier Partnership Practice ($r = 0.422$, $p < 0.01$).

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This final chapter presents the results, a conclusion, study-based suggestions, and possible directions for further research.

5.2 Summary of Findings

5.2.1 Influence of Supply Chain Integration Practice on Performance of Wajir County Government

The majority of study participants agreed, scoring (Overall mean Score= 3.43, SD=0.919) based on the descriptive analysis presented in Table 9 that Supply chain integration Practice influenced Performance of Wajir County Government. The statement that the county government procurement section involves suppliers in new product development as a sign of trust and transparency had (Overall mean Score= 3.48, SD=0.980) while the statement that our county government involves our suppliers in joint planning and forecasting for medical requirements had (Overall mean Score= 3.25, SD=0.869). On the issue of county government procurement section regularly solving problems jointly with our suppliers had had (Overall mean Score= 3.42, SD=1.016). Majority of respondents agreed that there is clear coordination and resource sharing between my County government and our supplier with (Overall mean Score= 3.35, SD=0919 and lastly with (Overall mean Score= 3.66, SD=0.811, respondents agreed that there is standardized means of communication across all functions in within the County Government and our suppliers.

From descriptive analysis, majority of respondents agreed with (Overall mean Score= 3.43, SD=0.919) that Supply chain integration Practice influenced Performance of Wajir County Government. This result was supported by correlation analysis showed that showed that

Supply chain integration Practice has a significant and strong positive correlation with Performance of Wajir County Government ($r = 0.878$, $p < 0.01$);. Furthermore, a regression study showed that the performance of the Wajir County Government in Kenya has the strongest link with supply chain integration practice ($\beta = 0.353$, $p < 0.05$). Rosenzewig et al. (2003) claim that a number of characteristics, including lower supply chain expenses, more supply chain visibility, and operational skill sharing across players, may give highly integrated enterprises an advantage over competitors.

5.2.2 Influence of Information Sharing Practice on Performance of Wajir County Government

With an overall mean score of 4.078 and a standard deviation of 0.6692, the majority of participants largely agreed with the statement that information sharing methods affect the Wajir County Government's performance. The respondents (overall mean score = 4.05, SD = 0.724) concurred that information is shared between suppliers and the procurement department of the Wajir County Government. The Wajir County Government's procurement department has a policy to guide information sharing with suppliers (Overall mean Score= 4.03, SD=0.743). Majory of respondents also agreed that County government information systems are linked with our key stakeholders for better service delivery (Overall mean Score= 4.13, SD=0.615) and finally Majority of respondents agreed that county government sharing performance metrics with the entire supply chain with (Overall mean Score= 4.08, SD=0.623). The findings are Similar to findings made by Lee et al. (2004), who noted that improving communication between buyers and sellers in the supply chain is thought to be a good way to lower bullwhip effects and increase supply chain effectiveness. The study found out from regression analysis that Information Sharing

practice (ISP). SCC practice with (β =0.140, p> 0.05) has the positive relationship with performance of Wajir County Government. Information sharing practices (IS) and Wajir County government performance have a considerable positive link ($r = 0.692$, $p < 0.01$), according to correlation study results. This is supported with Descriptive analysis results where majority of the participants, with an (Overall mean Score= 4.078, SD=0.6692) generally agreed with the statement that information sharing practices influence the performance of the Wajir County Government. Information sharing between suppliers and clients has long been recognized as a successful strategy to lessen the bullwhip effect and improve supply chain performance (Lee et al., 2004).

5.2.3 Influence of Customer Relationship Management Practice on performance of Wajir County Government

Most participants (Overall mean Score = 3.87, SD = 0.926) agreed that the Customer Relationship Management Practice has an impact on the performance of the Wajir County Government. The majority of respondents (Overall mean Score= 3.59, SD=0.880) agreed that the Wajir County Government Procurement Section had policies that strive to develop long-term relationships with customers.. With an aggregate mean score of 4.54, SD = 0.942, the majority of respondents strongly agreed that their county government has defined procedures to deal with customer concerns.

