



INFLUENCE OF SUPPLIER SELECTION ON PROCUREMENT PERFORMANCE AMONG TEA BUYERS IN MOMBASA

Thomas Moreka Mbeche¹, Dr. Lucy Gichanga Ph. D²

¹Student - Jomo Kenyatta University of Agriculture and Technology

²Lecturer - Jomo Kenyatta University of Agriculture and Technology

ABSTRACT

The purpose of this research project was to investigate the influence of supplier selection on procurement performance among Tea Buyers in Mombasa. The specific objectives include to examine the influence of supplier competency on procurement performance among Tea Buyers in Mombasa, to find out the influence of supplier control on procurement performance among Tea Buyers in Mombasa, to establish the influence of supplier collaboration on procurement performance among Tea Buyers in Mombasa and to investigate the influence of supplier quality management on procurement performance among Tea Buyers in Mombasa. The study adopted Competency Theory, Control Theory of Supply Chain Management, Relationship Management Theory, Deming's theory of Total Quality Management, and Performance theory. The study adopted a mixed research design with a target population of 148 drawn from various tea buyers who conduct business with various suppliers. In this stratified sampling was applied to generate a sample size of 108. Structured questionnaires were used to obtain primary data while secondary data was gotten using published journals, books, internet, and magazines. Statistical package of social science (SPSS), Package 25 was used to facilitate data processing and analysis. The relationship between independent and dependent variables were determined using a multivariant regression analysis and the strength of the relationship of independent and dependent variable was determined by use of Pearson correlation coefficient (r). The study showed that there was a positive correlation between all the four independent variables and the dependent variable procurement performance among tea buyers in Mombasa. The study concludes that supplier competency, supplier control, supplier collaboration and supplier quality management have a significant effect on procurement performance among tea buyers in Mombasa. That the study recommended that suppliers should develop competent technical abilities so as to provide high quality products or services. Some of the technical dimensions that suppliers should develop competence in include compliance with quantity, compliance with due date, compliance with packaging standard, production planning systems of suppliers, and maintenance activities of suppliers, plant layout and material. The study recommended the need for suppliers to enhance their control so as to meet the expectations of their customers. Control is one of the key factors for any company's success and therefore suppliers should be evaluated based on this criterion. Some of the criterion that firms can use to assess their suppliers is Technological level, which involves general assessment of the supplier's control and capability in terms of innovation and technology. The study recommended that suppliers should formulate

an effective collaborative plan, which will ensure that their financial viability is sustainable and strategic alliances. Also, the study recommends that tea buyers should set some funds apart to allow site visit to the supplier. This will enable them to have a firsthand information on whether the supplier is really in a position to supply goods to them and if they are actually having financial capacity. The study established that supplier quality commitment, and in line with this the study recommended the need for suppliers to improve on the quality of their services. The improvement of the mentioned quality aspects will lead to improved service provision by suppliers, which will translate into increased performance of state corporations. Also, it's important to check the supplier's reliability in terms timeliness and also check if suppliers are in conformance with ISO standards.

Key Words: Supplier Competency, Supplier Control, Supplier Collaborations, Supplier Quality Management

1.0 BACKGROUND OF THE STUDY

Procurement performance is how well organizational procurement goal and objectives have been attained. The extent to which procurement function can obtain best value for money spent by the organization (Li and Zhao, 2018). Organization needs to have score cards to enable to identify how it's performing within certain period (Jakki, 2019). On the other hand it's a core business function and a very critical area that needs focus in order to succeed in any business, hence in any performance process, the auditing panel considers key issues such as; profitability, reliability, flexibility, accountability, transparency, production capabilities, experience in business, collaboration, financial health, location, lead time, reputation, social responsibility, competency and controls which are very important (Bendickson, Gur and Taylor, 2018).

This is mainly focusing on efficiency and effectiveness. Where Procurement efficiency entails with the existence of planned and actual resources required. While procurement effectiveness focuses on supplier quality, delivery management, supplier controls, supplier collaboration and reports (Lukereto, 2019). In Africa procurement is facing quite several challenges thus not doing very well as expected. Bag and Gupta, (2017) argues that in developing countries procurement activities such as supplier selection is usually left open to stakeholders and competent parties. It is estimated that in developing countries such as Ghana, Nigeria, Kenya a large percentage of their public revenue is used on procurement activities (Basheka and Mugabira, 2018). UNDP, (2015) reports shows that there is need to improve business environment in Africa especially small-scale suppliers who supplies their merchandise to big business enterprise. UNDP report adds that economic growth in African continent needs the support of proper procurement procedures. AFIM, (2014) report acknowledges that there is replication of supplier identification program in African countries and there is need to put the record straight. It is estimated that 9-13% GDP in Africa is spent on procurement activities (Mukapi & Iravo, 2019). This signifies that procurement plays a central role in organization's growth in Africa.

Many Government organizations in developing countries have suffered a lot of losses in procurement related activities. In Ghana for instance, Ameyaw, Mensah, and Osei-Tutu (2019) explains that the government has suffered a lot of losses through procurement activities despite introduction of a procurement system that aims to improve efficiency, eliminate corruption and bring sanity in the procurement system by adhering to procurement laws as stipulated by

Government Procurement Authority. On corruption, Kalunga, Kakwezi and Denise (2019) argues that corruption scandals in developing countries is being done through procurement activities by either exaggerating price of the merchandise offered or through payment on undelivered goods. Due to this, many organizations have opted to use specialized procurement system to mitigate corruption risks involved in their organizations (Business Anti-Corruption, 2016). In view of this, effective and efficient procurement system has great potential to save the public revenues from being wasted or diverted into private use (Ameyaw, *et al.*, 2019).

A successful procurement performance should involve various key results which include delivery lead time, compliance with vendor performance, cost saving and compliance with negotiated terms (Kipkorir, 2019). A survey by Organization for Economic Corporation Development, (2016) revealed that Kenya spends 13 percent of its GDP on procurement processes, and in the past three years the Government lost over 8.2 trillion shillings through procurement (Chemoiywo, 2018). This signifies lack of efficiency and effectiveness which greatly impacts the organization (PPDA, 2015). According Anemba, (2018) procurement performance is mainly based on procedures and regulations which promote efficiency and effectiveness in a firm. However, as argued by Shigoli and Simba (2017) that despite having these procedures and regulations in the Public Procurement and Asset Disposal act, 2015 conflict of interest always prevails. As a result of this, many firms end up getting poor procurement results either in delivery, quality management, record management or incompetent suppliers who don't have knowledge on procurement as stated in the PPDA act, 2015. This has resulted in coming up with poor procurement results in tea and other industries (Chepkoech, 2018).

Performance in the tea industry has been declining due to this poor procurement processes involved. The industry is facing great challenges which the management is trying to bring control on production cost, returns, quality, flexibility, and reliability. Production cost and quality management will keep on deteriorating if not keenly controlled and can negatively affect the firm revenues (Chepkoech, 2018). Tea procurement is sourced directly from small scale producers and from the Mombasa Tea auction which mainly takes place on Monday for secondary Grades and Tuesdays for Primary Grades (Chemoiywo, 2018).

