

**EFFECT OF PARTNERSHIP SOURCING ON THE PERFORMANCE OF SUPPLY  
CHAIN MANAGEMENT IN BUSIA COUNTY GOVERNMENT, KENYA**

**BY**

**STEPHEN BARASA OJANJI**

**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE  
REQUIREMENTS FOR THE DEGREE OF MASTER OF SCIENCE IN SUPPLY  
CHAIN MANAGEMENT**

**SCHOOL OF BUSINESS AND ECONOMICS**

**MASENO UNIVERSITY**

**©2024**

**DECLARATION**  
**DECLARATION BY STUDENT**

I declare this my own findings and to the best of my knowledge, no previous work on this topic has been submitted to an academic institution in full or in part for consideration of an award of a degree.

**STEPHEN BARASA OJANJI**

**MSC/ BE/00036/2016**

**Signature.....Date.....**

**SUPERVISOR APPROVAL**

This research report has been presented for examination with my approval as the supervisor appointed by the University senate.

**Dr. MOSES OGINDA**  
**Management Science**  
**Maseno University.**

**Signature..... Date.....**

## **ACKNOWLEDGEMENT**

I am deeply thankful to God for granting me the ability to complete my research project report within the given timeline. My deepest gratitude goes out to Dr. Moses Oginda who was my supervisor for the entire period of my research work. His guidance and professional critics hath brought me this far. May God grant him the desires of his heart. The success of my work was also begged on the following intellects:-Dr.FrancisOmillo, Dr.EsauMengitch, Dr. Albert Tambo, Dr. Donald Gulali, Dr.FredrickAila, Dr.BeatriceChepngetich, Dr.Caroline Oloo and Dr.Christine Bando for their important intellectual support, direction, and helpful criticism that made it possible for me to prepare and finish my project report. I also acknowledge the support from the Maseno University library and administration that contributed to the success of my work.

## **DEDICATION**

I dedicate this project report to my late father, JohnstoneOmbogoOjanji, and my brother Reynolds James Ojanji, my mother Mary Nafula,Manasewandera and Janet were and Thomas J.O. Onyango. Their unwavering motivation, financial assistance, love, and emotional support were integral in enabling me to complete this project report. I will forever be grateful for their support throughout my studies. My appreciation also extends to my entire family for their encouragement and prayers throughout my academic journey.

## ABSTRACT

Partnership sourcing implies a radical change in the way people work, joint decision making and collaborative activities. The operation of the supply chain management in Busia County Government is not performing optimally hence hindering services delivery. The general objective of the study was to evaluate the effect of partnership sourcing on the performance of supply chain management in Busia County Government, Kenya. The specific objectives were to examine effect of knowledge sharing, shared goals and collaborative sourcing on performance of supply chain management in Busia County Government. This study was anchored on strategic network theory and supported by network, innovation hub, system and resource based theories that gave perspectives of the study. The study used correlation research design. The 350 respondents were the study's target population of which 78 was selected using stratified sampling. 35 respondents were used for pilot testing. The study used questionnaires to gather data and quantitative technique was used to analyze the data collected. The validity and reliability of the study was achieved by conducting pilot test on content validity. Tables summarizing the data using correlation statistics like percentages, means, and standard deviations were used to display the results. The study findings show that the research relates the participants' perceptions on effective knowledge sharing within the Busia County Government are largely favorable. Also, it was found that shared goals benefit both improved cash flow and new technology, which performs averagely. Finally, the study findings show that collaborative sourcing in the supply chain process has benefited economies of scale. The study concludes that that shared goals, collaborative sourcing and effective knowledge sharing are essential tools in the performance of the supply chain department. Shared goals will enable the procurement department to focus on the main agenda. Effective knowledge sharing makes information more affordable. Lastly, collaborative sourcing gives the supply chain department an easy time when it comes to acquiring resources needed. The study recommends the significance of shared goals in ensuring the smooth functioning of the department. With the collaboration of various departments, skills and resources can be effectively utilized. Finally, the study, recommends that it's advisable for Busia County to adopt collaborative sourcing so as the supply chain department can be able to achieve its objectives. The study proposes for further study on effect of single sourcing on the performance of supply chain management. This study will be significant to County Government of Busia and other stakeholders if adopted it will combat corruption and reduce delays in supplies.

## TABLE OF CONTENTS

DECLARATION .....	ii
ACKNOWLEDGEMENT .....	iii
DEDICATION .....	iv
ABSTRACT.....	v
TABLE OF CONTENTS.....	vi
LIST OF ABBREVIATIONS AND ACRONYMS .....	ix
OPERATIONAL DEFINITION OF TERMS .....	x
LIST OF TABLES .....	xi
LIST OF FIGURES .....	xii
<b>CHAPTER ONE: INTRODUCTION .....</b>	<b>1</b>
1.1 Background to the Study .....	1
1.2. Statement of the Problem .....	3
1.3. Objectives of the study.....	3
1.3.1. Specific Objectives of the Study .....	3
1.3.2. Hypothesis.....	4
1.4. Significance of the Study .....	4
1.5. Scope of the Research Study .....	4
1.6. Limitation of the study .....	4
1.7. Conceptual Framework. ....	5
<b>CHAPTER TWO: LITERATURE REVIEW.....</b>	<b>7</b>
2.1 Introduction .....	7
2.2 Theoretical Literature .....	7
2.2.1: Resource-Based View Theory (RBV).....	7
2.2.2: Systems Theory.....	8
2.2.3 Strategic network theory .....	10
2.2.4. The Network Theory. ....	11
2.2.5: Innovation Hub Theory.....	13
2.3. Empirical literature Review .....	15
2.3.1: Collaborative sourcing and Performance of Supply Chain Management.....	15
2.3.2 Shared Goals and Performance of Supply Chain Management .....	18

2.3.3 Effective Knowledge Sharing and Performance of Supply Chain Management .....	20
2.4. Research Gaps .....	22
<b>CHAPTER THREE: RESEARCH METHODOLOGY .....</b>	<b>24</b>
3.1: Introduction .....	24
3.2: Research Design.....	24
3.3: Study Area.....	24
3.4: Target Population .....	24
3.5: Sample Size and Sampling Procedure.....	25
3.5.1: Determination of Sample Size .....	25
3.5.2: Sampling Technique.....	26
3.6: Data Collection Procedure .....	26
3.6.1: Research Instruments .....	27
3.6.2: Validity of the Instruments.....	27
3.6.3: Pilot Testing .....	27
3.6.4: Data Processing and Analysis .....	28
3.7: Ethical Issues.....	29
<b>CHAPTER FOUR: RESULTS AND DISCUSSION .....</b>	<b>30</b>
4.1 Introduction .....	30
4.2 Background information .....	30
4.2.1 Age of the respondents .....	30
4.2.2. Respondents ‘education level.....	31
4.2.3Management of respondents.....	31
4.2.4 Duration of Time of Work .....	32
4.3. Effect of collaborative sourcing on performance of supply chain management.....	33
4.4 Effect of shared goals on performance of supply chain management.....	33
4.5. Effective Knowledge sharing on performance of supply chain Management. ....	34
4.6. Performance of the supply chain management .....	35
4.7Inferential Statistics.....	36
4.7.1 Model Summary.....	36
4.7.2 ANOVA table.....	37
4.7.3 Coefficient of Regression.....	38
4.8 Discussion of Findings .....	38