They also strongly agreed that the procurement department's performance is evaluated based on customer satisfaction, with an overall mean score of 4.38, SD = 0.963. Furthermore, with an overall mean score of 3.46, SD=0.969, respondents agreed that the county government procurement section improves customer feedback. Finally, with an

overall mean score of 3.38, SD=0.877, respondents agreed that their county government solicits customer input in the design of our products.

The results of the descriptive analysis show that most participants (Overall mean Score= 3.87, SD=0.926) agreed that the Customer Relationship Management Practice has an impact on the functioning of the Wajir County Government. Additionally, correlation study revealed a significant and strong positive link between Wajir County Government performance and Customer Relationship Management Practice ($r = 0.761$, $p < 0.01$). Furthermore, the results of the regression analysis demonstrated a positive correlation between Wajir County Government performance and Customer Relationship Management Practice ($\beta = 0.233$, $p < 0.05$).

5.2.4 Influence of Strategic Supplier Partnership Practice on Performance of Wajir County Government

The majority of respondents (Overall mean score = 3.486, SD = 0.726) concurred that strategic supplier alliances have an impact on the Wajir County Government's performance. The majority of respondents (Overall mean score = 3.01, SD = 0.630) agreed that the Wajir county administration should organize and set goals with its suppliers. Respondents (Overall mean score = 3.90, SD = 0.598) agreed with the statement regarding the involvement of suppliers in the new product development process. The majority of participants concurred that Wajir County Government has cultivated enduring relationships with suppliers (Total mean score = 3.65, SD = 0.933). Furthermore, they expressed agreement that they support our suppliers in helping us to raise the quality of our products (Overall mean score=3.15, SD=0.745), and finally, the majority expressed

agreement (Overall mean score=3.72, SD=0.724). that the Wajir County Government participate in ongoing programs for supplier improvement.

According to the descriptive analysis, most respondents (overall mean score = 3.486, SD = 0.726) believed that strategic supplier partnerships have an impact on the Wajir County Government's performance. link analysis ($r = 0.422$, $p < 0.01$), which demonstrated a substantial and positive link between Strategic Supplier Partnership Practice and Performance of Wajir County Government, confirmed this finding. Furthermore, the performance of the Wajir County Government in Kenya has the strongest correlation with the Strategic Supplier Partnership Practice ($r = 0.422$, $p < 0.01$), according to regression analysis. In the end, regression analysis showed that Wajir County Government performance and strategic supplier agreements were strongly positively correlated. Tsai (2007) discovered comparable outcomes and concluded that strategic supplier alliances function as a modulator of organizational success.

5.2.4 Performance of Wajir County Government

According to the descriptive analysis in Table 13 (Overall mean score = 3.0575, SD = 0.499), the majority of respondents strongly agreed that the Wajir County Government's performance is impacted by the adoption of supply chain management principles. Only a small percentage of respondents (Overall mean score= 2.91, SD=0.533) agreed that there is efficiency in service delivery, but most respondents (Overall mean score= 3.32, SD=0.143) agreed that customer complaints had decreased. The majority of respondents (Overall mean score = 3.15, SD = 0.633) agreed that more suppliers are interested in doing business with the Wajir County Government, but only a small percentage (Overall mean

score = 2.85, SD = 0.687) agreed that the quality of the goods, work, and services delivered to the Wajir County Government has improved.

According to descriptive analysis, the majority of respondents agreed (Overall mean score = 3.0575, SD = 0.499) that the Wajir County Government's performance is impacted by the adoption of supply chain management principles. Results of the linear regression demonstrate a substantial linear relationship (R^2 =.655 and R=0.809) between supply chain management strategies and the performance of the Wajir County Government. The independent variables accounted for 65.5% of the variability in our dependent variable. Assessing organizational performance is crucial to figuring out how well a business's plans and strategies are doing. Neely (2005) asserts that performance evaluation is a vital instrument for demonstrating the degree to which organizational goals were met and for furnishing data required to enhance diverse organizational procedures and undertakings.