Anemba (2018) pointed out that Kenya like many of her counterparts in developing world is marred by high inefficiencies in procurement activities. Chepkoech, (2018) points out that procurement activities are the main avenue area through which government revenues are lost in Kenya and that closer scrutiny needs to be done before awarding a tender to any supplier. Similarly, PPDA, (2015) indicates that sound procurement policies and practices are among the essential elements of good accountability and governance to avoid loss of revenue. Kenya being one of the sellers of tea in the Global market especially through Kenya Tea Development Agency (KTDA) and other tea traders requires to put more emphasis on performance with the belief that implementation of the quality, collaboration, control and competency of suppliers being in place will impact performance (Peris, Kirimi and Gichunge, 2017).

As pointed out by Ogendo (2020) Kenya has lost a lot of revenue through poor procurement activities such as supplier selections which is tampering with procurement processes such as the case of NYS scandals, KPLC purchasing of sub-standard transformers and overpayment on the

same, due to poor procurement activities leading to misappropriation of government resources (Odhiambo, 2015). Mesa, Kwasira and Waweru (2018) quoting (Hall, 2009) argues that procurement activities should be guided by the principles of accountability, transparency to help organization achieve its value for money. PPDA, (2015) clearly states the procurement performance entails suppliers' selection, starting from identification of the need, supplier selection, and provision of specifications to suppliers, delivery of goods from suppliers, verification of the delivered goods receipt to ensure they are of the right quality, payment for delivered goods and termination of a contract with the supplier, via this the performance of procurement can be measured as well in each level. Bridoux and Stoelhorst (2014) argues that reforms in supplier selection should be done to have clear procurement activities taking place in public and private institutions. This will help eliminate the bad image concerning procurement as one of the major sources in which government revenue is lost.

2.0 STATEMENT OF THE PROBLEM

Competition in the global market have made many firms to come into conclusion that regardless of their strong product brand and strength in the market, they cannot succeed unless they work hand in hand with all stakeholders to identify the right suppliers who can satisfy the needs of the organization (Basheka and Mugabira, 2018).

Procurement laws and regulations in most organizations is not adhered to all procurement performance (Wambui, 2017). This has made both private and public sectors lose a lot of revenue. For instance, a survey by Organization for Economic Corporation Development, (2016) revealed that Kenya spends 13 percent of its GDP on procurement processes, and in the past three years the Government lost over 8.2 trillion shillings through poor supplier selection processes (Chepkoech, 2018). Hartley & Choi, (2016) pointed out that most medium to large scale organizations don't have a clear measure of procurement performance and the few that have this their programs are not integrated in a way to engage suppliers early enough in the procurement process.

Kiage (2019) adds that regardless of the effort put by the developed countries and other sponsors such as the World Bank, European Union, USA and the United Nations concerning procurement activities, still poor supplier selection is taking place resulting to poor procurement activities in developing countries, and despite many previous studies on supplier selection on procurement performance; none has comprehensively focused on the effect of supplier selection on procurement performance among tea buyers in Mombasa. Kemunto (2019) examined an assessment of the effect of supplier selection factors on supply chain performance: a case of Naivas Supermarket in Kisii Town. Ogendo (2020) examined the effect of supplier selection criteria on organizational performance of the county government of Kisumu. Sabiti and Mulyungi (2020) examined the effect of supplier selection on procurement performance of Rwanda manufacturing firms: a case study of Bralirwa limited. These studies however fall short of looking at the relationship between supplier selection and overall firm performance. This study therefore seeks to examine the influence of supplier selection and procurement performance among tea buyers in Mombasa.

3.0 OBJECTIVE OF THE STUDY

3.1 General Objective

The general objective of this study is to investigate the influence of supplier selection on procurement performance among Tea Buyers in Mombasa

3.2 Specific Objectives

The study specific objectives were as follows:

1. To examine the influence of supplier competency on procurement performance among Tea Buyers in Mombasa.
2. To assess the influence of supplier control on procurement performance among Tea Buyers in Mombasa.
3. To establish the influence of supplier collaboration on procurement performance among Tea Buyers in Mombasa.
4. To investigate the influence of supplier quality management on procurement performance among Tea Buyers in Mombasa.

4.0 Research Hypotheses

This study was guided by the following null hypotheses.

H₀1: There is no significant influence of supplier competency on procurement performance among Tea Buyers in Mombasa.

H₀2: There is no significant influence of supplier control on procurement performance among Tea Buyers in Mombasa.

H₀3: There is no significant influence of supplier collaboration on procurement performance among Tea Buyers in Mombasa.

H₀4: There is no significant influence of supplier quality management on procurement performance among Tea Buyers in Mombasa.

5.0 LITERATURE REVIEW

5.1 Theoretical Framework

5.1.1 Competency Theory

Competency theory as postulated by Whitty & Willmott (1991) entails the measurable, professionalism, knowledge, abilities, and skills which promote performance of workers in an organization with an aim of achieving good results. With the use of this theory the organization will be successfully in establishing its competency strengths which will be used in identifying the right supplier to use in achieving their goals and objectives. On the other hand, this theory will be of a great benefit to the firm as it enables the organization pool together its resources and skills which will enable distinguish itself from others in the competitive marketplace (Oliech, 2019).

The concept concentrates on the key competencies that thrives an organization in achieving its aim and objectives. This include both human and organization-based competencies such as qualified employees with desired skills and knowledge and various professions that enable the firm to remain a float in the competitive market full of strong players as well as balancing organization interests (Mappigau, *et al*, 2018). This theory fosters and is within the ambit of the first, third and fourth variables of this study; influence of supplier competency, collaboration, and supplier quality management on supplier selection on procurement performance among tea buyers in Mombasa.

This theory will help the organization understand its strengths easily also to improve those areas that are not doing well as required. This theory is in line with the supplier competency objective.

5.1.2 Control Theory of Supply Chain Management

Control theory is key in supply chain management as it enhances organization productivity and profitability through a providing the right guidelines in finance management and decision making through proper information controls in order to sustain the business with competition (Gunasekaran *et al*, 2015). Supply chain management emphasizes the overall and long term-term benefit of all parties in the supply chain through co-operation and information sharing (Yu *et al*, 2016). Simchi-Levi *et al*, (2016) argues that supply chain management is a set of approaches used to efficiently integrate manufactures, producers, warehouses, distributors, suppliers, retailers, and consumers with an aim of promoting utility thus proper controls should be in place. That is to enhance place, time, quality, quantity utility of goods to promote cost reduction while satisfying service level requirements.

Effective and efficient supply controls of information, finance, records, and stock should be place in any supply chain management to connect each element of production and supply process from raw material acquisition to delivery of final products at the consumer's place. Since satisfying customer needs is the main aim of any business. Therefore, this flow signifies the nation that customer focus in terms of satisfying needs and providing timely service is key driving force of effective supply chain management. This theory is in line with supplier control objective.

5.1.3 Relationship Management Theory

With the use of this theory an organization will be able to achieve its mission and work attitude to change will be inevitable. A good business relationship in a successful supply chain arrangement should have clear boundaries and guiding rules that helps to remove any assumptions the partner knew instinctively to accommodate the situation. It is paramount to know the parameters of the relationship, perception of partner changes, even if the external circumstances remain constant. Even if the perception of one lead to change of other perceptions (Catania, 2016).

Several factors have been identified to characterize supplier to buyer relationship. Besides that, scholars have still come up with more of these factors. Parsons, (2016) says that the distinction in power and dependence between the buyer and the supplier are a key factor to differentiate between the buyer-supplier relationships. However, other scholars argue that factors such as trust in financial reports, satisfaction in information provided, record controls and stock

management being the key bonds (Bartai and Kimutai, 2018). A qualitative study could shed more light on the actual occurrence and impact of conditions favouring the development of certain buyer-supplier relationship. This theory is in line with supplier collaboration objective.

