



INFLUENCE OF SUPPLIER EVALUATION CRITERIA ON THE PERFORMANCE OF NAIROBI CITY COUNTY GOVERNMENT, KENYA

FARIDAH TOMNO

(Corresponding Author)

chebet2003@gmail.com

DR. SAMUEL MULI

Lecturer: Jomo Kenyatta University of Agriculture and Technology (JKUAT), Kenya

ABSTRACT

Poor organisation performance on its part contributes to rising inefficiency as well as costs and competitiveness of the procurement function. There is adequate information in the public domain that has proven undue influence in award of tenders that is negating the need for the evaluation criteria but later leading to inflated project costs, quality concerns and even abandoned projects. The objectives of the study were to determine the influence of supplier financial resource on the performance of Nairobi City County and to assess the influence of supplier commitment on the performance of Nairobi City County. The study was anchored on the benchmarking theory and transaction cost economics theory. The study used a descriptive survey research design. The target population was 541 staff working in procurement and supply chain unit in the Nairobi City County. A sample size of study was 230 procurement staff. Researcher used questionnaire to collect responses from the county government officials. The study used both descriptive and inferential data analysis techniques. Descriptive statistics such as mean and standard deviation were used. Multiple regression models were used to determine the influence of supplier selection criteria on performance of Nairobi City County. The findings revealed that supplier's financial resources criteria in selecting suppliers significantly contributed to performance of Nairobi City County in Kenya. The findings revealed that supplier's commitments contributed to performance Nairobi City County in Kenya. Selection of suppliers based on supply financial capability and suppliers commitments as critical criteria determinants for selection of supplier's impact on firm performance in Nairobi City County, Kenya.

Key Words: Supplier evaluation Criterion, Suppliers' Financial resources, Supplier Commitment, Performance of Nairobi City County

1.0 INTRODUCTION

The goal of every business entity is to utilize limited resources in the most efficient manner to realize efficiency in the service delivery; improvement of infrastructure, enhanced community social responsibility, promotes transparency and honesty of the procurement systems with respect to fairness. A supplier's evaluation criterion has been adopted in public sector organisations across the world in effort to achieve performance goals. This include World Bank

(Lisa, 2010).), United States and Korean government (Pamela, 2013). Ikumu (2014) on other hand describe supplier evaluations as the set of procedures used to determine the effectiveness and the efficiency of the prospective suppliers. This shows that supplier selection is a detailed procedural set of actions where capacity of supplier and therefore, evaluation process aims at controlling the supplier behaviour. In recent days, supplier evaluation criteria such as supplier financial capability and supplier commitments as tool to influence performance (Herbling, 2015).

The government of South Africa introduced standard supplier evaluation to improve policy application and accountability and supportive structures as well as fragmented processes. A study conducted in Nigeria by Aspuro (2015) found non-procurement professionals were involved in purchasing related tasks. Consequently, the level of supplier development practices in the financial service industry is still developing. Evaluation of performance in the public sector is very important. This is because taxpayers' money is used in all operations in the sector. Performance of procurement in all state organisations is primarily affected by the application of record optimization, particularly where e-procurement systems are used. The assessment of organisation performance should incorporate both the organisation strategic performance and operational functions. The operation aspect of organisation performance is pegged on the cost of products, quality of good/services, delivery period and elasticity in procurement (Nair, Jayaram & Das, 2015). The supplier management's decisions affect their organisation's competitiveness. As a result, a customer should consider the supplier's management efficiency in respect of the foregoing management issues; management practice on financial resources and suppliers quality commitment (Ghaith & Hamdan, 2014). In Kenya, the PPADA (2015) offers direction and procurement guidelines and procedures for evaluating suppliers in public sector to promote sensible, cost-effective and effective use of public resources. Despite availability of this guideline, most public institutions have not been able to achieve the goal of supplier evaluation (PPOA, 2009).