5.3 Conclusions

Regression analysis revealed that the following practices significantly predict the performance of the Wajir County Government in Kenya: supply chain integration (SCI), customer relationship management (CRM), influence of information sharing (IS), and strategic supplier partnership (SSP). There is a strong linear association between Wajir County Government performance and Supply Chain Management methods, as indicated by the linear regression results, which show R2 =.655 and R= 0.809. 65.5% of our dependent variable's variability was explained by the independent variables. The practices of Supply Chain Integration (SCI) (β =0.353, $p< 0.05$), Strategic Supplier Partnership (SSP) (β =0.291, $p< 0.05$), Customer Relationship Management (CRM) (β =0.233, p<

0.05), and Information Sharing (ISP) had the strongest correlation with the performance of the Wajir County Government in Kenya. Using (β =0.140, p> 0.05) for SCC practice, respectively. There is a strong linear association between Wajir County Government performance and Supply Chain Management methods, as indicated by the linear regression results, which show R2 =.655 and R= 0.809. 65.5% of our dependent variable's variability was explained by the independent variables. Determining the effectiveness of a company's strategy and tactics requires measuring organizational performance. Neely (2005) states that performance evaluation is an essential tool for providing information needed to improve various organizational processes and endeavors as well as for proving the extent to which organizational goals were fulfilled.

5.4 Recommendations of the Study

To ensure that everyone benefits, county procurement administrators must enhance their supply chain management procedures. It can be required to invest time in informing suppliers and vendors about the advantages of supply chain integration and ironing out any wrinkles in order to guarantee that everyone gains from it. Management needs to keep in mind that in exchange for their assistance, they are requesting that their suppliers sign contracts with the county. They will also be looking forward to some helpful promises from the county administration. Supply chain integration cannot succeed unless there is a common interest. To build better customer relationships with the general public, supply chain managers need to make sure that personnel receive continual education. For recently employed employees, there is an additional training program on top of this one. This ought to be a prearranged and organized period for talking about modifications to the process, giving updates, or sharing concepts that could benefit the entire group.

To improve customer happiness, information accessibility, and supply chain efficiency, supply chain managers need to create effective networking events. The study recommends implementing corporate social responsibility (CSR) and creating a dynamic supply chain that is adaptable to the constantly changing conditions in order to maximize the value of goods and services while lowering costs for both the buyer and the supplier through the suggested supply chain paradigm.

5.5 Recommendations for Further Study

At the County of Wajir, it was determined that supply chain management had an influence on performance that was equal to 65.5% of the total. This was demonstrated in the model summary. There is a need for additional research to investigate different aspects that can affect performance. In addition, the research was only conducted in Wajir County; hence, additional research needs to be conducted in other governmental institutions as well as private businesses to determine whether or not comparable findings may be found.

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APPENDICES

APPENDIX I: INTRODUCTION LETTER

Date: ……

Dear Sir/Madam,

RE: PERMISSION FOR DATA COLLECTION

My name is Ms. Saadia Ibrahim, I am pursuing a Master of Science degree in Procurement and Supplies Management. I am conducting an academic research on ***the influence of Supply Chain Management Practices on the performance of Wajir county Government.*** I am humbly requesting you to collaborate in answering the responding to the questions which I have provided in the questionnaires attached. The data collected will be kept private and utilized exclusively for scholarly research. Giving your name is not required, however if you would want to receive the study's results, please provide your mobile number.