<b>CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS .....</b>	<b>41</b>
5.1 Introduction .....	41
5.2 Summary of the Study .....	41
5.3 Conclusions .....	42
5.4 Recommendations of the study .....	43
5.4 Areas of Future Research .....	44
<b>REFERENCES.....</b>	<b>45</b>
<b>APPENDICES.....</b>	<b>49</b>
Appendix A: Introduction Letter.....	49
Appendix B: Questionnaire.....	50



## **LIST OF ABBREVIATIONS AND ACRONYMS**

<b>ICT</b>	Information and Communications Technology
<b>IT</b>	Information Technology
<b>JIT</b>	Just-In-Time
<b>RBV</b>	Resource-Based View Theory
<b>UK</b>	United Kingdom

## OPERATIONAL DEFINITION OF TERMS

<b>Contracting:</b>	The creation and implementation of a supplier-buyer contractual relationship was done.
<b>Outsourcing:</b>	The procedure of entering into an agreement with a supplier for a service that was previously provided internally.
<b>Partnership sourcing:</b>	Suggests a significant change in the way people perform their work, with an emphasis on teamwork, joint decision-making and cooperative effort.
<b>Partnership:</b>	Partnership is a commitment to long-term relationships with both clients and suppliers, regardless of size, based on the explicit, mutually agreed-upon goal of achieving world-class capabilities.
<b>Procurement function:</b>	The steps involved in the process are: conducting a risk assessment, evaluating and analyzing alternative solutions, awarding the contract, receiving and paying for the goods and/or services, and, if needed, ongoing management of the contract and analysis of potential options.
<b>Sourcing:</b>	Prior to making a purchase, suitable suppliers are found through the process of sourcing; efficient sourcing necessitates thorough knowledge of the suppliers' marketplaces and individual suppliers.
<b>Supply function:</b>	process of risk assessment, looking for and assessing potential suppliers with regard to their reliability and capacity to deliver on time.
<b>County Secretary:</b>	Officer in charge of county public services (Kenya constitution 2010).
<b>Trust :</b>	It's a set of behaviors, such as acting in the way that depend on the other.
<b>Commitment :</b>	Is an agreement to buy a product or service at a set price and quality, usually within a specified timeframe.

## LIST OF TABLES

Table 1: Age of the respondents .....	30
Table 2: Respondents' education level .....	31
Table 3: Management of respondents .....	31
Table 4: Duration of Time of Work .....	32
Table 5: Collaborative sourcing on performance of supply chain function.....	33
Table 6: Effect of shared goals on performance of supply chain functions.....	34
Table 7: Effect of knowledge sharing and procurement functions .....	35
Table 8: Performance of Procurement Functions .....	36
Table 9: Model Summary .....	36
Table 10: ANOVA table .....	37
Table 11: Coefficient of Regression .....	38

## LIST OF FIGURES

Figure 1: Conceptual frame work on the relationship between partnership sourcing and organization performance. ....	6
---	---

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background to the Study

Partnership sourcing implies a radical change in the way people work, including team work, joint decision making and collaborative activities. The operation of the supply chain function in Busia County is not performing optimally, hindering the delivery of services within the County Government and consequently to the residents of Busia County Government. Partnership sourcing, should involve a close, collaborative relationship between the buyer and the supplier, where they have open communication, shared goals, mutual trust and respect, joint planning and decision-making, and a commitment to continuous improvement. This type of interaction can considerably increase the supply chain function's performance. Open communication channels should be established, the buyer and supplier should have shared goals and objectives, and there should be mutual trust and respect. Joint planning and decision-making and a commitment to continuous improvement are also important elements for a successful partnership sourcing.

The strategic sourcing collaboration is key to supply chain success in today's complex and competitive marketplace. Companies can build stronger relationships, reduce costs, increase innovation, and improve risk management by working with suppliers to achieve common goals. To achieve these benefits, companies need to adopt a collaborative mindset and approach to strategic sourcing, which involves building strong relationships, sharing information and data, co-creating solutions, and measuring performance.

Entrepreneurs can lower expenses and provide top-notch goods and services by forming alliances with suppliers. It can be identified by the alliance between the company and the supplier, which entails a close working relationship built on respect, trust, and mutual reliance. A partnership, according to Zhu, Feng & Choi, (2017) is an arrangement to work toward establishing world-class capabilities with both clients and suppliers throughout the course of a long-term relationship, regardless of size. With the emergence of partnerships, the pressure that was previously exerted on businesses by large, small, and medium-sized suppliers of whom were viewed as vendors has altered. Partnership sourcing is something that organizations are focusing on. In a partnership, the client and the supplier agree to continually enhance the shared advantages. Customers and partners, for instance, work

closely together and have a long-term outlook when developing new products. The partnership sourcing was identified as gap in linking the supplier and the organization.

Partnership sourcing and the Just-In-Time (JIT) mindset are closely related. The conditions that encourage partnership sourcing are strongly related to the success criteria of JIT. In such a contract, the supplier and the buying company are expected to work together to fulfill the requirements and standards of specific clients, to enhance cost control, and to reduce inventory. Numerous initiatives to collaborate have failed; research indicates that businesses have not reaped the benefits of partnership sourcing as anticipated. In addition, businesses that started using partnership sourcing without properly grasping the concept have had major issues.

There have also been questions raised regarding how the lean production concept was perceived by Western organizations based on how buyer-supplier relationships were seen in the Japanese car sector. Additionally, according to YildizÇankaya, (2020) Western firms' perception of partnership sourcing has frequently been proved to be false, with buyers frequently holding significant economic sway over suppliers. Yu, Zhang&Huo, (2019) for instance, expressed grave worries about "fashionable beliefs or ideas (fads)" having an effect on the procurement and supply industry, such as partnership sourcing and network sourcing. Practitioners who are under pressure to demonstrate their skill and knowledge usually cling to fads and new ideas without stopping to assess whether they are fit for their particular industry. Additionally, one idea bringing about change in purchasing is partnership sourcing. Other elements that have a big impact on change include outsourcing, total cost management, and early supplier involvement. The difficulty of implementing and maintaining these adjustments over time is a recurring theme among purchasing professionals. This required adjustments to find better solutions.

Ghadimi, Toosi&Heavey, (2018) described sourcing as the procedure used to locate potential suppliers prior to making a purchase. Effective sourcing requires a thorough awareness of the markets and specific providers. The supplier must be both financially secure and technically capable. Additionally, they ought to be well-known and follow ethical health and safety procedures. Referrals may be required at this point until the procurement office creates a list of approved vendors (Khan&Qianli, 2017). Use of suppliers with whose services the user has prior experience should be taken into account. There is a potential risk involved in adding new, unproven suppliers to the bidding list because it is unknown how they will perform.

This can be accomplished by emailing the procurement office or by soliciting advice from employees and other industry users.

## **1.2. Statement of the Problem**

In partnership sourcing, should involve a close, collaborative relationship between the buyer and the supplier, where they have open communication, shared goals, mutual trust and respect, joint planning and decision-making, and a commitment to continuous improvement. This type of interaction can considerably increase the supply chain function's performance. Open communication channels should be established, the buyer and supplier should have shared goals and objectives, and there should be mutual trust and respect. Joint planning and decision-making and a commitment to continuous improvement are also important elements for a successful partnership sourcing. The lack of consistence, delays in deliveries and poor relationships has hindered service delivery in the Busia County Government. Well-designed performance of supply chain the entire procurement system it shapes itself with the expectations of the organization hence increase in general operations of the department. However, due to a number of factors, including a lack of capacity and expertise, a lack of trust and cooperation, corruption and unethical practices, and a lack of accountability and transparency, partnership sourcing in the supply chain function are not working effectively in County Governments in Kenya, in particular in the Busia County Government. These difficulties may make it difficult for suppliers and customers to work together effectively, result in poor supplier performance, and lower the effectiveness of the supply chain function. Improving the efficiency of partnership sourcing in Kenyan. County Governments depends on addressing these issues with supply chain management and partnership sourcing.