1.2 Statement of the problem

There is adequate information in the public domain that has proven undue influence in award of tenders that is negating the need for the evaluation criteria but later leading to inflated project costs, quality concerns and even abandoned projects. Kakwezi and Nyeko, (2019) have also failed to link the key supplier indicators such as supplier financial resources, quality, capacity, and organization culture on organisation's performance. Consequently, they have not focused on the impact of supplier evaluation criteria in enhancing organisation's performance and service delivery in county governments. PPARB has been involved in various procurement disputes over public tender awards in Kenya promoting repeat of entire tendering process. Additionally, a report by EACC for financial 2017/2018 shows that Nairobi City County is facing allegation for irregular procurement in tender for supply, delivery and installation of asphalt worth Kenya shillings 150 million. EACC was also investigating several cases of misappropriation of funds in year 2015(CIPS, 2013). In this context, the study aims to investigate the effect of supplier evaluation criteria on Nairobi City County's performance in Kenya.

1.3 Research objectives

- i. To determine the influence of supplier financial resource on the performance of Nairobi City County, Kenya,
- ii. To assess the influence of supplier commitment on the performance of Nairobi City County, Kenya.

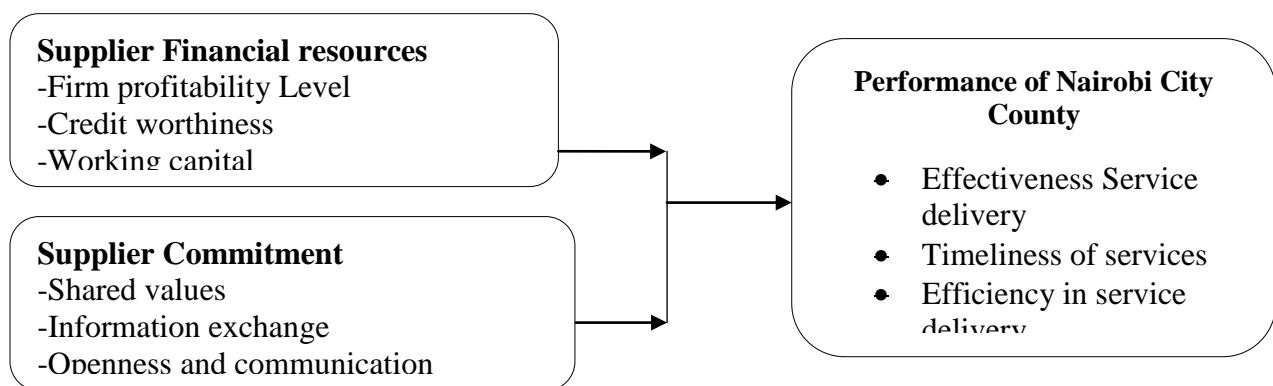
2.0 LITERATURE REVIEW

2.1. Theoretical review

Benchmarking is an approach that is used for organizational best practices. These practices include among others strategies, policies, operations, processes, products and organizational structures. Ikumu (2014) argues that that benchmarking is asymmetric contrasting of actions in an organisation and the organisation performance to develop advanced standards and/ or make the process more efficient. Benchmarking is used to explain the concept of supplier selection; according to benchmarking, supplier selection is conducted to provide basis for which product and services can be procured within expected time, in the right quantity to achieve expected performance target.

The theory of Transaction cost economics was emphasised by Oliver Williamson in the late 70's. It was motivated into being by a goal of profit maximization in business organisations (Cartwright & Cooper, 2013). Applying this model, as a business principle of Buyer Company and draw the pool of supplier concurrently to eradicate wastage, this in turns lowers the cost, incurred during procurement process (Truman, 2008). This theory is anchored on supplier financial resources and supplier's quality commitment .The most significant concentration of the theory is that the firm that focuses on promoting the relationship with its suppliers and those that looks forward to establish strategic association with its suppliers. This theory is used to explain the governance practice selection of suppliers at Nairobi City County.