Yours Faithfully,

Ms. Saadia Ibrahim
Student, Researcher

Mount Kenya University

APPENDIX II: CONSENT FORM

INFLUENCE OF SUPPLY CHAIN MANAGEMENT PRACTISES ON PERFORMANCE OF WAJIR COUNTY GOVERNMENT

I invite you to participate in a research study entitled "***Influence of Supply Chain Management Practices on the performance of Wajir county Government.*** I am presently a student at Mount Kenya University pursuing a Master of Science in Procurement and Supplies Management. I am currently working on my master's project. The purpose of the research is to investigate the ***Influence of Supply Chain Management Practices on the performance of Wajir county Government.*** The enclosed questionnaire has been designed to collect information on: the ***Influence of Supply Chain Management Practices on the performance of Wajir county Government.*** You willingly decide to participate in this study. You can choose to say no to any queries at all or to decline outright. There are no known risks associated with participation other than what one could encounter on a regular basis. Your responses will remain confidential and anonymous. The data from the research will be kept private and reported only as the sum of the individual data points. Only the researchers will be aware of your specific answers to this questionnaire, which will remain confidential. Participating in this study won't directly benefit you. Speaking about the research's troubles, nevertheless, might be intriguing and helpful to the field as well as to consumers or persons in the future who might have identical worries. Please provide the most accurate response you can to the questionnaire if you accept to take part in this experiment. The completion time should be about thirty minutes. To help me finish the project report, kindly return the questionnaire as soon as you can. You can reach the investigator, Ms. Saadia Ibrahim, at +254722737798, by email at saadiaibra@gmail.com, or Dr. Barasa Wamalwa at +254721203761, via email at bwamalwa@mku.ac.ke, with any questions you may have concerning this project. Please contact the Chairman of the Mount Kenya University Ethical Review Committee at P.O. Box 342-01000, Thika, if you have any queries concerning your rights as a study participant. Thank you for your assistance in this important endeavor.

CONSENT

I've had time to read the provided material, understand it, and formulate questions. I understand that participation is completely voluntary and that I can end it at any time, for any reason, and without penalty. I understand that I will receive a copy of this permission form. I willingly consent to participate in this research.

Participant's signature _____ Date _____

Investigator's signature _____ Date _____

APPENDIX III: QUESTIONNAIRE

Introduction

My name is Saadia Ibrahim. This questionnaire has been developed to gather data on the ***Influence of Supply Chain Management Practices on the performance of Wajir county Government***. The information collected will be kept private and utilized exclusively for scholarly research. Giving your name is not required, but if you would like to receive the study's results, please provides your mobile number.

Respondent's Name (optional): ________

Phone No._____

Section A: General Information

1. Gender.....

2. Your age bracket (Tick whichever appropriate)

Ages 18 to 24 [] 25–30 Years Old [] 31 to 34 years old [] 35 to 40 years old []

41 to 44 years old [] 45 to 50 years old [] more than 51 years

3. What is your education level? (Tick as applicable)

Primary level [] Secondary Level [] University Level []

Others-specify……..

4. Years of service/working period (Tick as applicable)

Less than 1 year [ ] 6-10 years [ ] 1-5 years [ ] Over 10 years [ ]

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Section B: Influence of Supply chain integration on the performance of Wajir County Government

How much do you agree or disagree with the following statement in regard to Influence of Supply chain integration on the performance of Wajir County Government?

On the following five-point rating system, please Tick (√) just the number that most accurately represents your opinion: 1 = Strongly Disagree (SD), 2 = Disagree (D), 3 = Neutral (N), 4 = Agree (A), and 5 = Strongly Agree (SA)

No.	Statements	1	2	3	4	5
1.	The county government procurement section involves suppliers in new product development as a sign of trust and transparency.					
2.	The county government procurement section regularly solves problems jointly with our suppliers.					
3.	Our county government forecasts and plans together with our suppliers for medical needs.					
4.	Our supplier and my county government clearly coordinate and share resources.					
5.	Standardized channels of communication are available between the County Government, our suppliers, and every function.					

C. Influence of Information sharing Practice on the performance of Wajir county Government

How much do you agree or disagree with the following statement in regard to the influence of Information sharing Practice **on the Performance of Wajir county Government**?

On the following five-point rating system, please Tick (√) just the number that most accurately represents your opinion: 1 = Strongly Disagree (SD), 2 = Disagree (D), 3 = Neutral (N), 4 = Agree (A), and 5 = Strongly Agree (SA)

No.	**Statements**	**1**	**2**	**3**	**4**	**5**

1.	There is information sharing between suppliers and the procurement department in Wajir county Government					
2.	Wajir County Government procurement department has a policy to guide in information sharing with suppliers					
3.	Performance metrics of Wajir County Government are shared across all the County's supply chain					
4.	The Wajir County administration has fully supported modern information systems to enable information sharing inside and with our supplier.					
5.	Our County government information systems are linked with our key stakeholders for better service delivery					

D. Influence of Customer Relationship Practice on the Performance of Wajir county Government

How much do you agree or disagree with the following statement in regard to Influence of Customer Relationship Practice on the performance of Wajir county Government?