5.1.4 Deming's Theory of Total Quality Management

Quality Management are the improvements put in place by an organization concerning product that are customer based and service oriented. This is long-term satisfaction of customer on products services through the efforts demonstrated by all the members of an organization (Li & Zhao, 2018). Organizations must sustain their competitive positions by continuously understanding and adopting their market trends. This finally relates to performance of the firm in which a great portion of Total Quality Management control is implemented. There is a great relationship between manpower and quality management practices, from development of new products, their supply and utilization by the final consumers In lieu of these firms have come up with quality management systems to help them improve in their innovation practices to manage their quality. This has greatly improved the quality of their products for customers use (Li & Zhao, 2018).

Tahir, (2019) complements that quality management plan is one of the critical practices that is incorporated by the organization management to improve quality, enhance performance and productivity as well reduce cost. In lieu of this, great innovations have been developed with an aim of improving market share of the firms' products. Entrepreneurial orientation and small, medium enterprises are working hard to improve quality because this affects their overall performance. This has resulted to better decision making for implementation of TQM practices (Tahir, 2019). This theory is in line with supplier quality management objective.

5.1.5 Performance Theory

This theory was coined up by Richard Schecher to explain how well an organization can achieve its performance and how it can improve further to attain the best results. This theory will help the firm identify its strengths and weakness. It will offer the entrepreneurs better strategies in performance, design, and technology to use in running their enterprises (Foster, *et al.*, 2019).

Performance theory aims at managing cost of the firm in all departments. It focuses on how a firm utilizes the available resources effectively. In this, a firm will embrace the best finance management system, qualified expertise, and accurate records (Chemoiywo, 2018). The theory will help the firm to identify how well the customer whom we serve is satisfied with the service offered.

Performance theory aims at ensuring the customer gets the right goods or services at right time. Time delivery of goods or services enhances continuity of production as it saves the organization from losses. It focuses on how a firm will utilize the available resources in the correct time required and ensure a certain activity is done (Dacha and Juma, 2018). Therefore, this performance theory signifies the firm should have common goal with clear understanding of the job expectations, regular feedback on performance and reward for good performance. This theory agrees with procurement performance.

6.0 Conceptual Framework

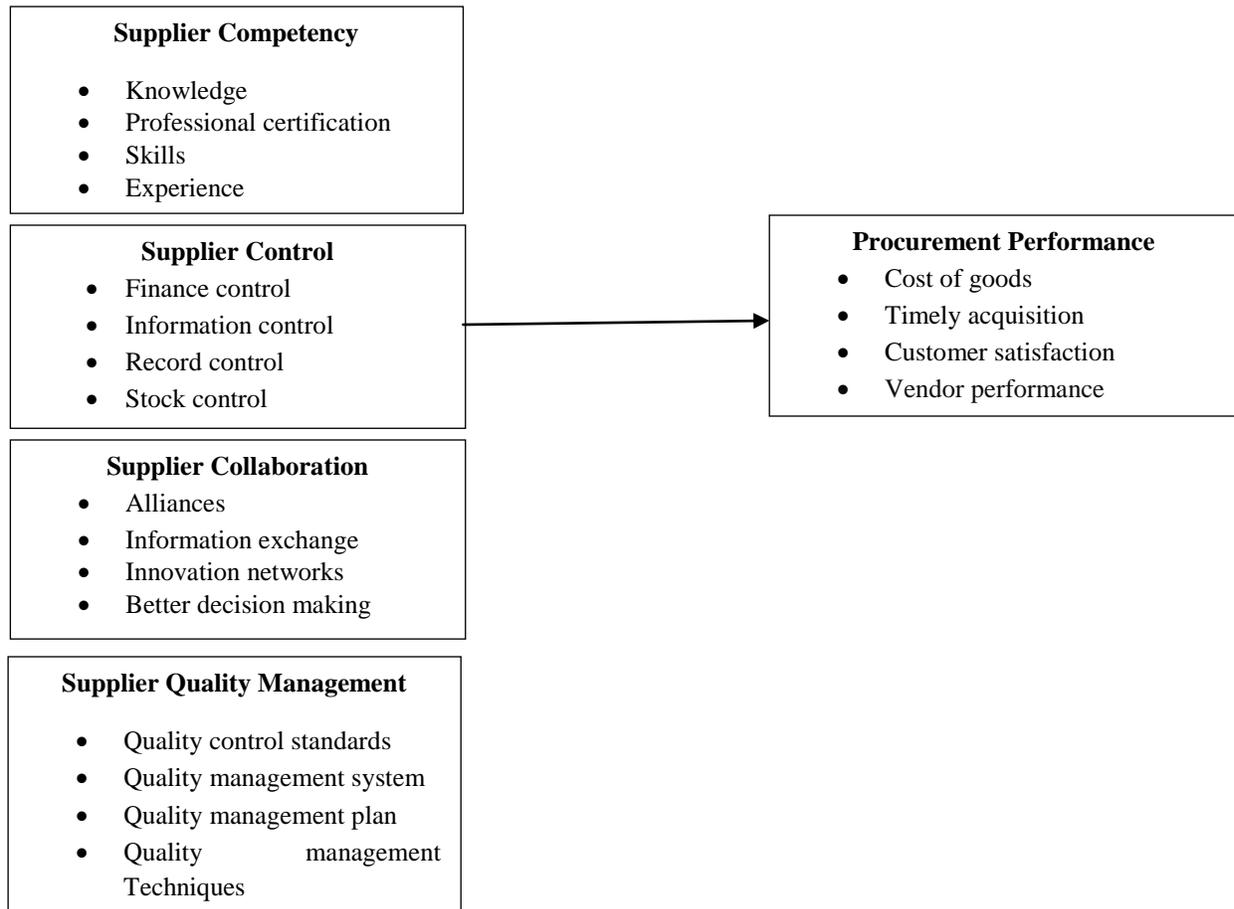


Figure 1 Conceptual Framework

7.0 REVIEW OF LITERATURE ON VARIABLES

7.1 Supplier Competency

Supplier competency involves the qualities that enables supplier to meet the expectations of the buyer's needs in an efficient and successful way. This involves the use of related knowledge, skills, ability, and professionalism. Procurement team needs to identify a supplier who understands nature of his business, the market trends and as well as gets involved in research and development to bring new ideas and products in the market (Bag & Gupta, 2017). The right supplier should be competent, have knowledge on that supplies field. A competent supplier should establish his business in an appropriate location for ease accessibility, have financial stability, have good background information about the supplying business, have the right and current technology, conducts legal business in the country which is free from corruption and child labour involvement (Catania, 2016).

Kiage (2019) argues in their study that professional certifications such as ISO, KEBS which are key in ensuring that a supplier has the capacity to satisfy the needs of the buyers and the same

time to be sure that the future is promising with business. This certification enhances quality assurance, required safety standards, and customer trust in doing business. Suppliers are encouraged in making the right decisions including checking certification of supplier process and products (Chemoiywo, 2018). The more the certification a supplier has the higher the chances of getting more and big contracts since the customers will have more trust and assurance of safety of his money. Crawford, (2014) elaborates in his book that ISO certification is one of the key factors that is enables business to move on in the required direction. A good trader needs to understand the risks involved in joining a certain venture, the tradeoffs, cost involved and the financial policies in place both local and international markets and on top of this she or he gets certified for all the process and products of trade (Tahir, 2019).