2.2. Conceptual framework



Independent variable

Dependent variable

Supplier Financial Resources

The situation of supplier's finances should be determined at the initial stage of supplier evaluation. In some cases, this stage is considered as the most basic stage the supplier must achieve before being evaluated in other areas (Jabareen, 2008). The Chartered Institute of Purchasing and Supplies (2012) argue that the financial state and strengths are determined using profitability, cash flows, asset base and debt base among other factors. The financial selection is key as the poor selection supplier based on the financial resources could lead to several problems to the procuring firm. For instance, if the supplier fails to sustain his/her operation and close business, the procuring company becomes adversely affected. A supplier with low financial base or experiencing financial challenges may be unable to invest in plants, production equipment, or survey aimed at improving their operation. The other disadvantage of financial struggling supplier is overdependence on the purchaser. Finally, the poor finances with supplier could be a signal that the supplier is experiencing other problems (Handfield et al., 2009).

The main goal of supplier evaluation is to provide an organisation with the best group of suppliers for various products and services. Supplier evaluation procedure is also used to evaluate the existing suppliers to assess their performance in effort to reduce costs, moderate risks and stimulate constant improvement. According to Rotich, Mutai and Okello (2016), supplier commitment to quality is strongly associated to organisation performance. When supplies pay attention to quality of product or service they supply, this translates to better performance of procuring firm holding other factors constant. However, the study found the relationship between quality management by supplier and performance was not significant but the financial ability of supplier was found to significantly affect the performance of the buying organisation. Samson and Terziovski (2011) conducted a study with intention of analysing the supplier selection effects manufacturing companies in United States of America. The study found non-quantifiable selection approach such as strategic approach of the supplier to serve the buyers had great impact on the performance of buying company as compared to quantifiable aspects such as supplier ability though considered less significant. The study further investigated the importance of supplier's readiness and capacity to provide information, which was also found to have significant effects on the performance of the organisation.

Supplier Commitments

Ability of an organisation to provide quality service is important aspect that gives it a competitive advantage. Supplier's commitment to offering service quality, according to Aseka (2010), is an overall organizational behaviour toward its clients. Supplier consistency and Capability to achieve the assured service consistently and precisely, responsiveness- Readiness to support customer and give quick response to provision of service, Assurance- understanding and courtesy of staff, as well as their ability to express trust and confidence; Empathy- Thoughtful, individualized commitment that the organization provides to its customers The research used a questionnaire survey approach derived from a model of service quality to gather data on their corporate structure and customer satisfaction levels, based on the above literature review (Mahoney & Pandian, 2019).

Commitment to provision of Total Quality Management (TQM) contributes to customer satisfaction and continuous improvement (Klemencic, 2006). Quality management systems are

thought to provide a framework for managing and continuously improving product and service quality, as well as the ability to create a strong culture, both of which can help a company's competitiveness and success (Kiawa, 2012). According to Ahmed and Hendry (2012), if an organisation lacks positive culture, it is likely to suffer from poor implementation of quality management a system that is critical for an organisation in achieving customer satisfaction. Al-Ibrahim further argues that quality in delivery of goods and services is a significant component of firm's competitiveness.

Pamela (2013) conducted a study to investigate the factors considered during selection of suppliers by companies in telecom industry in Pakistan. The study used an explanatory survey approach together with non-experimental to evaluate the suppliers in the industry. Panel data model was adopted based on the outcome of Hausman specification tests. The study found supplier financial capacity and human capacity determined the organisation performance. The study also found financial capacity was strongly associated with supplier's ability to deliver and hence the performance. Aseka (2010) investigated the effects of supplier evaluation on the output of production in Kenya. Efficient supplier evaluation has been found to have a major impact on production efficiency. The study also found manufacturing companies considered quantitative approach (suppliers' practical expertise, obligation to quality and ability to meet supply agreed dates in supplier selection) when evaluating their suppliers than qualitative approach (suppliers' readiness to share private facts).