On the following five-point rating system, please Tick (√) just the number that most accurately represents your opinion: 1 = Strongly Disagree (SD), 2 = Disagree (D), 3 = Neutral (N), 4 = Agree (A), and 5 = Strongly Agree (SA)

No.	**Statements**	**1**	**2**	**3**	**4**	**5**
1.	The mechanisms my county government uses to handle customer complaints are documented.					
2.	Customer satisfaction is a metric that is used to assess the procurement department's performance.					
3.	The county government procurement section enhance follow up on customer feedback					
4.	The Wajir County Government procurement section has policy that aims at building long-term relationship with customer					

5.	My County Government solicits customers' inputs in our products design					

E. Influence of Strategic Supplier Partnership Practice on Performance of Wajir County Government.

How much do you agree or disagree with the following statement in regard Influence of Strategic Supplier Partnership Practice on Performance of Wajir County Government.?

On the following five-point rating system, please Tick (√) just the number that most accurately represents your opinion: 1 = Strongly Disagree (SD), 2 = Disagree (D), 3 = Neutral (N), 4 = Agree (A), and 5 = Strongly Agree (SA)

No.	**Statements**	**1**	**2**	**3**	**4**	**5**
1.	With our suppliers, we plan and establish objectives.					
2.	We include our suppliers in the process of developing new products.					
3.	We have cultivated enduring relationships with our suppliers.					
4.	In order to raise the caliber of our products, we support our suppliers.					
5.	With our suppliers, we participate in programs for continuous improvement.					

Performance of Wajir county Government

How much do you agree or disagree with the following in regard to Performance of Wajir county Government?

On the following five-point rating system, please Tick (√) just the number that most accurately represents your opinion: 1 = Strongly Disagree (SD), 2 = Disagree (D), 3 = Neutral (N), 4 = Agree (A), and 5 = Strongly Agree (SA)