## **1.3. Objectives of the study**

To assess the effect of partnership sourcing on the performance of supply chain management in Busia County Government.

### **1.3.1. Specific Objectives of the Study**

- i. To assess the effect of Knowledge sharing on performance of supply chain function in Busia County Government.
- ii. To evaluate effect of shared goals on performance of supply chain function in Busia County Government.
- iii. To determine effect of collaborative sourcing on performance of supply chain function in Busia County Government.

### **1.3.2. Hypothesis.**

- i. H<sub>01</sub>: knowledge sharing does not have significant effect on performance of supply chain function in Busia County Government.
- ii. H<sub>02</sub>: shared goals do not have significant effect on performance of supply chain in Busia County Government.
- iv. H<sub>03</sub>: collaborative sourcing doesn't have a significant effect on performance of supply chain function in Busia County Government.

### **1.4. Significance of the Study**

The research will assist Busia County Government in gaining a deeper insight into the challenges related to partnering with suppliers and will serve as the basis for creating and implementing strategies to tackle these challenges in partnership sourcing. By increasing information on successful sourcing in monitoring, evaluating, and managing effective suppliers to the County Governments, the study will be helpful to procurement officers in County Governments. The study's basic data will help state firms by educating them about problems with resource distribution, allocation, and audits. The importance of shared goals, collaborative sourcing, and the importance of effective knowledge sharing will inform decision-makers in the public sector about how to improve the efficiency of procurement units. For use as a source of information by academics and research scientists. Moreover, non-Governmental organizations that provide technology and finance courses will benefit from the study.

### **1.5. Scope of the Research Study**

The study focuses how to evaluate supply chains performance of Busia County Governments in Kenya has improved due to partnership sourcing. Assessments were made with an emphasis on how certain factors, such as shared goals, collaborative sourcing, and effective knowledge sharing, affected the performance of the supply chain and other relevant areas. There was created a four-point Likert scale for each and every factor In Busia County Government, the study was carried out in procurement units. Three months were spent conducting it. Following clearance by the County Secretary of Busia, questionnaires were distributed to workers in the supply chain and procurement departments.

### **1.6. Limitation of the study**

- The study focuses on general assumption that the collaborative sourcing structures are already in place. Given the complexity around the contractual agreement, it's difficult to quantify the exact effect of the performance of supply chain function.



- The availability of other forms of sourcing like single sourcing, the decision to buy or make which would affect the ultimate outcome of the findings. However, partnership sourcing on the most trusted method of outsourcing and generally applied in the most organizations.
- Given the lack of quantifiable research in the Kenya, greater emphasis was placed on specific research sources such human capital, information technology (IT) capabilities as well as intellectual property and the relationship to supply chain performance (Greve, 2021).

At this stage it is important to clarify some terms which will be used throughout the rest of this research. These terms focus on partnership however, given their general description there is a need for clarity to avoid confusion between collaborative sourcing and partnership sourcing.

### **1.7. Conceptual Framework.**

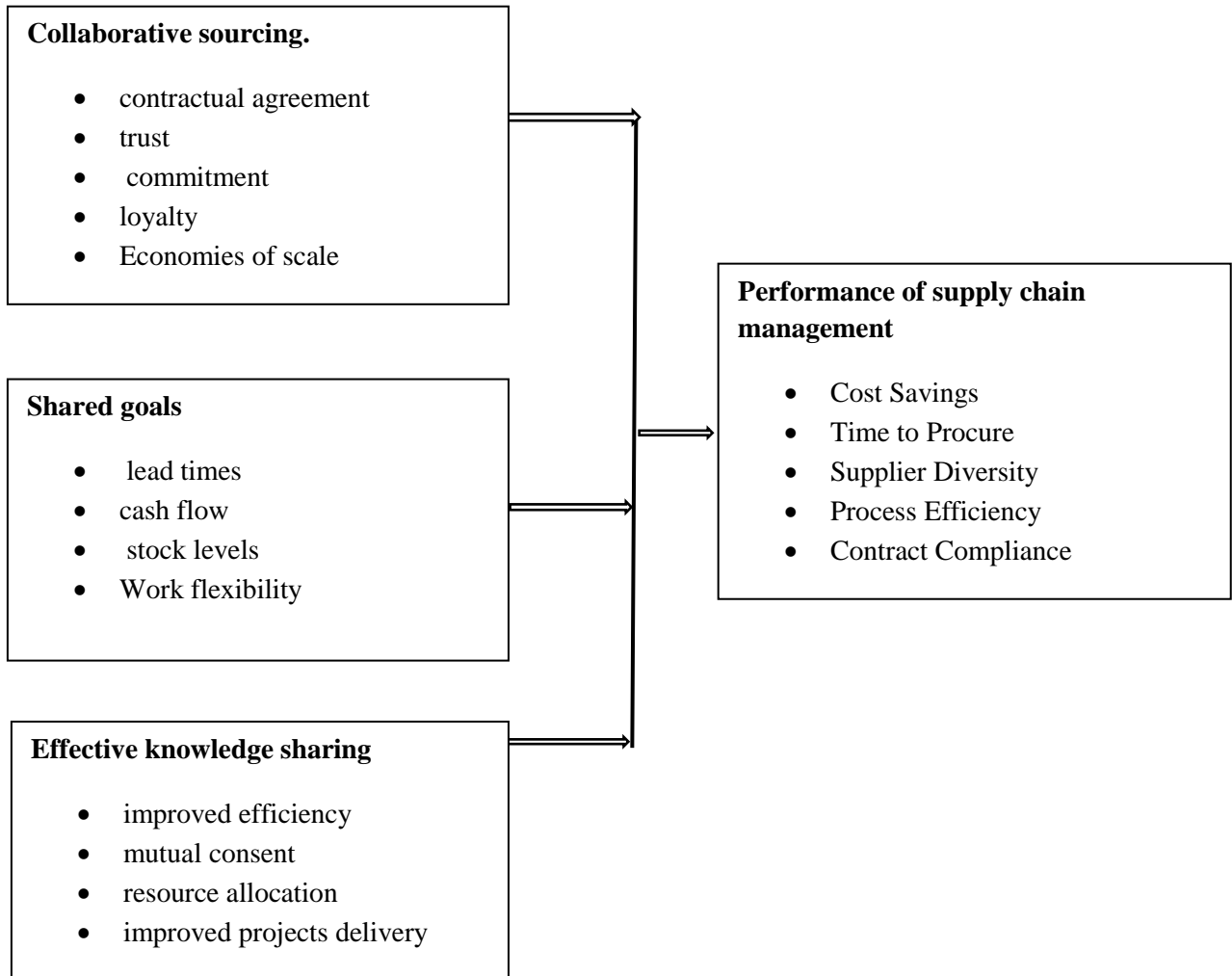
Partnership sourcing represents a collaborative approach in which a buying organization and a small number of its suppliers work closely together, sharing the risks and rewards of a cooperative relationship that focuses on continuous improvement. To achieve sustainable performance, supply chain activities necessitate value co-creation between stakeholders formed on the basic premise of service dominant logic (SDL), specifically resource integration, institutional arrangements, and stakeholder collaboration this will lead to enhanced lead time, contractual agreements and mutual consent.