3.0 RESEARCH METHODOLOGY

The study adopted descriptive survey research design as it involved collecting, analyzing and describing quantitative data to answer to research questions (Kothari, 2014). The population was 541 procurement and supply chain officers (Nairobi City County, 2020). A sample size of 230 was determined through Yamane Formula. The study adopted stratified sampling and simple random sampling techniques to be used in selection of respondents. Data was collected using a structured questionnaire. The pilot study was conducted targeting 11 procurement employees from county government of Kiambu and results used to foster validity and reliability of research instrument. The Cronbach's value for the valuables was above 0.7. The study supervisor guided, offer advice and all necessary approvals in the input in the research questionnaire to enable the content to address the purpose and avoided ambiguity.

The collected data was edited, coded, classified, and tabulated. Coding was done to translate question responses into specific categories to organize and reduce research data into manageable codes (Saunders, Lewis, & Thornhill, 2016). Quantitative data was analysed using descriptive statistics such as mean and standard deviation with the use of Statistical Package for Social Sciences (SPSS) version 20.0. Further, the study used Pearson product moment correlation to explore the relation between independent variable and dependent variable. The statistical model; $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \epsilon$. The collected data was presented using tables for ease of analysis and interpretations.

4.0 RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This section present findings and discussions regarding influence of supplier evaluation criteria on performance of Nairobi City County, Kenya. From a sample size of 230 officers involve in procurement and supply chain management in the county of Nairobi, 196 respondents filled and returned the filled questionnaires. This constituted 85% response rate and was adequate for a quantitative study to deduce inferences. Results on level of education attained, most 94 (48%) had attained diploma level of education, 58(30%) had degree as their highest level of education while 35(18%) of the respondents had master degree as their highest level of education while 9(4%) of the respondents had attained doctorate as the highest level of education attained. Results on respondents experience, most 87(44%) of the respondents had an experience of more than 8 years, 54 (28%) had working experience of 6-8 years, 37(19%) of the respondents had a working experience of 3-5 years while 18(9%) of the respondents had a working experience of 1-2 years.

4.2. Descriptive statistics

Table 1: Supplier Financial Resources and Performance of Nairobi City County –

Statement	Mean	Std. Dev
The supplier's previous profit is usually evaluated before engagement	4.096	.713
Supplier creditworthiness is assessed	3.959	.783
Supplier cash flow is always considered before the engagement	4.387	.651
Supplier working capital is usually considered during the engagement	4.229	.780
Asset worth is also evaluated during supplier selection	4.418	.580

From the results in Table 1, most respondents agreed (M=4.096, SD=0.7130) that supplier's previous profit being usually evaluated before engagement impact on performance of Nairobi City County. Credit worthiness of suppliers determined supplier's financial capability. Respondent agreed (M=3.959, SD=0.7830) that assessment of supplier's creditworthiness influence performance of Nairobi City County. On average, not respondent agreed ((M=4.387, SD= 0.651) that supplier cash flow being always considered before the engagement influence performance in Nairobi City County. The finding supports Kamenya, (2014) that assessing the supplier choices based on supplier financial resources contributes effectiveness in service delivery at the Nairobi City County

The fourth indicator of suppliers' financial resources was supplier working capital where respondents agreed (M= 4.229, SD=0.780). This implied that assessment of supplier working capital usually considered during the engagement influence performance of Nairobi City. This demonstrated that adequate supplier working capital shows suppliers financial capability to execute supplying role hence influence quality service delivery in Nairobi City County. The other indicator of assessing supplier financial resources was asset worth. Most of the respondents agreed that assessment of asset worth during supplier selection contributed to performance of Nairobi City County (M= 4.418, SD= 0.580). This demonstrated that asset

worth during supplier selection contributed to performance of Nairobi City County. This implied that selection of suppliers whose have adequate assets contribute to performance of Nairobi City County. Kamotho (2014) asserted that supplier choices based on assets strength of the supplier financial capacity influence organizational performance supported the results.