7.2 Supplier Control

Supplier Controls are the measures which are put in place to regulate the incoming and outgoing of goods and services regarding customers' specifications. For efficiency and effectiveness, control needs to be on both sides, that is on buyers and suppliers' side for double checking purpose. Supplier controls promotes prevention of legal challenges in courts, disputes, losses and above all promotes clears work resulting to profit making (Basheka & Mugabira, 2018). In Kenya procurement regulations and rules have been clearly elaborated in the Public Procurement and Asset Disposal Act, 2015. These procedures are there for all government and private procurement officers to use while conducting procurement activities. According to Anemba (2018) argues that procurement procedures and regulations are so important because they promote utility inform quality, quantity, time, place, and the involved cost that are expected in the pursuit of ownership.

There should be a cordial relationship between the supplier and the buyer through effective communication. Open and accurate information transfer enables the parties in contract to make accurate and affective decisions. According to Brien, (2014) good supplier relationship reflects on a level customer priority in an organization and how best these needs can be achieved. This is a technique that will help both supplier and buyer to know each other better and how to handle the procurement issues with ease.

7.3 Supplier Collaboration

Supplier collaboration explains how the relationship of supplier and buyer works in carrying out the procurement activities. Organizations are beginning to understand that open procurements relationships between suppliers brings on board positive innovative ways in doing business and this saves money for both parties. According Wahu, Namusonge and Mungai (2019) there is substantial evidence from scholars and practitioners showing producers have decided to work so closely with suppliers in order to have quality products for their customers and as well as to maintain themselves in the competitive business markets. Suppliers should have access to raw materials which are used in producing final products since their closeness with producers is of great importance (Bartai and Kimutai, 2018).

There should be constant information exchange on areas for improvement for instance on deliveries, corrections, and any other changes in procurement cycle activities.

Kenani and Buviki, (2018) in their study says that emergence of buyer-supplier relationships tends to be strong by understanding the parties in the supplier chain because they rely on each other in the whole procurement cycle. The organization needs to choose its suppliers depending on their requirements in a competitive and transparency manner that will create trust and satisfaction to all competitors. Procurement department should exploit all the avenues insourcing the right supplier both locally and internationally (Bag & Gupta, 2017). Bag *et al*, (2017) argues that collaboration in business promotes risk sharing, sustainability, innovation, and creativity. This promotes an organization to have efficiency and effectiveness in the business.

7.4 Supplier Quality Management

Quality Management involves the process of monitoring all the activities and tasks needed to maintain the desired level on service delivery. It involves quality policy, planning, assurance, control, and continuous improvement (Chemoiywo, 2018). This should be the basis from where procurement department and other organization functions should be generating the quality specifications of products they need. According Basheka and Mugabira (2018) there should be clear standards of assessing quality issues on all items bought for the organization. This starts from sourcing of raw materials, production and the final products obtained. During production all the necessary quality management requirements should be in place such testing, customer specifications to benchmark against, right tools and system to use and qualified staff to execute the production activities Error! Reference source not found. (Mukapi and Iravo, 2019). A good guideline or check list or quality system should be in place for use in determining the right quality specification according to the needs of the organization. This will help to ensure proper utilization of firm's funds and ensuring that users are satisfied. These should be from the quality model, weight between price, quality, and performance of the tenders (Assa, 2018).

According Mpinganjira, (2015) a competent supplier should have a compatible and most current system in his business to enhance quality input and output. A system which helps the organization conducts its business with efficiency and effectiveness. A system that generates reports, minimizes errors, enhances sanity in the business and keeps records for future use. A good business system enables clients to have trust of investing in the business (Mongare & Nasidai, 2014). All staff members should have knowledge and ability of using the system with ease. On top of this procurement department needs to embrace honest to suppliers in order to get products as per customer specifications, for instance where it requires to use open procurement methods, determining the needs of the users, inspecting to ascertain desired standards and the recommended cost (Kalunga, *et al.*, 2019).

Technology keeps on changing all the time hence customer demands are also not left behind, they are growing now and then. On top of all competition in the market is becoming stiff and stiff. In lieu of these results to research of new and better-quality systems, products, and services to tame new market trends (Chepkoech, 2018). Customer specifications should be scrutinized in relation with the new system developed all around from drawings, economic elements, aesthetic factors, dimensions, environmental elements, quality, safety, cost, repair and maintenance and finally description and documentation (Ameyaw, *et al.*, 2019).

7.5 Procurement Performance

Procurement performance is how well organizational procurement goal and objectives have been attained at the required cost. Odhiambo, (2015) observes that procurement performance in among tea buyers in Mombasa is greatly influenced by a result of efficiency and effectiveness obtained through supplier selection. The chosen suppliers should meet the expected criterial of qualifications. Ogubala *et al*, (2014) concurs that efficiency and effectiveness goes hand in hand thus procurement record should be straight always to ensure that tea buyers remain a float all the time with their business. The best indicator to procurement performance is to determine the best value for money on the purchased products and services (Kiage, 2019). In lieu of this procurement function should procure within the recommended price and quality. Through this procurement team should make proper use of Tea Buyers money. Procurement department should make only the necessary purchases at the required cost.

Wahu, Namusonge and Mungai (2019) says in their study that procurement performance contributes to the overall performance of an organization through cost savings, improved quality and reduced lead times which leads to internal customer satisfaction. Every organization including Tea Buyers aims to achieve the best procurement performance where it will achieve its best results. This has been put into study by various scholars, organizations, and procurement practitioners. Kiage (2019) says that cost control in many firms is based on procurement system which is vital to the advancement of African countries and is a concrete expression of their national commitments to making the best possible use of public resources.

Procurement performance is a gauge in which procurement entity accomplishes its market-oriented objectives and financial targets. Murray, (2012) elaborates that determining the level of procurement performance in an organization is key since procurement function plays ever increasing important roles to other departments in an economic downturn. Procurement lead time is the duration when procurement activity takes from issuance of a purchase order to delivery time, payment, and termination of the contract (Chemoiywo, 2018). This is one of the very important periods that a customer and supplier are closely involved in ensuring the desired needs are satisfied. The procurement cycle time should be reasonable in order to enhance achievement of the organization desired goals (Manyega, 2020). Reasonable product life cycle promotes continuity of production without stock outs and disappointments on customers. Some goods such as maintenance, operations and repairs need a shortest procurement cycle time because of their use in the organization. Timely delivery of the procurement goods enhances smoothly operations of the organization activities.

Edward, (2017) argues that procurement functions should have the correct systems to monitor stock levels utilization from the beginning to the end. These systems enable them to understand when to place the next order to avoid stock-out. Through this, they can identify the duration that ordered goods will take to arrive at store for replenishment. Having the right lead time helps customers to continue enjoying the services, the production to continue and the same time eliminate wastage (Bag & Gupta, 2017).

Edward, (2017) explains that firms should always have plans in place managing quality of their output. Quality of promotes customer trust in business since he will be satisfied with good and service offered to him. Firms which have employed total quality management are doing better

in their businesses. This is because they are continuously improving quality on their daily business activities. Continuous improvement is key in this current and future business generations because of these daily emanating technology and customer dynamics in the current markets.