The study's conceptual framework relates the link between the dependent as well as independent factors, with the efficiency of supply chain function serving as the dependent variable and collaborative sourcing, shared goals, and effective knowledge sharing serving as the independent variables as shown in Figure 1.

**Independent variables**

Partnership sourcing

**Dependent variable**



**Figure 1: Conceptual frame work**

**Source: self-conceptualization (2023)**

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

An organized presentation of past works pertaining to the variable under study is included in this chapter. The researcher can create a comprehensive study after reviewing the available literature. Additionally, it evaluates any officially recognized text to spot any gaps in earlier studies as well as conceptual framework was also incorporate independent factors and their impacts on the dependent variable.

#### **2.2 Theoretical Literature**

##### **2.2.1: Resource-Based View Theory (RBV)**

The resource-based view provides a conceptual framework to assess the strategic fit of resources originating from China in the context of the developing world .The theory grew largely out of Penrose's (1959) study, in which she cites unused managerial resources as the primary driver of growth. Penrose recognized that internal managerial resources are both drivers and limits to the expansion any one firm can undertake. Originally proposed by Birger Wernerfelt (1984) and later developed and refined by Jay B. Barney (1991) and other scholars, the resource-based view of the firm has found considerable support in the business literature. A major premise of the resource-based theory is that competitive advantage is a function of the resources and capabilities of the firm (Wernerfelt, 1984; Conner, 1991; Peteraf, 1993). Barney (1991) has listed four attributes of resources that can give rise to a firm's competitive advantage: value, rarity, imperfect amiability, and lack of substitutability.

Valuable resources help a firm exploit opportunities and/or avoid threats in the environment (Barney, 1991) and enable it to develop or implement strategies to improve its efficiency and effectiveness (Capron and Hullan, 1999)

Resource Based theory was conceptualized on the view that every organization has special resources, that when leveraged on can help to effectively control the internal environment to the desired outcomes. The uniqueness or the capabilities provide therefore an area that the organization must try to have the best through acquisition, development and other forms of resource mobilization (Greve, 2021). The functions of controlling and managing are therefore

important. RBV believes resource mapping should be a continuous process. This should be closely paired with acquisition to fill gaps and development to bring about parity. Defense plans have to be put in place to protect what is there in terms of resources (Dubey, et al. 2019).

In this study, RBV theory was applied in evaluating the performance of supply chains which resulted in important insights on how Busia County Government resources and capabilities contribute to performance (Dubey, et al. 2019). Under the RBV theory, Busia County Government can leverage its resources to a lasting improvement its supply chain performance. RBV theory directed the study to the county's various resources, such as human capital, information technology (IT) capabilities as well as intellectual property and the relationship to supply chain performance (Greve, 2021). The study of collaborative procurement, which comprises many Busia County Governments cooperating to collaboratively manage the requisition of goods, was also conducted using RBV theory. Overall, the use of RBV theory in the analysis of supply chain performance revealed insightful information about the contribution of Busia County Government resources and capabilities to performance improvement.

### **2.2.2: Systems Theory**

One of the earliest references to social work and systems theory goes as far back as the mid-1970s (Forder, 1976). At that time the theory was being articulated most notably in works seeking to provide social workers with a unitary model of practice (See Goldstein, 1973; Pincus and Minahan, 1974), one that could offer a holistic Framework within which to place social work practice. Social work as a new profession was evolving and experimenting with ideas from psychology, sociology and social

Policy to try to find an identity and set of skills based on solid theories: as a result there was a lot of effort expended into creating a professional identity, value base and intellectual framework that could explain what social work was. This debate has continued ever since, mediated through changes in society, economic upheavals, Population trends and legal and educational developments. Because society is in Constant flux it is inevitable that social work should be unsettled, and theoretically promiscuous. This is not a problem but a reflection of how social work must evolve in order to respond to new challenges and constant changes.

Forder (1976) considered the philosophical implications of systems theory, concluding that it offered more than the prevailing reductionist psychological theories that were concerned with

behavior and stimuli and that it could develop sociological. Theories that would place human behavior in the context of a desire for equilibrium and maintenance of the social and economic status quo. It was argued that systems theory could happily incorporate the concept of free will as well as self-determination and fit into Marxist-inspired conflict theory. Goldstein (1973) observed that the Process of social work using a unitary model could be cyclical rather than having a linear start and finish. Together with Pincus and Minahan (1974) the concept of a Contract between social worker and client, and what they termed 'target systems' for activity was incorporated to emphasize the interactivity of the whole. A kaleidoscope Provides a useful metaphor for understanding this abstraction: when this is twisted (i.e., an action is implemented) the whole pattern being observed changes its shape and color from that of the original and does so ad infinitum.

The study of complex systems as well as their behavior is usually approached using systems theory. The theory therefore defines how people, processes and organizations work in unison or in the variety of ways, the effects they create through this, the networks that emerge and ways of getting feedback (Greene 2017; Bales2017; Kruglanski, et al. 2018). Another important principle of systems theory is that systems are open, meaning that they are constantly interacting with their environment.

For successful improvement of supply chain performance through shared goals, it is crucial that all participants comprehend the part they play in the system and how their behavior affects the system's performance as a whole (Kruglanski, et al. 2018). For Systems theory can help supply chain managers to identify the interconnections and relationships between different members and to develop strategies for improving performance by optimizing these relationships. Understanding the links as well as dependencies among various supply chain participants as well as the effects of these relationships on performance is necessary to apply systems theory to shared objectives and supply chain performance (Greene2017). This entails looking at how members communicate and share information, how goods and services are delivered, and how activities and resources are coordinated (Hespanha2018). Finally, the study applied systems theory to offer a helpful framework for comprehending the part that shared goals play in supply chain effectiveness. By considering the interconnections and relationships between members, systems theory can help supply chain managers to develop strategies for optimizing performance and achieving shared goals

### **2.2.3 Strategic network theory**

The Network Theory of Affect, introduced by Bower (1981), attempts to account for the mood-congruency effect. One of the salient factors of this theory is the importance of mood state during the learning process. Social capital and strategic network theory formed the basis for examining antecedents, impacts, and outcomes of formal networks organized for enhancing small community business success. Qualitative data derived from field interviews with small business network directors and members were used to identify five theoretical constructs and the potential relationships among those constructs. With insight from the interviews, hypotheses were derived and tested with quantitative data gathered via a telephone survey instrument with 377 small business owners who held membership in 1 of 29 networks operating in small communities across four Midwest states. Owners characterized their businesses as successful and likely to grow. Results of EQS modeling suggested that shared vision and resource sharing among network members significantly benefited members' businesses, and that these benefits were associated with a generalized perception of the advantages of network membership and positively affected members' future participation plans, thus furthering the likelihood of network continuance.

Strategic network theory is a branch of strategic management that focuses on the relationships and interdependencies between organizations in a network (Lin2017). This theory aims to understand how organizations interact with each other and how their interactions influence their overall performance. The interdependence is at various levels such as organization to organization. No entity exists isolated and alliances such as joint ventures and mergers are not raked out as collaborations that define the interconnectedness and networking (Borsboom 2017).