4.3. Supplier Quality Commitment of the Supplier and Performance of Nairobi City County

Table 2: Supplier Commitment and Performance of County Government

Statement regarding Supplier Commitment	Mean	Std. Dev
Our suppliers are reliable as they observe timeliness	4.444	.68830
The suppliers are accountable in observing accuracy	4.459	.57590
The suppliers complies to safety and security regulations in their supplies	4.469	.63576
Suppliers foster openness in communication with relevant parties	4.429	.75786
Suppliers in the county provide prompt services in the right standards	4.383	.65751

From the result in Table 2 showed that most respondents agreed (M=4.444. SD=0.6883) that suppliers were evaluated on being reliable so as they observe timeliness. Supplier accountability is critical criteria for selection of suppliers to achieve performance. On average, most respondents agreed (M=4.459. SD=0.5759) that the suppliers were selected because of accountability in observing accuracy to achieve performance at Nairobi City County, majority of the respondents agreed (M=4.469. SD=0.6376) that the suppliers complies with safety and security regulations in their supplies at Nairobi City County. This demonstrated that on average most respondents agreed that suppliers were selected on the account of complying with safety and security regulations in their supplies

Results in Table 2, most respondents agreed (M=4.429, SD=0.7579) that supplier selection on the account of commitment where suppliers foster openness in communication with relevant parties. This implied that selection of suppliers because of being committed to openness in communication with relevant parties contribute to performance of Nairobi City County. The results on the level of agreement with the statement that suppliers in the county provided prompt services in the right standards (M=4.383, SD= 0.6575). Respondents agreed that suppliers in the county provided expected services. The results concurred with Chemoiwo (2014) that selection of suppliers based on prompt services delivery contributes to increasing customer satisfaction.

4.4 Performance of Nairobi City County

Table 3: Performance of Nairobi City County

Performance Indicators	Mean	Std. Dev
There is improvement in provision of delivery of services	4.367	.7217
Supplier selection improved quality of services	4.372	.5809
There is increased effectiveness in provision of quality services	4.5255	.58561
Achievement of spending efficiency in service delivery	4.6429	.63650
There is improve timely delivery of services to citizens	4.5867	.60564
There is increase accessibility of quality service among citizens	4.3673	.72165

From results in Table 3, most of the respondents strongly agreed (M=4.367. SD=0.7217) that there is improvement in provision of delivery of services in the County due to effective supplier evaluation. Quality delivery of services in public sector is a clear indicator of improvement in performance of the City county of Nairobi. Overall, respondent agreed (M=4.373. SD=0.5809) that supplier evaluation criteria has led effective supplier selection that contributed to improved quality of services delivery .Further, respondent strongly agreed (M= 4.5255, SD= 0.58561) that there is increased effectiveness in provision of quality services. This clearly revealed indicated majority of the respondent strongly agreed that there is increased effectiveness in provision of quality services in Nairobi City County. Respondents strongly agreed (M=4.6429. SD=0.6365) that county government of Nairobi achieve efficiency in expenditure. Further results revealed that majority of the respondents strongly agreed that there is improve timely delivery of services to citizens due to supplier evaluation criteria. The results concurred with Kangogo and Kiptoo, (2013) those county governments who select reliable supplier’s foster performance at county level of government.

4.5 Inferential Analysis

The study used Pearson correlation analysis results to detect the strength and the direction of the relationship between variables and results were presented in Table 4.

Table 4: Correlation coefficient

Pearson Correlation		Performance of Nairobi City County
Performance of Nairobi City County	r	1
	Sig. (2-tailed)	
Suppliers Financial Resource	r	.226**
	Sig. (2-tailed)	.001
Supplier Commitment	r	.415**
	Sig. (2-tailed)	.000

The results in Table 4 indicates that, there exists a weak, significant and positive correlation between suppliers financial resource and performance of Nairobi City County as indicated by correlation factor, $r=0.226$, $PV=0.0001<0.01$). The result predicts a moderately weak and positive correlation between suppliers financial Resource and Performance of Nairobi City County. The finding in Table 4 indicates that, there exists a strong, significant and positive association between supplier commitment and performance of Nairobi City County in as indicated by correlation factor, $r=0.415$, $PV=0.000<0.00$). The result predicts a strong, positive, and significant correlation between Supplier Commitment and performance of Nairobi City County in Kenya. The results demonstrate that an enhance culture of supplier commitment would lead to a positive performance of Nairobi City County.