Vender performance will improve because of innovativeness, effective communication, and other controls being in place. The current markets are becoming so competitive because of these changes that are so increasing. Oakland, (2015) notes in his book that continues quality improvement should be towards maintaining the reputation of the organization, controlling of cost and promoting change in business. According to Ross, (2017) the main goal of continuous improvement on quality is customer satisfaction and this comes through the integration of all the firm functions in the firm and other stakeholders included. Though, there are a number of ways one can measure procurement performance, but all these revolve around efficiency and effectiveness (Wahu, *et al.*, 2019)

8.0 RESEARCH METHODOLOGY

8.1 Research Design

Research design is the blueprint for collection, measurement, and analysis of data Fowler Junior, (2016). The analyzing approach can be both qualitative and quantitative (Mugenda & Mugenda, 2012). Qualitative methods entail with numerical information of the study to provide context where the research in which the result can be understood to research the hyperlinks that are existing. In this study descriptive research design was adopted to enable the researcher keep track of all the activities in the research in relation to its objectives. The study adopted descriptive research design because of it allowed depth analysis of the problem.

8.2 Target Population

Sekaran (2019) describes target population as a group of elements or people with one or more characteristics in common. Similarly, a target population is the group of people, objects or events which a researcher intends to generalize the results of their study (Bryman and Bell, 2020). In this study the target population was 148 list of approved tea buyers in Mombasa. The researcher targeted those involved directly with procurement activities including finance and procurement departments.

Table 1: Target Population

Department	Target Population
Procurement	74
Finance	74
TOTAL	148

Source: Approved List of Tea Buyers in Mombasa, 2020

8.3 Sample Size

A sample size is small portion that represents the whole population. For this study the sample size was obtained using this formula developed by Cooper and Schinder, (2020) together with Kothari and Gang, (2014). The sample size was 108.

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

Where:

n = the desired sample size,

N = the sample frame (Population)

α = the margin of error (0.05%)

$$n = \frac{148}{1 + 148(0.05)^2}$$

n= 108.0291971

n= 108

Table 2: Sample Size

Department	Target Population	Sample Size
Procurement	74	54
Finance	74	54
TOTAL	148	108

8.4 Data Analysis and Presentation

According to Zikmund, Babin, Carr and Griffin (2020) data analysis refers to the application of reasoning to understand with the aim of determining consistent patterns and summarizing the relevant details revealed in the investigation. The study aims to give both quantitative and qualitative data. Therefore, both descriptive and inferential statistics were used to analyze the data. A Likert scale was adopted to provide a measure for qualitative data. The scale helped to minimize the subjectivity and made it possible to use quantitative analysis. The numbers in the scale were to be ordered such that they indicate the presence or absence of the characteristic to be measured (Kothari and Garg, 2020). This mix of tools was necessary because some aspects of the study will be qualitative others will be of quantitative nature.

8.4.1 Qualitative Analysis

In qualitative studies, the researcher analyzed information in a systematic way to come up with a conclusion and recommendations. In qualitative studies, detailed information about the phenomena being studied was obtained, and then tried to establish the relationships from the information gathered. Qualitative analysis aimed at providing basic information without proof of it (Creswell, 2020). The descriptive statistical tools helped in describing the data and determining the respondents' degree of agreement with the various statements under each factor. Data analysis was done with the help of SPSS version 25.

8.4.2 Quantitative Analysis

The quantitative analysis involved testing of the theories in the theoretical framework behind the study and proves or disapproves it. For this kind of a study, there was need to go further and test hypothesis (Creswell, 2020). The multiple linear regression analysis was used to explore the relationship between “Supplier Competency, Supplier Control, Supplier Collaboration, and

Supplier Quality Management” as the independent variables and “procurement Performance as the dependent variable”. Pearson’s correlation analysis was used to explore the relationships among variables (Bryman and Bell, 2020). Correlation coefficient was used to analyze the strength of the relations between variables. Correlation coefficients was calculated to observe the strength of the association. A series of multiple regression analysis was used because they provided estimates of net effects and explanatory power. Analysis of variance (ANOVA) was used to test the significance of the model (Creswell, 2020). R^2 was used in this research to measure the extent of goodness of fit of the regression model (Kothari and Garg, 2020)

8.4.3 Model Summary

The multiple linear equations to be used to estimate the coefficients as follows:

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

Y= represents procurement Performance of EATTA Members (dependent Variable)

X_1 =Supplier Competency

X_2 = Supplier Control

X_3 = Supplier Collaboration

X_4 = Supplier Quality Management

a= Is the constant term $\beta_1, \beta_2, \beta_3,$ and β_4 are regression coefficient and

e = disturbance /error term

9.0 DATA ANALYSIS RESULTS AND DISCUSSION

9.1 Descriptive Analysis

9.1.1 Supplier Competency

Table 3 Supplier Competency

Descriptive Statistics	N	Mean	Std. Deviation
The organization has employees with strong supplier selection skills for better organization performance	88	3.64	1.495
The organization staffs are highly knowledgeable in supplier selection to promote better’s performance.	88	3.83	1.297
The organization promotes staff training on procurement activities such as supplier selection	88	4.24	1.406
The organization has certification from regulating bodies such as KEBS, ISO to achieve a better organization performance.	88	3.31	1.481
Always the experienced suppliers are chosen to do business with our firm	88	3.47	1.553
Valid N (listwise)	88		

The first aim of the study was to examine the influence of supplier competency on procurement performance among tea buyers in Mombasa. The statement that the organization has employees

with strong supplier selection skills for better organization performance had a mean score of 3.64 and a standard deviation of 1.495. The statement that the organization staff are highly knowledgeable in supplier selection to promote better's performance had a mean score of 3.83 and a standard deviation of 1.297. The statement in agreement that the organization promotes staff training on procurement activities such as supplier selection had a mean score of 4.24 and a standard deviation of 1.406. The statement that the organization has certification from regulating bodies such as KEBS, ISO to achieve a better organization performance had a mean score of 3.31 and a standard deviation of 1.481. The statement that always the experienced suppliers are chosen to do business with our firm had a mean score of 3.47 and a standard deviation of 1.553.

9.1.2 Supplier Control

Table 4 Supplier Control

Descriptive Statistics

	N	Mean	Std. Deviation
The organization has got better finance systems in place to control finance activities in improving procurement performance	88	3.80	1.323
The organization has well laid rules and regulations in controlling information transmission from point to point with an aim of promoting procurement performance	88	3.70	1.495
The organization generates accurate records and documents for all its transactions in promoting procurement performance	88	4.22	1.434
The organization generates all its records with honest to achieve procurement performance	88	4.41	1.100
The organization has a strong stock control system in promote procurement performance	88	4.69	.876
Valid N (listwise)	88		

The second aim of the study was to examine the influence of supplier control on procurement performance among tea buyers in Mombasa. The statement that the organization has got better finance systems in place to control finance activities in improving procurement performance had a mean score of 3.80 and a standard deviation of 1.323. The statement that the organization has well laid rules and regulations in controlling information transmission from point to point with an aim of promoting procurement performance had a mean score of 3.70 and a standard deviation of 1.495. The statement in agreement that the organization generates accurate records and documents for all its transactions in promoting procurement performance had a mean score of 4.22 and a standard deviation of 1.434. The statement in agreement that the organization generates all its records with honest to achieve procurement performance had a mean score of 4.41 and standard deviation of 1.100. The statement in agreement that the organization has a strong stock control system in promote procurement performance had a mean score of 4.69 and a standard deviation of 0.876.