The key important concept in strategic network theory is the idea of network embeddedness. Organizations that are highly embedded in a network may benefit from increased access to resources, information, and opportunities, but may also be more vulnerable to the actions of other organizations in the network. The study of collaborative procurement and its effects on supply chain function performance can benefit greatly from the application of strategic network theory (Beaman, et al. 2021). Working cooperatively with suppliers, customers, and other stakeholders to accomplish shared goals and enhance supply chain performance is referred to as collaborative procurement.

Analyzing the supply chain's network structure is how strategic network theory is being applied to the research of collaborative procurement. The use of strategic network theory can provide an understanding of the impact that collaborative procurement and strength of

relationships between the organizations involved in the supply chain (Lin2017). A strong and effective collaboration between suppliers, buyers, and other key players within the supply chain can lead to improved coordination of tasks, effective exchange of information, and prompt resolution of issues; ultimately resulting in improved performance outcomes. Another application of strategic network theory in the study of collaborative procurement is the analysis of network embeddedness. This refers to the extent to which organizations are integrated into the supply chain network, and how this integration affects their performance (Johanson&Mattsson, 2016). Organizations that are highly embedded in the supply chain network may benefit from increased access to resources, information, and opportunities, but may also be more vulnerable to the actions of other organizations in the network. Finally, the study of network dynamics, or the changes and development of the supply chain network through time, can also be done using the strategic network theory (Beaman, et al. 2021). Firms may make wise judgments about how to handle their interactions with other organizations in the network to gradually enhance their performance by having a solid understanding of the dynamics of the supply chain network.

#### **2.2.4. The Network Theory.**

The network theory was developed by science and technology studies (STS) scholars Michel Callon, Madeleine Akrich and Bruno Latour, the sociologist John Law, and others, it can more technically be described as a "material-semiotic" method. Network theory provides ways to measure and quantify how those clusters related to one another and, therefore, how information and insights move, efficiently or not, across all the structures that are involved.

Harland (1996) defines the network as a specific type of relation linking a defined set of persons, objects or events. Chang, Chiang &Pai (2012), further state that the supply chain network is a complicated network model, and its specific context depends on the relationships among the network members. The network theory is one of the grand theories for purchasing and supply management which have been introduced during the last decades. Mainly the network theory is considered to describe the relationships in which companies, suppliers, customers or buyer are engaged. The correct management of the supply chain and the effective use of strategic purchasing play vital roles in today's organizations. Monczka et al. (2010) the strategic purchasing function of an organization is important to secure and organize the supply of materials. Therefore, organizations have to engage in the strategic sourcing process and deal with several decisions in order to find adequate suppliers.

Moreover, in terms of the contribution to purchasing it can be said that the theory is applicable to the most important decision points. The theory helps with the demand planning through the simplification of the resource allocation reached through the settlement of strategic long-term partnerships. Moreover, companies embedded in a network have the ability to choose from a greater set of suppliers and through this can even ensure the supply of critical commodities. Furthermore, the relationships among companies are assumed to be trustworthy and thus contribute to the value addition on both sides and further simplify the decision about the selection of the supply strategy. Lastly, the network theory contributes to the fourth decision point, namely the negotiation, since companies in networks aim to engage in long-term contracts through which strong partnerships between the counterparts are designed.

However, according to Hokinson& Ford (2002), the organizations' actions and operations with other firms in a network are assumed to be fully understood as a fragment of significant counterparts as well as strategic relationships. According to Harland (1996), there are different factors which can be identified as being important while formatting a network, namely the selection of collaborative partners, the establishment of a competitive position, the monitoring of competitors, and the correct management of relationships. Further, Håkansson&Snehota (1989) claim that if a company was able to attract other firms to do business with, and they share a common interest and a certain business environment with each other, the company is embedded in relationships with other organizations, and thus be part of a network. Shook (2009), concludes that the network theory does not explicitly provide an explanation for companies of when to make or buy, however it seems to give an explanation for companies of which other firm they should choose to buy from, or hire as strategic alliance partners. Thus, the correct management as well as the strategic search for companies with which to start a relationship, is a central point in the theory of networks. Further they argue that through these relationships, resources and activities are easier to access, and in return, be better mobilized as well as utilized by the organization in order to enhance its own performance.

There are two main arguments in favor of multiple sourcing. One is that it reduces dependence on individual suppliers. By using alternative sources, a buying company is supposed to improve the reliability in the flow of goods on the supply side. If one supplier has the problem in delivering according to plan, an alternative source may be used at short



notice. The most appropriate strategy for a buying firm would be to take advantage of both approaches and at the same time trying to avoid the main disadvantages.

Bantham (2003), this literature does not provide researchers or practitioners sufficient direction about partnership. According to Bantham (2003) what is needed is more theoretical grounding to aid the development in the area: interdependence theory and dialectical theory. The interdependency theory underlines relationship satisfaction, investments and perceived quality of relational alternatives. The other theory, dialectical theory, looks at interpersonal relationships, which require constant adjustments to conflicting and interconnecting forces. The existing business partnership frameworks have recognized the need to address tensions and conflict in the partnership. As individuals play an important role in these relationships one could ask what role social networks play in the process of choosing your partners.

### **2.2.5: Innovation Hub Theory.**

According Chesbrough (2003), Innovation and new product development (NPD) are vital for companies. Companies serving global markets cannot survive on their own in today's extremely competitive business environment, and therefore need to engage in relationships with other companies to provide attractive offerings. The potential benefits of partnering include faster access to new markets, asset flexibility, complementary and new competencies, economies of scale, expanded product offerings, improved resource utilization, new technology and products, and risk reduction. Brothers (1995), Successful partnering involves commitment, compatible goals, complementary skills, co-operative cultures, trust, and commensurate risk among the parties, whereas the challenges are related to the management of contracting, information, collaboration, resources, NPD, technologies, and globalization.

Statistics show that more than 1,470 new job entrants in the years 2016 to 2030 (United Nations, 2020). However, the opportunities in business and entrepreneurship became important in generating and accommodating a large number of college and university graduates hence contributing to societal changes, nations as well as the global economy (Gbato, 2017). Likewise, a globalized business environment is characterized by an increasingly dynamic and competitive setting. This necessitates innovation to become a prerequisite for survival rather than a means of getting ahead of competitors (Lantz & Wu, 2017; Kim et al., 2020). Therefore, unemployment and a competitive business environment ascend the need for colleges, and universities to become innovation hubs (Comins &

Kraemer-Mbula, 2016). According to Surana, Singh & Sagar (2020), there is a need for developing a clear framework to emphasize the need of defining the start-ups' goals, coordination, embrace the performance monitoring systems and multi-phase capacity buildings. The practices in developed countries such as Italy proves that incubation and innovation start-up are significantly less in job creation although have a positive effect on increasing sales revenues in long terms and attainment of societal goals (LukešLongo & Zouhar, 2019; Saka-Helmhout et al., 2021). Yet, star-ups, incubation and innovation hubs are considerable mechanisms employed in developing countries for implementing Sustainable and Development Goals (SDGs). For example, Surana, Singh & Sagar (2020) and Kavita et al., (2020) disclosed that in India the strengthened entrepreneurship incubation systems linked with SDGstargets promote the attainment of societal goals, promoting coordination and ensuring the presence of a clear monitoring system. In Africa, most of youth particularly graduates seek jobs but could not be employed in public sectors (Dzomonda & Fatoki, 2019) and youth rely on the public-private employment syndrome of waiting to be employed. The Africa Development Bank report (2016) showed that jobs are not generated as fast as the population is growing. The complications related to unemployment raise the need to build a direct and dynamic relationship between academia and industry. The relationship has to focus on building the ability to provide practical solutions and innovations to solve social-economic challenges (Nyemba, Mbohwa & Carter, 2021). In Tanzania, the efforts are witnessed through establishing the incubation policy for enhancing entrepreneurial intention to operationalize and ensure the sustainability of youths and street vendors businesses (Mramba & Mhando, 2020; Steiler & Nyirenda, 2021).