Multivariate Regression Analysis

The study considered multivariate model considers supplier financial resources and supplier commitment; supplier evaluation criteria and performance of county government of Nairobi as criterion variable.

Table 4: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.624 ^a	.389	.376	.30588

Predictors: (Constant), Supplier Financial resources and Supplier Commitment

b. Dependent: Performance of Nairobi City County

Table 4 present multiple regression model summary results. R is a square root of R-Squared and denote the existed of correlation between variables. R-Squared revealed that there existed a significant variation between supplier evaluation criteria, supplier financial resources and supplier commitment and performance of Nairobi City County as correlation factor $r=0.389$ at significant level at 0.05. Adjusted R^2 is called the coefficient of determination and exhibit variation in factors of Performance of Nairobi City County. From the model summary Table 4, the value of adjusted R^2 is 0.376. This implied that, there was a significant variation of 38.9% of Performance of Nairobi City County due to change in supplier financial resources, supplier quality control, supplier technical capacity and supplier commitment. The results demonstrated that all independent variables, supplier financial resources, supplier quality control, supplier technical capacity and supplier commitment explained 88.9% of variation in performance of Nairobi City County.

Table 5: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.690	2	2.845	30.406	.000 ^b
	Residual	18.142	193	.094		
	Total	23.832	195			

a. Dependent Variable: Performance of Nairobi City County

b. Predictors: (Constant), Supplier Financial resources and Supplier Commitment

In Table 5, the F-calculated of 30.406 reported at $0.000 < 0.05$ far exceeded that F-critical 1.527. This clearly indicated that there existed a goodness of fit between supplier evaluation criteria and performance of Nairobi City County.

Table 6: Beta Coefficients

Coefficients a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.725	.255		6.751	.000
	Supplier Financial resources	.167	.054	.199	3.089	.002
	Supplier Commitment	.393	.052	.466	7.632	.000

a. Dependent Variable: Performance of Nairobi City County

From the results in Table 6, constant value in regression model was $\alpha = 1.725$. This indicates the level of performance in Nairobi City County holding the influence of supplier evaluation criteria constant. Coefficient regression results revealed that supplier financial resources had a significant positive influence on performance in Nairobi City County as $B_1 = 0.199$, $PV = .002 < 0.05$, $t = 3.089$). The finding implied that a unit increase in supplier financial resources would lead to a significant increase in performance of Nairobi City County factor $B_1 = 0.199$. Improvement in suppliers firm's profitability, enhance creditworthiness, increase cash flow, increase in asset of the firm and well as increase in working capital of the supplier firms would influence performance of the Nairobi County. The results concurred with Kamenya (2014) that supplier evaluation based on financial capability contributes to firm performance.

Regression results established that supplier commitment had a significant and positive influence on organizational performance in Nairobi City County ($B_2 = 0.466$, $PV = .000 < 0.05$, $t = 7.632$). The finding implied that a unit increase supplier commitment would lead to a significant increase in performance in Nairobi County. Therefore, selection of suppliers who enhance information sharing, openness, enhance communication influence performance of the Nairobi City County. The finding concurred with Rotich, Mutai and Okello (2016) that supplier commitment to quality is strongly associated to organisation performance. When supplies pay attention to quality of product or service they supply, this translates to better performance of procuring firm holding other factors constant

5.0 SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1. Summary of Findings

Correlation results revealed that there exists a weak, significant and positive correlation between supplier's financial resource and Performance of Nairobi City County. Further regression results revealed that supplier financial resources had a significant positive influence on performance in Nairobi City County and that unit increase in supplier financial resources would lead to a significant increase in performance of Nairobi City County. This clearly demonstrated that evaluation and selection of suppliers based on supplier's previous profit, supplier creditworthiness and supplier cash flow and adequacy of supplier working capital contribute insignificantly to performance of the county. Also, supplier financial resources an asset worth contribute to financial capability assessment of the suppliers. There is improvement in provision of delivery of services in the County due supplier evaluation contributed to improved quality of services due to effective supplier selection, increased effectiveness in provision of quality services, spending efficiency in service delivery, improve timely delivery of services to citizens and increase accessibility of quality service among citizens.