9.1.3 Supplier Collaboration

Table 5 Supplier Collaboration

Descriptive Statistics

	N	Mean	Std. Deviation
Supplier collaboration is especially important in our organization in achieving better organization performance	88	4.30	1.116
The organization through procurement had established best methods of engaging with suppliers with aim of achieving good organization performance	88	3.67	1.075
The organization has better planning methods that it uses in working with its suppliers in promoting organization performance	88	4.25	1.298
The procurement performance has identified clear engagements with suppliers in promoting organization performance	88	3.52	1.633
We have improved supplier relationship management approach to strength organization performance	88	4.23	1.362
Valid N (listwise)	88		

The third second aim of the study was to examine the influence of supplier collaboration on procurement performance among tea buyers in Mombasa. The statement that Supplier collaboration is especially important in our organization in achieving better organization performance had a mean score of 4.30 and a standard deviation of 1.116. The statement that the organization through procurement had established best methods of engaging with suppliers with aim of achieving good organization performance had a mean score of 3.67 and a standard deviation of 1.075. The statement in agreement that the organization has better planning methods that it uses in working with its suppliers in promoting organization performance had a mean score of 4.25 and a standard deviation of 1.298. The statement that the procurement performance has identified clear engagements with suppliers in promoting organization performance had a mean score of 3.52 and a standard deviation of 1.633. The statement in agreement that we have improved supplier relationship management approach to strength organization performance had a mean score of 4.23 and a standard deviation of 1.362.

9.1.4 Supplier Quality Management

Table 6 Supplier Quality Management

Descriptive Statistics

	N	Mean	Std. Deviation
The organization has best quality control standards when producing goods	88	3.45	1.249
We have clear quality management systems in place that manages quality	88	3.91	.839
The organization has a quality management plan	88	4.05	1.422
Procurement team has the best quality management technique.	88	4.53	1.134
The organization has a strong quality management system in place.	88	3.64	.847
Valid N (listwise)	88		

The fourth aim of the study was to examine the influence of supplier quality management on procurement performance among tea buyers in Mombasa. The statement that the organization has best quality control standards when producing goods had a mean score of 3.45 and a standard deviation of 1.249. The statement that we have clear quality management systems in place that manages quality had a mean score of 3.91 and a standard deviation of 0.839. The statement that the organization has a quality management plan had a mean score of 4.05 and a standard deviation of 1.422. The statement that procurement team has the best quality management technique had a mean score of 4.53 and a standard deviation of 1.134. The statement that the organization has a strong quality management system in place had a mean score of 3.64 and a standard deviation of 0.847. These results agree with Oriri and Bichanga (2020) study results revealed that the between correlation between evaluating the supplier performance and lead time, cost savings and inventory flow was positive and significant; for supplier appraisal and procurement performance a positive and significant relationship exist ($R = 0.760$, $P < 0.005$).

9.1.5 Procurement Performance

Table 7 Procurement Performance

Descriptive Statistics

	N	Mean	Std. Deviation
We consider cost control as a key parameter to improving the organization performance	88	4.30	1.233
Lead time is a critical factor in ensuring good procurement is achieved in our organization	88	4.22	1.326
The organization has the best measure of lead time from the order placement to delivery of goods in our premises	88	3.85	1.170
Vendor performance is our key area in selecting the right supplier to do business with our organization	88	3.98	1.470
We have the best procurement methods to use in procuring our goods and services	88	4.33	.880
Valid N (listwise)	88		

The statement that we consider cost control as a key parameter to improving the organization performance had a mean score of 4.30 and a standard deviation of 1.233. The statement that lead time is critical factor in ensuring good procurement is achieved in our organization had a mean score of 4.22 and a standard deviation of 1.326. The statement that the organization has the best measure of lead time from the order placement to delivery of goods in our premises had a mean score of 3.85 and a standard deviation of 1.170. The statement that Vendor performance is our key area in selecting the right supplier to do business with our organization had a mean score of 3.98 and a standard deviation of 1.470. The statement that we have the best procurement methods to use in procuring our goods and services had a mean score of 4.33 and a standard deviation of 0.880.

9.2 Correlation Analysis

To establish the relationship between the independent variables and the dependent variable the study conducted correlation analysis which involved coefficient of correlation and coefficient of determination.

9.2.1 Coefficient of Correlation

Pearson Bivariate correlation coefficient was used to compute the correlation between the dependent variable (Procurement Performance) and the independent variables (Supplier Competency, Supplier Control, Supplier Collaboration and Supplier Quality Management). According to Sekaran, (2015), this relationship is assumed to be linear and the correlation coefficient ranges from -1.0 (perfect negative correlation) to +1.0 (perfect positive relationship). The correlation coefficient was calculated to determine the strength of the relationship between dependent and independent variables Error! Reference source not found.

In trying to show the relationship between the study variables and their findings, the study used the Karl Pearson's coefficient of correlation. This is as shown in Table 8 above. According to the findings, it was clear that there was a positive correlation between the independent variables, supplier competency, supplier control, supplier collaboration and supplier quality management and the dependent variable procurement performance. The analysis indicates the coefficient of correlation, r equal to 0.718, 0.244, 0.681 and 0.478 for supplier competency, supplier control, supplier collaboration and supplier quality management, respectively. This indicates positive relationship between the independent variable namely supplier competency, supplier control. Supplier collaboration and supplier quality management and the dependent variable procurement performance with supplier competency having the highest contribution.

Table 8 Pearson Correlation

Correlations

	Procurement Performance	Supplier Competency	Supplier Control	Supplier Collaboration	Supplier Quality Management
Procurement Performance	1				
Supplier Competency	.718**	1			
Supplier Control	.244*	.233*	1		
Supplier Collaboration	.681**	.726**	.471**	1	
Supplier Quality Management	.478**	.277**	.644**	.528**	1

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

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

9.2.2 Coefficient of Determination (R^2)

To assess the research model, a confirmatory factors analysis was conducted. The four factors were then subjected to linear regression analysis in order to measure the success of the model and predict causal relationship between independent variables (Supplier Competency, Supplier Control, Supplier Collaboration and Supplier Quality Management), and the dependent variable (Procurement Performance).

Table 9 Coefficient of Determination (R^2)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.796 ^a	.633	.615	2.12905

Predictors: (Constant), Supplier Quality Management, Supplier Collaboration, Supplier Control, Supplier Competency

The model explains 63.3% of the variance (R Square = 0.619) on Procurement Performance. Clearly, there are factors other than the four proposed in this model which can be used to predict financial sustainability. However, this is still a good model as Bryman and Bell, (2018) pointed out that as much as lower value R square 0.10-0.20 is acceptable in social science research. This means that 63.3% of the relationship is explained by the identified four factors namely supplier competency, supplier control, supplier collaboration and supplier quality management. The rest 36.7% is explained by other influence of supplier in procurement performance in tea buyers in Mombasa not studied in this research. In summary the four influences of supplier in procurement performance studied include; supplier competency, supplier control, supplier collaborations and supplier quality management or determines 63.3% of the relationship while the rest 36.7% is explained or determined by other factors.

9.3 Regression Results

9.3.1 Analysis of Variance (ANOVA)

The study used ANOVA to establish the significance of the regression model. In testing the significance level, the statistical significance was considered significant if the p-value was less or equal to 0.05. The significance of the regression model was as per Table 10 below with P-value of 0.00 which is less than 0.05. This indicates that the regression model is statistically significant in predicting influence of procurement performance. Basing the confidence level at 95% the analysis indicates high reliability of the results obtained. The overall ANOVA results indicate that the model was significant at $F = 35.426$, $p = 0.000$.