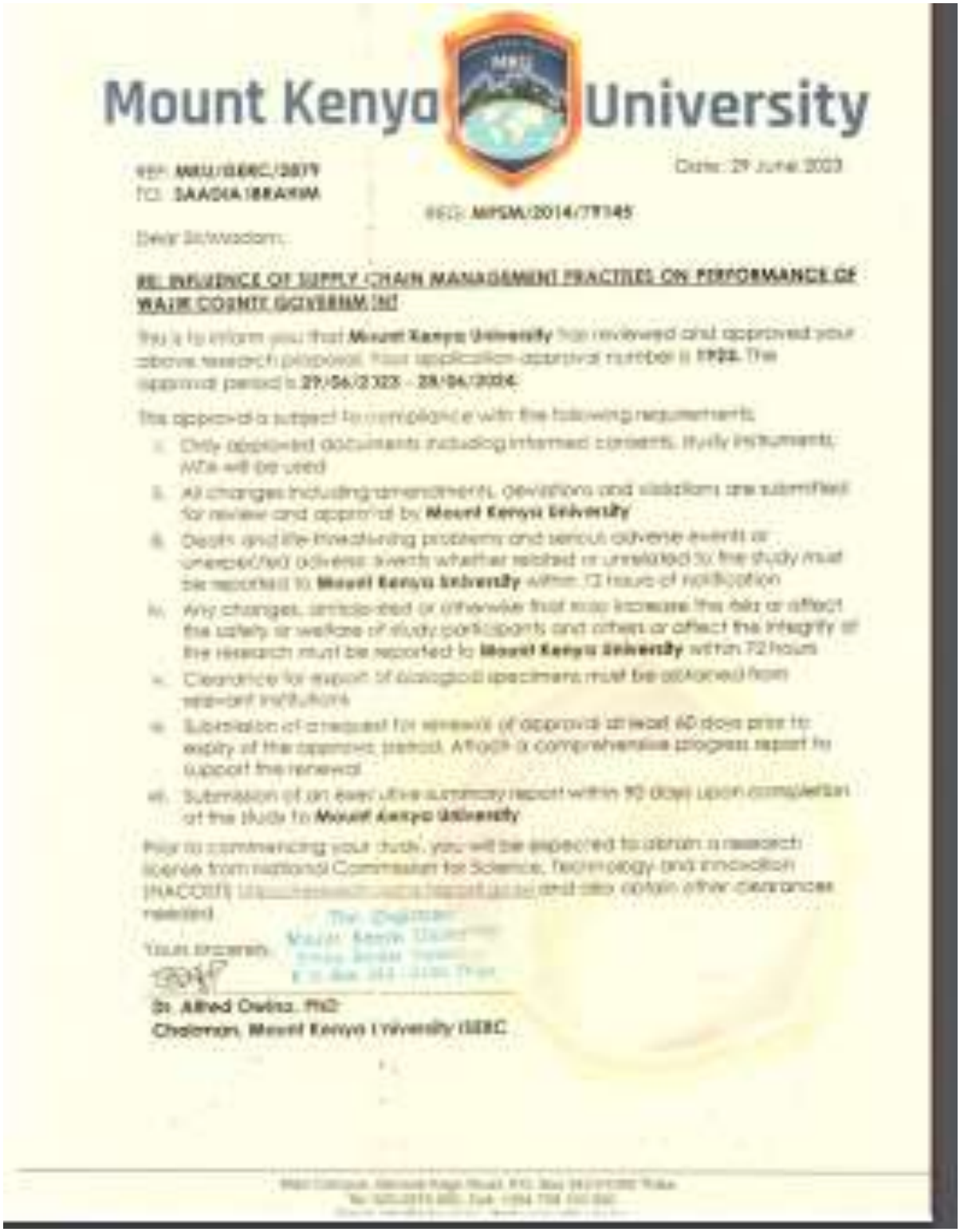
No.	**Statements**	**1**	**2**	**3**	**4**	**5**
1.	Customer complaints have reduced					
2.	There is efficiency in service delivery					

3.	There is increased number of suppliers interested to do Business with Wajir County Government					
4.	There is improvement in Quality of Goods, Work and Services delivered to Wajir County Government					

Thanks for your Cooperation

Mount Kenya University

APPENDIX IV: ERC CERTIFICATE



Mount Kenya University

ref: MKU/ISERC/3879
TO: SAADIA IBRAHIM

Date: 29 June 2023

REG: MPSM/2014/79145

Dear Sir/madam,

RE: INFLUENCE OF SUPPLY CHAIN MANAGEMENT PRACTICES ON PERFORMANCE OF WAJIR COUNTY GOVERNMENT

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **1922.** The approval period is **29/06/2023 - 28/06/2024**

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 risk 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) and also obtain other clearances needed.

Yours sincerely,

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

APPENDIX V: INTRODUCTION LETTER

Mount Kenya University

DIRECTORATE OF GRADUATE STUDIES

MPSM/2014/79145

30th June, 2023

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

Dear Sir/Madam,

RE: SAADIA IBRAHIM– REGISTRATION NO. MPSM/2014/79145

The purpose of this letter is to introduce the above named student who is pursuing **Master of Business Administration** in the department of **Management** in the school of **Business and Economics**

The title of the research is **"Influence of Supply Chain Management Practices on Performance of Wajir County Government."** 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 **July, 2023 and September, 2023.**

Any assistance accorded to the student will be highly appreciated.

Thank you.

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

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

APPENDIX VI: NACOSTI CERTIFICATE

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: **286996**

Date of Issue: **17/July/2023**

RESEARCH LICENSE

This is to Certify that Ms.. SAADIA IBRAHIM 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 Wajir on the topic: INFLUENCE ODF SUPPLY CHAIN MANAGEMNT PRACTISES ON PERFORMANCE OF WAJIR COUNTY GOVERNMENT for the period ending : 17/July/2024.

License No: **NACOSTI/P/23/27671**

286996

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Verification QR Code

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See overleaf for conditions