The study established that culture of supply commitments predicted strong, significant and positive association with performance of Nairobi City County. Further regression results revealed that suppliers commitments is a critical criteria factors for selection of suppliers and impact on firm performance as it led to strong, positive performance of Nairobi City County in Kenya. Selection of reliable suppliers on timeliness, supplier accountability, compliance with safety and security regulations, openness in information sharing and prompt provisos on goods and service contributed to performance of the Nairobi City County. Selection of supplier based on the level of commitment contributed significantly to increased effectiveness in provision of quality

services at the county, improve spending efficiency in service delivery, enhance timely delivery of services to citizens and increase accessibility of quality service among citizens.

5.3 Conclusion

The study concluded that use of supplier financial resources criteria in selection of suppliers significantly contributed to influence performance in Nairobi City County. This was evidenced by the results that supplier profitability, supplier creditworthiness, supplier cash flow and adequacy of supplier working capital, supplier financial resources was asset worth contribute determine supplier financial capacity. Selection of suppliers based on suppliers financial capacity lead to improvement in delivery of services, increased effectiveness in provision of quality services, spending efficiency in service delivery, improve timely delivery of services to citizens and increase accessibility of quality service among citizens.

The study concluded that suppliers commitments is a critical criteria determinants for selection of suppliers and impact on firm performance as it led to strong, positive performance of Nairobi City County in Kenya. This was evidenced by the results that selecting suppliers who were reliable suppliers on timeliness, attained supplier accountability, compliance with safety and security regulations, foster openness in information sharing and prompt provision on goods and service contributed significantly to increased effectiveness in provision of quality services at the county, improve spending efficiency in service delivery, enhance timely delivery of services to citizens and increase accessibility of quality service among citizens.

5.4 Recommendations

The study recommend that suppliers at county government level should be selected based on supplier financial resources criteria, supplier profitability, supplier creditworthiness, supplier cash flow and adequacy of supplier working capital, supplier financial resources was asset worth contribute determine supplier financial capacity. This would determine extent suppliers would performance and achieve supplier performance to improve delivery of services, increase effectiveness in provision of quality services, spending efficiency in service delivery, improve timely delivery of services to citizens and increase accessibility of quality service among citizens. County governments in Kenya should assess supplier's culture of commitment in selection of suppliers as this would contribute to improve performance in quality service delivery at county government level. Supplier commitments would be determined by reliability of suppliers on timeliness, attainment of supplier accountability, compliance with safety and security regulations, openness in information sharing and prompt provision on goods and service. This would contribute to supplier's performance and eventually improve effectiveness in provision of quality services at the county, improve spending efficiency in service delivery, enhance timely delivery of services to citizens and increase accessibility of quality service among citizens.

REFERENCES

Ahmed, M. & Hendry, L. (2012). 'Supplier Development Literature Review and Key Future Research Areas', *International Journal of Engineering and Technology Innovation*, 2, 4, 293-303