Innovation hub thinking is based on the recent changes and trends in the business environments where companies operate. Instead of dominance by a single company, systems consisting of a nodal network of firms, individual consumers, and consumer communities' work together to create value (Pralhad&Ramaswamy, 2004). Knowledge is distributed among many players, and companies are encouraged to take advantage of the available information, use others' ideas, and even allow others to use theirs (Chesbrough, 2003). Local uncoordinated innovation activities, regional programs, and technology parks have claimed to be evolving towards global innovation hubs (Launonen&Viitanen, 2011). For innovations to take place, the necessary conditions must be developed (Trott, 2012). Three necessary conditions enable innovation hubs. First, the required steps of an innovation continuum must exist, including, for example, basic research, idea funneling, "angels" willing to invest,

talented people, and capital. Second, the initial size of the innovation hub must exceed the critical size, and the activation barrier for nucleation must be overcome. Third, the nucleation rate must exceed the rate at which talent and ideas diffuse away from the region (Suh, 2010). The creation of an innovation hub can be accelerated by different types of programs, organizational forms, and boundary-spanning roles among educational, private, and public domains. Network-based approaches, entrepreneurial development including sufficient venture capital, and innovation system leadership are also important (Youtie and Shapira, 2008). An innovation hub framework consists of three, partly overlapping, elements: 1) public policy activities, including innovation policy, hub infrastructure and service structures, and education and training; 2) public-private partnerships (PPP)-driven activities consisting of comprehensive R&D systems, cluster policies and programs, test-beds and living labs, and incubation environments; and 3) company-driven activities, such as the creation of successful start-ups and small and medium-sized enterprises (SME) growth, and dynamic anchor companies that enable access and growth. For instance, besides other necessary elements, the Sophia Antipolice innovation hub hosts a number of domestic and global anchor companies, including France Telecom, Texas Instruments and Toyota (Launonen and Viitanen, 2011). Innovation hubs require a strong educational infrastructure with world-class universities providing new ideas via basic research and technology innovation. Government policy must enable supporting activities, including, for example, incentives for basic research and venture capital. Finally, the flow of ideas and people from other regions is needed, and innovators should be encouraged to stay in the region by offering a high quality of life (Suh, 2010). This will encourage many people to come up with new ideas due to the available help.

In our case of Busia county government, there are many loop holes. There is innovation and inventions but the problem is that the departments have no direct system of coordination so that these ideas can be shared to enhance the performance of the departments. The integrated coordination is critical for success. The innovation through cooperation and transfer of individuals will create interdepartmental competition which is a critical rival hub. This will in the long run improve the performance of county government.

## **2.3. Empirical literature Review**

### **2.3.1: Collaborative sourcing and Performance of Supply Chain Management**

In order to streamline sourcing and procurement procedures, collaborative sourcing is to the process of collaborating with suppliers as well as other supply chain players. Collaborative

sourcing is a concept that has grown in popularity in recent years due to its potential to increase supply chain effectiveness and efficiency. One of the key benefits of collaborative sourcing is improved communication and cooperation among supply chain participants. By working together, suppliers and buyers can share information, coordinate activities, and resolve issues more effectively, leading to a more integrated and efficient supply chain. In addition, collaborative sourcing can also lead to improved supplier relationships and increased trust. When suppliers and buyers work together, they can build a more mutually beneficial relationship that benefits both parties. This can result in greater supplier commitment and better supplier performance, which might enhance the results of the supply chain performance. Every supplier has their own unique roadblocks hindering better collaboration, and so does each of their customers. But the biggest obstructions to improved collaboration boil down to three issues, data headaches, labor costs, and breakdown in communication. This report explores the implications of what happens when a buying organization desired and realized levels of collaboration differ in the context of an integrated new product development (NPD) project. It was observed that varying levels of such collaboration expectation gaps (CEG) and conclude that these gaps can impact NPD project performance. In addition, collaboration transparency is established when a firm and its partner firm comprehend the factors (benefits, risks, costs) that motivate collaboration between them. The presence of collaboration transparency impacts the emergence of CEG across the phases of an NPD project. These findings extend existing theory on buyer-supplier relationships in NPD projects and introduce CEG and collaboration transparency as important concepts in understanding improved collaboration performance.

Meehan, Ludbrook, & Mason (2016) investigated how collaborative sourcing affected supply chain performance in the UK. Supply chain managers in UK manufacturing companies were surveyed for the study, which discovered that collaborative sourcing strategies enhanced supply chain performance results. This includes reduced costs, improved product quality, increased delivery accuracy, and reduced lead times. The study also found that collaborative sourcing improved communication and cooperation among supply chain participants, leading to increased trust and reduced conflicts. An investigation by Wang, Liu & Ju, (2018) into the South Korean electronics industry's supply chain performance looked at the effects of collaborative sourcing. According to the study, collaborative sourcing techniques improved supply chain performance results, such as decreased costs, higher productivity, and improved product quality. The study also discovered that collaborative sourcing enhanced cooperation

and communication among those involved in the supply chain, resulting in more trust and fewer disagreements. According to the authors, collaborative sourcing can help to build a more connected and effective supply chain, which will result in better performance outcomes.

In India, a study by Ghosh (2019) looked into how collaborative sourcing affected the performance of green requisitioning the country's industrial area. According to the study, collaborative sourcing techniques improved supply chain performance results, such as decreased costs, higher productivity, and improved product quality. The study also discovered that collaborative sourcing enhanced cooperation and communication among those involved in the supply chain, resulting in more trust and fewer disagreements. The authors came to the conclusion that collaborative sourcing can contribute to the development of a more connected and effective supply chain, resulting in enhanced performance outcomes. An investigation by Yan, Chien & Yang, (2016) on the Taiwanese electronics industry's supply chain performance looked at the effects of collaborative sourcing. The study discovered that collaborative sourcing techniques enhanced supply chain performance results, including decreased costs, increased efficiency, and improved product quality. Additionally, the study discovered that collaborative sourcing enhanced cooperation and communication among supply chain actors, resulting in higher trust and fewer disagreements. According to the authors, collaborative sourcing can assist build a more connected and effective supply chain, which will result in better performance outcomes.

In a study done in Botswana, Bootlace (2016) looked at the effects of collaborative sourcing on the reform and governance in supply chain performance. According to the study, collaborative sourcing techniques improved supply chain performance results, such as decreased costs, higher productivity, and improved product quality. The study also discovered that collaborative sourcing enhanced cooperation and communication among those involved in the supply chain, resulting in more trust and fewer disagreements. The authors came to the conclusion that collaborative sourcing can contribute to the development of a more connected and effective supply chain, resulting in enhanced performance outcomes. In Ghana, a study by Addo, Nsiah-Asare, & Prempeh (2016) study discovered that collaborative sourcing techniques enhanced supply chain performance results, including decreased costs, increased efficiency, and improved product quality. According to the study, collaborative sourcing enhanced cooperation and communication among supply chain actors, resulting in higher levels of trust and fewer disagreements. The authors came to the

conclusion that collaborative sourcing can contribute to the development of a more connected and effective supply chain, resulting in better performance outcomes.