Table 10 ANOVA
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	460.507	4	115.127	35.426	.000 ^b
	Residual	266.482	82	3.250		
	Total	726.989	86			

a. Dependent Variable : Procurement Performance

b. Predictors: (Constant), Supplier Quality Management, Supplier Collaboration, Supplier Control, Supplier Competency

9.3.2 Coefficients

The researcher conducted a multiple regression analysis as shown in Table 11 to determine the relationship between procurement performance in tea buying companies in Mombasa in Kenya and the four variables investigated in this study.

Table 11 Coefficients

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	29.978	2.479		12.091	.000
	Supplier Competency	.363	.085	.059	4.271	.000
	Supplier Control	.382	.108	.075	3.537	.001
	Supplier Collaboration	.600	.156	.064	3.846	.003
	Supplier Quality Management	.476	.088	.661	5.409	.000

a. Dependent Variable: Financial Performance

The regression equation was:

$$Y = 29.978 + 0.363 X_1 + 0.382 X_2 + 0.600X_3 + 0.476X_4$$

Where;

Y = the dependent variable (Procurement Performance)

X₁ = Supplier Competency

X₂ = Supplier Control

X₃ = Supplier Collaboration

X₄ = Supplier Quality Management

The regression equation above established that taking all influence of suppliers into account (Procurement Performance of tea buyers in Mombasa) constant at zero Procurement performance among tea buyers in Mombasa, Kenya will be 29.978. The findings presented also showed that taking all other independent variables at zero, a unit increase in supplier

competency would lead to a 0.363 increase in the scores of procurement performance among tea buyers in Mombasa; a unit increase in risk assessment would lead to a 0.382 increase in the procurement performance among tea buyers in Mombasa; a unit increase in supplier collaboration would lead to a 0.600 increase the scores of procurement performance among tea buyers in Mombasa and a unit increase in supplier quality management would lead to 0.476 increase the scores of procurement performance among tea buyers in Mombasa.

Table 12 Test of Hypothesis

Hypothesis Statement	Regression Results	Decision
H ₀₁ : There is no significant influence of supplier competency on procurement performance among Tea Buyers in Mombasa.	t = 4.271 P = 0.000	Reject H ₀₁ null hypothesis supplier competency has a significant influence on procurement performance among Tea Buyers in Mombasa.
H ₀₂ : There is no significant influence of supplier control on procurement performance among Tea Buyers in Mombasa.	t = 3.537 P = 0.001	Reject H ₀₂ null hypothesis Risk assessment has a significant influence on procurement performance among Tea Buyers in Mombasa.
H ₀₃ : There is no significant influence of supplier collaboration on procurement performance among Tea Buyers in Mombasa.	t = 3.846 P = 0.003	Reject H ₀₃ the null hypothesis Information system has a significant influence on procurement performance among Tea Buyers in Mombasa.
H ₀₄ : There is no significant influence of supplier quality management on procurement performance among Tea Buyers in Mombasa.	t = 5.409 P = 0.000	Reject H ₀₄ null hypothesis Control activities has a significant influence on procurement performance among Tea Buyers in Mombasa.

9.4 DISCUSSION OF THE FINDINGS

The study was on influence of supplier selection on procurement performance among tea buyers in Mombasa. The study was carried out in Mombasa among tea buyers. The study was based on four objectives namely, supplier competency, supplier control, supplier collaborations and supplier quality management.

The first objective was to examine the influence of supplier competency on procurement performance among tea buyers in Mombasa. On supplier competency the study results show that there was a strong positive correlation with the dependent variable procurement performance among tea buyers in Mombasa. Further, the organization staffs are highly

knowledgeable in supplier selection to promote better's performance and the organization promotes staff training on procurement activities such as supplier selection.

The second objective was to evaluate the influence of supplier control on procurement performance among tea buyers in Mombasa. The study results revealed that the organization generates accurate records and documents for all its transactions in promoting procurement performance. The organization generates all its records with honest to achieve procurement performance and the organization has a strong stock control system in promote procurement performance. On correlation the study showed that there was a strong positive correlation with the dependent variable procurement performance among tea buyers in Mombasa.

The third objective was to examine the influence of supplier collaboration on procurement performance among tea buyers in Mombasa. Supplier collaboration is especially important in our organization in achieving better organization performance.

The organization through procurement had established best methods of engaging with suppliers with aim of achieving good organization performance. The organization has better planning methods that it uses in working with its suppliers in promoting organization performance. There was a strong positive correlation with the dependent variable procurement performance among tea buyers in Mombasa.

Last and not least, supplier quality management influence on procurement performance among tea buyers in Mombasa. We have clear quality management systems in place that manages quality. The organization has a quality management plan. Procurement team has the best quality management technique. The organization has a strong quality management system in place. There was a strong positive correlation with the dependent variable procurement performance among tea buyers in Mombasa.

10.0 CONCLUSION AND RECOMMENDATIONS

10.1 Conclusion was based on the study results.

10.1.1 Supplier Competency

Since there was a strong positive correlation between the independent variable supplier competency and the dependent variable procurement performance among tea buyers in Mombasa. From the study findings on coefficients, t- values of 4.271 and p-values of 0.000, this result rejected the null hypothesis that supplier competency has no significant effect on procurement performance among tea buyers in Mombasa. Therefore, the study concludes that supplier competency has a significant influence on procurement performance among tea buyers in Mombasa.

10.1.2 Supplier Control

Since there was a strong positive correlation between the independent variable supplier control and the dependent variable procurement performance among tea buyers in Mombasa. From the study findings on coefficients, t- values of 3.537 and p-values of 0.001, this result rejected the null hypothesis that supplier control has no significant influence on procurement performance

among tea buyers in Mombasa County. Therefore, the study concludes that supplier control has a significant influence on procurement performance among tea buyers in Mombasa.

10.1.3 Supplier Collaboration

Since there was a strong positive correlation between the independent variable supplier collaboration and the dependent variable procurement performance among tea buyers in Mombasa. From the study findings on coefficients, t- values of 3.846 and p-values of 0.003, this result rejected the null hypothesis that supplier collaboration has no significant effect on procurement performance among tea buyers in Mombasa. Therefore, the study concludes that supplier collaboration has a significant effect on procurement performance among tea buyers in Mombasa.

10.1.4 Supplier Quality Management

Since there was a strong positive correlation between the independent variable supplier quality management and the dependent variable procurement performance among tea buyers in Mombasa. From the study findings on coefficients, t- values of 5.409 and p-values of 0.000, this result rejected the null hypothesis that supplier quality management has no significant effect on procurement performance among tea buyers in Mombasa. Therefore, the study concludes that supplier quality management has a significant influence on procurement performance among tea buyers in Mombasa.

10.2 Recommendations

The following are the recommendations of the study based on the findings as follows:

That the study recommended that suppliers should develop competent technical abilities so as to provide high quality products or services. Some of the technical dimensions that suppliers should develop competence in include compliance with quantity, compliance with due date, compliance with packaging standard, production planning systems of suppliers, and maintenance activities of suppliers, plant layout and material.

The study recommended the need for suppliers to enhance their control so as to meet the expectations of their customers. Control is one of the key factors for any company's success and therefore suppliers should be evaluated based on this criterion. Some of the criterion that firms can use to assess their suppliers is Technological level, which involves general assessment of the supplier's control and capability in terms of innovation and technology.