- Aseka, J. (2010). Supplier evaluation criteria and performance of manufacturing firms listed in the Nairobi Stock Exchange. (*MBA project, University of Nairobi*)<http://erepository.uonbi.ac.ke/handle/11295/76330>
- Aspuro, M. (2015). Supplier Financial Analysis: By the Numbers. *Institute for Supply Management*.
- Cartwright, S., & Cooper, C. L. (2013). The role of culture compatibility in successful organizational marriage. *Academy of Management Perspectives*, 7(2), 57-70.
- Chemoiywo, P. K. (2014). Public procurement procedures and supply chain performance in state corporations in Kenya. (*Master's thesis of the University of Nairobi*).
<http://erepository.uonbi.ac.ke/handle/11295/76388>
- CIPS. (2013). Monitoring the Performance of Suppliers-CIPS Positions on Practice. CIPS.
- Ghaith, A. & Hamdan, K.B. (2014). The impact of supplier relationship management on competitive performance of manufacturing firms. *International Journal of Business and Management*, 9 (2), 833-854.
- Herbling, D. (2015). How UK sleuths unearthed Kenya 'Chickengate' scandal. [Online] Business daily Africa.com.Inc.
- Ikumu, B. I. (2014). Factors Influencing Procurement performance in the Kenyan Public Sector: Case Study of the State law Office. *International Journal of Innovation and Applied Studies*. 9 (4), 1626-1650.
- Jabareen, Y. (2008). A new conceptual framework for sustainable development. *Environment, development and sustainability*, 10(2), 179-192.
- Kakwezi, P., & Nyeko, S. (2019). Procurement processes and performance: Efficiency and effectiveness of the procurement function. *International Journal of Social Sciences Management and Entrepreneurship (IJSSME)*, 3(1)
- Kamenya, R. B. (2014). Supplier evaluation and performance of large food and beverage manufacturing firms In Nairobi, Kenya. *Nairobi, Kenya: (MBA project, University of Nairobi)*.<http://erepository.uonbi.ac.ke/handle/11295/76330>
- Kamotho, D. K. (2014). E-Procurement and procurement performance among state corporations in Kenya. (*Master's thesis of the University of Nairobi*).
<http://erepository.uonbi.ac.ke/handle/11295/76295>
- Kangogo, J., & Kiptoo, E. J. (2013). Factors affecting ethical standards in public procurement in Kenya. *International Journal of Management Science*, 1(3), 90-99.
- Kiawa, M. F. (2012). Accountability in public sector procurement. A case study of the State Law Office Nairobi Kenya (*Thesis for the award of LLM, University of Nairobi*).

- Klemencic E (2006). Management of Supply Chain-Case of Danfoss District Heating Business Area, Faculty of Economics, Ljubljana University, February 2006.
- Kothari, C. R. (2018). *Research Methodology, Methods and Techniques*. (2nd ed.). New Delhi: New Age International (P) Limited
- Kothari, C.R. (2014) *Research Methodology: Methods and Techniques*. (2nd ed.). New Delhi: New Age International Publishers
- Lisa, I. (2010). Compliance culture.A conceptual framework. *Journal of management and organization*, 19(7), 702-714.
- Mahoney, J., & Pandian, J. R. (2019).The resource-based view within the conversation of strategic management. *Strategic Management Journal*, 13, 363–380.
- Nair, A., Jayaram, J., & Das, A. (2015).Strategic purchasing participation, supplier evaluation, supplier evaluation and purchasing performance. *International Journal of Production Research*, 53(20), 6263-6278.
- Pamela, D. (2013). *Supplier Integration And Company Performance: A Configurationally View*. Omega, 41, 1029– 1041.
- Rotich, G. K., & Okello, B. (2015). Analysis of use of e-procurement on performance of the procurement functions of County Governments in Kenya. *International Journal of Economics, Commerce and Management*, 3(6), 1381-1398.
- Saunders, M., Lewis, P., & Thornhill, A. (2016). *Research methods for business students*. Harlow, Essex: Pearson
- Samson, D. & Terziovski, M. (2011).Relationship between quality management practices and operational performance. *Journal of Operations Management*, 17(4):393-410.
- Truman, P. (2008). *Comparative Research Method*. (1st Ed), London, U.K: Pitman Publication
- Wagner, S. M., & Krause, D. R. (2009). Supplier Development: Communication Approaches, Activities and Goals. *International Journal of Production Research*, 47(12), 3161-