In Tanzanian study by Mrope (2018) examined the benefits of cooperative sourcing on supply chain effectiveness in the nation's agriculture sector. According to the study, collaborative sourcing techniques improved supply chain performance results, such as decreased costs, higher productivity, and improved product quality. The study also discovered that collaborative sourcing enhanced cooperation and communication among those involved in the supply chain, resulting in more trust and fewer disagreements. According to the authors, collaborative sourcing can assist build a more connected and effective supply chain, which will result in better performance outcomes.

Oliech&Mwangangi's (2019) study found that collaborative sourcing methods enhanced supply chain performance outcomes, such as reduced costs, increased productivity, and improved product quality. The study also found that collaborative sourcing improved trust and conflicts by fostering cooperation and communication among those involved in the supply chain. The authors claim that collaborative sourcing can help create a supply chain that is more linked and efficient, which will lead to higher performance outcomes. Ortblad et al. (2020) studies on impact of collaborative sourcing on supply chain performance in Kenya's manufacturing sector. The results showed that the use of collaborative sourcing techniques led to improved outcomes for supply chain performance, including reduced costs, Our study sheds light on various forms, benefits, and challenges associated with Collaborative sourcing. While it is not novel to highlight that forms of collaborative sourcing practices may include piggy-backing groups, third- Party group purchasing, professional networking, and project groups (Cherrington et al.2010; Terzi & Callejas, 2013; Bakker et al., 2008), their application in the context of public Procurement in Kenya remains unclear. The benefits of collaborative sourcing Practices have also been identified in previous studies as well as the Challenges faced in collaborative sourcing practices (Montgomery & Schneller, 2007;Racca & Albano, 2011). Our study contributes to the literature by summarizing the Necessary forms, benefits, and challenges of collaborative procurement in the public sector. Increased productivity, and better product quality.

### **2.3.2 Shared Goals and Performance of Supply Chain Management**

Shared goals define how participants in a supply chain network have similar expectations, motives, and ambitions. Performance and outcomes can be improved by encouraging

communication, coordination, and collaboration among individuals participating in the supply chain where common goals exist (Masi,Day&Godsell, 2017).There are a myriad of reasons why inefficiencies can occur in procurement, including supply chain fragmentation, clarity of contract, late payment, intra-supply chain relations, longevity of assets, innovation, design, engagement, risk management, cost of change, as well as the interactions between the procuring entities as results of shared goals and performance of the supply chain.

A frequent challenge faced by many companies is finding quality suppliers capable of providing and maintaining consistent service and product that meets the highest quality standards. Developing relationships with suppliers that recognize and understand company's needs, interested and committed to success, that enhance organization's performance.

Berti& Mulligan (2016) conducted research in the UK studies the role of shared objectives in supply management. The study found that having common goals among supply chain participants heightened their trust, collaboration, and communication, leading to improved performance and outcomes. In particular, the study discovered that participants' likelihood of conflict was decreased and the supply chain's efficiency was boosted when shared goals were present. Shared goals were shown to be positively correlated with supply chain effectiveness in the USA (Huong Tran, Childerhouse&Deakins, 2016). The researchers discovered that when supply chain participants shared goals, they were more inclined to act cooperatively, which enhanced performance results.

According to research done in South Korea by Min, Zacharia& Smith, (2019) players in the supply chain's performance improved when they had better communication, cooperation, and collaboration. Shared objectives improved supply chain effectiveness and decreased the risk of participant conflict, according to the study. In a similar vein, Masi,Day&Godsell, (2017)research in China discovered that participants in the supply chain performed better when they had common goals, as this increased coordination and collaboration.

In Ghana, according to research by Baah, et al. (2022), shared goals among supply chain players improved performance by enhancing communication, cooperation, and collaboration. The study also found that the presence of common goals reduced the risk of conflict and increased the efficiency of the supply chain. According to a study conducted in Nigeria by Oyebola, Osabuohien&Obasaju,(2020)having common ground among supply chain actors enhanced cooperation, communication, and performance. Shared objectives improved supply chain effectiveness and decreased the risk of participant conflict, according to the study.

According to the research conducted by Kilelu, Klerkx, & Leeuwis (2017) in the agricultural sector in Tanzania, the presence of shared goals among supply chain players resulted in improved cooperation, communication, and performance outcomes. The study also found that shared objectives led to reduced conflict and enhanced risk management efficiency within the supply chain. The main shared goals strategy is to deliver business value and competitive advantage for the organization. Commonly this is achieved with cost optimization, increased efficiency, and improved performance through having understandable mission.

Controlling and lowering costs is a fundamental responsibility of the procurement process. Mistakes due to accidental or inaccurate ordering are costly and reduce efficiency, harming customer relations. Budget overruns negatively impact on organization in several ways and are commonly caused by a lack of communication and coordination in the present procurement process.

This gap can easily be corrected by putting checks and balances in place throughout the organization. For example, an alert can be created once inventory reaches a critically level, or when an unusual amount of items is about to be ordered. Another example is that all change orders over Ksh.1, 000,000 must be approved by the regional manager for a specific customer. Approvers can delegate alternates to handle approvals in their absence for example while they are on vacation.

The successfully operating a procurement department requires fast, accurate information to make quality, informed decisions. It helps increase visibility streamline supplier management and reduce corruption.

### **2.3.3 Effective Knowledge Sharing and Performance of Supply Chain Management**

Effective knowledge exchange is one of the key elements that can affect how well a supply chain function performs. The process of transferring knowledge, experiences, and skills between people or organizations in order to improve decision-making and collective understanding is referred to as knowledge sharing. In India, the necessity to boost productivity and cut costs in a fiercely competitive market is what motivates information exchange in the supply chain function (Bhosale & Kant, 2016). The use of ICT tools and cross-functional teams has been promoted by the Indian government as a means of promoting information sharing across supply chain actors. The use of these technologies and methods has increased collaboration, improved communication, and decreased expenses. The growing



use of ICT tools has facilitated information exchange and improved communication, coordination, and collaboration among supply chain actors. The individual level knowledge sharing process is frequently hoarded by internal resistance, lack of trust, insufficient motivation, gap in awareness and knowledge, and at the organizational level, by bureaucracy and hierarchy, paradigm incoherency, lack or organizational reciprocity.

The knowledge gap is the difference between what customers expect and what the company *thinks* they expect. The bottom line here is that the company doesn't know exactly what customers want. This could be due to a variety of factors lack of communication between frontline employees and management, inadequate market research, or simply a failure to listen to customer feedback, including complaints. For example, a hotel manager may think that guests want a hot breakfast instead of a continental breakfast, but the reality is that guests are more concerned with the cleanliness of their rooms or the speed of the Internet service at the hotel than they are with breakfast.

The policy gap reflects the difference between management's perception of the customer's needs and the translation of that understanding into its service delivery policies and standards. Typically, management has an accurate understanding of what the customer wants, but performance standards haven't been established that ensure the appropriate employee behaviors are displayed. Using the hotel example again, assume that a number of customers have complained that the phone rings innumerable times before it is answered. Management wants to address this issue, so it establishes a policy that phones must be answered "quickly." What's your interpretation of the word *quickly* two rings, four rings, six rings? Specificity here is the key.