The study recommended that suppliers should formulate an effective collaborative plan, which will ensure that their financial viability is sustainable and strategic alliances. Financial failure of key suppliers could lead to an organization suffering a significant financial loss and its operations could be seriously comprised and is the supplier are unable to supply it could to the form to stand at a standstill as no work will continue due to lack of materials. Also, the study recommends that tea buyers should set some funds apart to allow site visit to the supplier. This will enable them to have firsthand information on whether the supplier is really in a position to supply goods to them and if they are actually having financial capacity. Since suppliers can either build or break an organisation this study recommends that a lot of time is given to check if their suppliers are financially viable as you do not want them to stop the follow of the supply.

The study established that supplier quality commitment, and in line with this the study recommended the need for suppliers to improve on the quality of their services. In particular, the organizations should consider the following quality dimensions, management commitment, product development, process improvement, quality planning and quality assurance in supply chain, quality assessment in production, inspection and experimentation and quality staff of supplier. The improvement of the mentioned quality aspects will lead to improved service provision by suppliers, which will translate into increased performance of state corporations. Also, it's important to check the supplier's reliability in terms timeliness and also check if suppliers are in conformance with ISO standards. Also in improving product quality this study recommends that firms improves technology and sustains long-term relations with suppliers as this will affect the quality performance in a positive way.

REFERENCES

- Ameyaw, C., Mensah, S., & Osei-Tutu, E. (2019). Public procurement in Ghana: The implementation challenges to the Public Procurement Law 2003 (Act 663). *International Journal of Construction Supply Chain Management*, 55-65.
- Anemba, C. N. (2018). Challenges affecting public procurement performance process in Kenya. *International Journal of Research in Management*, 41 - 55.
- Arrowsmith, S., & Quinot, G. (2019). *Public Procurement Regulation in Africa*. Cambridge: Cambridge University Press.
- Assa, R. (2018). Quality in the Public Procurement Process. *The TQM Journal*, 12 (2) 447 - 460.
- Ayoyi, I. R., & Odunga, R. (2019). Role of strategic sourcing on public procurement performance in Kenya. *European Journal of Logistics, urchasing and Supply Chain Management*, 1 - 9.
- Bag, S., & Gupta, S. (2017). Antecedents of sustainable innovation in supplier networks:A South African Experience. *Global Journal of Flexible Systems Management*, 231 - 250 .
- Bartai, D. K., & Kimutai, G. (2018). Role of E-Procurement on Procurement Performance of North Rift County Assemblies in Kenya. *International Academic Journal of Procurement and Supply Chain Management*, 19 (3) 44 - 57.
- Basheka, B. C., & Mugabira, M. I. (2018). *Measuring Professionalism Variables and their Implications to Procurement Outcomes in Uganda*. Kampala: Makerere University Press.
- Bendickson, J., Gur, F., & Taylor, E. (2018). Reducing environmental uncertainty: How high-performance work systems moderate the resource dependence- firm performance relationship. *Canadian Journal of Administrative Sciences*, 252 - 264.
- K. (2019). The effects of fraudulent procurement practices on public procurement. *International Journal of Business and Behavioral Science*, 17-27.
- Kamanthe, C. K. (2019). Effect of Pharmaceutical Inventory management on Procurement Performance in Coast Provincial general Hospital in Kenya. *Journal of Business Management*, 52 (8) 987 - 996.
- Kariuki, J. G., Makokha, E. N., & Namusonge, G. S. (2020). Influence of supplier selection on procurement performance in technical institutions in Trans-Nzoia County in Kenya. *International Journal of Recent Research in Social Sciences and Humanities (IJRRSSH)* , 5 (4), 11 - 22.
- Kemunto, O. R. (2019). An assessment of the effect of supplier selection factors on supply chain performance: a case of Naivas Supermarket In Kisii Town. *Unpublished Master of Business Administration Project*, Retrieved from <https://www.kisii-university.ac.ke>.

- Kiage, J. O. (2019). Factors Affecting Procurement Performance: A Case of Ministry of Energy. *International Journal of Business and Commerce* , 54-70. *International Journal of Business and Commerce* , 52 (6) 54 - 70.
- Li, D., & Zhao, Y. (2018). Impact of Quality Management in Green Innovation. *Journal of cleaner production*, 19 (8) 349 - 384.
- Lukereto, E. J. (2019). Determinants of Procurement Performance in Commercial Banks in Africa. *International Journal of Procurement*, 12 (3) 8 -16.
- Makhitha, K. M. (2020). The impact of supplier selection on the relationship marketing performance of independent retailers in Kenya. *Academy of Entrepreneurship Journal* , 26 (3) 1 - 13.
- Manyega, V. B. (2020). Effect of supplier selections on procurement performance in Public Institutions in Kisii County. *International Journal of Economics, Commerce and Management* , 3 (9) 595 - 610.
- Mappigau, P. (2018). Strategy of Development on Core Competencies in Improving Competitiveness of Cocoa in Mamuju Regency ,West Sulawesi Province. *Academy of Strategic Management Journal*, 1-5.
- Muthamia, A. K., & Muturi, W. (2019). Determinants of Earnings from Tea Export in Kenya. *Journal of World Economic Research*, 15-22.
- Namukasa, J. (2017). Records management and procurement performance: A case of NAADS program in the central region of Uganda. *Records Management Journal*, 256-274.
- Sabiti, G. B., & Mulyungi, P. (2020). Effect of supplier selection on procurement performance of Rwanda manufacturing firms: a case study of Bralirwa limited. *International Journal of Research in Management, Economics*, 8 (5), 67 - 82.
- Sekaran, U. (2019). *Research methods for business:A skills building approach*. New Delhi: John Wiley & Sons.
- Shigoli, E. I., & Simba, F. (2017). Determinants of supplier development practice in public procurement performance at Kenya Ports Authority. *Imperial Journal of International Disciplinary Research*, 3 (3), 193 - 219.
- Singh, H., Garg, R. K., & Sachdeva, A. (2018). *Supply chain collaboration:A state-of-the-art Literature Review*. London: Oxford University Press.
- Wambui, L. (2017). Factors affecting the implementation of green procurement practices in Nairobi City Water & Sewerage Company Limited. *International Journal of Logistics and Procurement Management*, 1 (3) 52 - 63.
- Wellenbrock, M. (2016). Theoretical basis of supply management:The network theory in supply management. *International Journal of Operations & Production Management*, 98 - 118.
- Williamson, O. E. (2016). *The Mechanism of Government*. New York: Oxford University Press.
- World Bank. (2016). *Benchmarking Public Procurement*. Washington DC: The World Bank.
- Xiwei, X. (2016). Untrusted business process monitoring and execution using blockchain. *International Conference on Business Process Management*, 23 (7) 329 - 347.
- Zhang, Y., Wang, L., & Gao, J. (2018). Supplier collaboration and speed-to-market of new products:the mediating and moderating effect. *Journal of Intelligent Manufacturing*, 805 - 818.
- Zhenxin, Y., & Hong, Y. (2017). Benefits of information sharing with supply chain partnerships. *Industrial Management & Data Systems*, 18 (3) 114 - 121.

- Zhi, T., & Jintong, T. (2017). Stakeholders corporate social responsibility orientation congruence, entrepreneurial orientation and environmental performance of small and medium-sized enterprises. *British Journal of Management*, 18 (11) 634 - 651.
- Zikmund, G. W., Babin, B. J., Carr, C. J., & Griffin, M. (2020). *Business Research Methods (9th Ed.)*. South Western: Cengage Learning.
- Zona, F., & Gomez, L. (2018). Board interlocks and firm performance: Toward a combined Agency-Resource Dependence Perspective. *Journal of Management*, 12 (3) 589 - 618.