The delivery gap is the difference between service standards and policies and the actual delivery of the service. In this situation, frontline service workers *know* what to do to delight the customer; they simply aren't doing it. For instance, management may have established a policy that the front desk phones get answered on or before the second ring, but the front desk employees are allowing phones to ring much longer before answering. This gap may arise due to improper training, lack of capability on the part of employees, unwillingness to meet the established service standards, or staff shortages.

Kochan et al. (2018) observed that the reason for implementing knowledge sharing within the supply chain function in South Africa is driven by the aspiration to increase efficiency and reduce expenses in a rapidly growing market. The government has promoted the use of ICT

technologies and cross-functional teams to help supply chain participants share expertise. Utilizing these methods and technologies has enhanced supply chain performance and decreased costs while also enhancing coordination, collaboration, and communication. The necessity to increase competitiveness in a market that is expanding quickly in Nigeria is what motivates the practice of information sharing in the supply chain function (Zhang, Yu& Zhang, 2021). The use of ICT technologies like cloud-based systems is becoming more common and has improved supply chain actors' ability to communicate, coordinate, and collaborate. The government has promoted the use of ICT technologies and cross-functional teams to help supply chain participants share expertise. Strategic knowledge management ensures that team members have access to the information they need, increasing productivity and performance. By providing quick access to accurate information, employees can apply best practices and work more efficiently.

The customer gap is the difference between the customer's expectations of the service or experience and their perception of the experience itself. In an ideal world, the customer's expectations would be nearly identical to their perception, but customer perception is totally subjective and has been shaped by word of mouth, their personal needs, and their own past experiences. The problem here is that each individual perceives their world through their own eyes, and everyone perceives reality differently. In other words, while reality is a fixed factor, perception of reality is a variable.

#### **2.4. Research Gaps**

Based on the literature reviewed, there is limited research on the partnership sourcing on the performance of supply chain function in some countries such as Kenya. The existing literature primarily concentrates on how the use of ICT a cross-functional teams, and process improvement approaches can facilitate the exchange of knowledge and improve the performance of the supply management across different nations. The lack of consistence the provision of services, delays in delivery of essential commodities with no clear justification cleared warranted this study. However, the exact factors that influence the effectiveness of experience sharing in a multi-national and multicultural context have not yet been thoroughly explored. These present opportunities for further research and may provide valuable insights on how to successfully implement knowledge sharing in the supply chain. The developed nations like the South Africa as well as China are the main subjects of the study. Additionally, the majority of studies did not examine the underlying mechanisms and the

relationship between partnership sourcing and supply chain performance, instead, they just concentrate on the relationship between the two. The bulk of the studies in this literature review also rely on self-reported data, which can be flawed by social desirability bias and other issues. Despite the existence of studies on the influence on partnership sourcing on supply chain performance globally, there is a lack of research on this topic specifically in Kenya, particularly in the context of the Busia County Government. Further investigation is needed to fully understand the effects of cooperative sourcing on supply chain function performance in this area.

Though the economy of scale is a positive, there's also a potential negative at the other end of the spectrum. Sometimes the economies are overestimated by the collaborative initiatives. There are many situations in markets where there are diseconomies of scale. the economy of scale can be achieved with relatively low volumes in the spend area. You don't have to activate the entire countries since to achieve. In reality, there is little analytical work from the public sector to consider the economy of scale assumption underpins the business case for collaboration.

There's always a danger that collaborative buying can lead to a loss of capability at the organizational level. It may not matter in terms of typical collaborative purchase areas but it may mean that your front line organization no longer has critical procurement math and therefore will begin to struggle to perform adequately when it comes to buying goods and services that is still has to do on its own. There will always be things that cannot be purchased with a collaborative approach. You don't want the collaborative procurement method to hinder procuring these other items.

## CHAPTER THREE

### RESEARCH METHODOLOGY

#### 3.1: Introduction

The chapter outlined research design, target audience, sample selection, data collection methods, data analysis techniques, ethical considerations, and risk-reduction tactics is part of the research process for this study.

#### 3.2: Research Design

Kothari (2004) states that the conceptual framework for data collection, measurement and analysis is provided by research design. In this study, correlation design was used. The correlation method describes in quantitative terms the degree to which variable are related. Correlation research involves collecting data in order to determine whether and to what degree a relationship exists between two or more quantifiable variables. The degree of relationship is expressed as a correlation coefficient ( $r$ ).

#### 3.3: Study Area

The research was conducted within the boundaries of Busia County Government. County is situated in the former western province in Kenya and has a population of 893,631 (population census (2019)). Its capital town being. Busia. It is located to the far west part of former western province. It's surrounded by neighboring counties of Siaya, Bungoma, Kakamega and Uganda. Busia County was decided on the study is because, there was complain that the performance of supply chain function was dwindling in the County administration and thus lowering efficiency in provision services, this was based on General Auditor Report Fiscal Year 2018/2019 on utilization of County Funds from National Treasury with concerns on increasing of pending bills and reduction of absorption rate. In an Info track survey of August (2018), 76.7% of interviewed citizens of Busia County said that they are only surprised to see un-prioritized projects coming up. The County Government of Busia was also faulted for poor absorption of development and recurrent funds at a rate of 48.3% and 58.2% respectively. These disparities could be accredited to poor leadership in the County Government of Busia.

#### 3.4: Target Population

The department of supply chain management in Busia County Government is the one which is responsible for implementing procurement processes and managing the supply chain

function. This group was selected as the target population due to their direct involvement in the procurement function and their knowledge of the procurement processes, goals, and challenges of the supply chain function in the Busia County Government. The Busia County Government Human Recourse data base of 2021, the department of supply chain management had 350 personnel on payroll. This is the group of people who made up the sample.

### **3.5: Sample Size and Sampling Procedure**

#### **3.5.1: Determination of Sample Size**

A portion of the population, selected to represent the larger group, is referred to as the sample. The purpose of this sample is to serve as a stand-in for the larger population in the research activity. The characteristics and traits of the entire population will be represented with this carefully chosen small sample, allowing the results to be generalized to the entire population. Dikko (2016) defines sampling as the selection and analysis of a small portion of a particular population to learn about the characteristics of the entire population.

If the target population is less than 10,000, the required sample size will be smaller. In such cases, calculate a final sample estimate (nf) using the following formula;

$$n = \frac{nf \cdot N}{1 + nf}$$

Where: nf =the desired sample size (where the population is less than 10,000).

n= the desired sample size (where the population is less than 10,000).

N= the estimate of the population size.

### 3.5.2: Sampling Technique

Since the complete population of workers in the procurement division of Busia County would not be employed for the study, the stratified sampling was adequate. According to Billups (2019) stratified sampling creates correct parameters for the entire population, which was used. The sampling approach is recommended because it lessens outcome bias and improves population-wide accuracy. Population was divided into discrete strata that corresponded to several organizational departments that are closely related to the procurement department.

Since secondary data had shown that partnership sourcing has an impact on how well the supply chain management in the Busia County Government performs, the researcher can tolerate an error margin of 5%. According to Dikko (2016) the confidence level is the degree of uncertainty that the researcher can accept, which in this case was 95%. There were 350 employees in the Busia County procurement division, according to Busia County Government's human resource data base 2021. The formula below, which was obtained from Billups (2019), was used to determine the sample size.

$$n = \frac{z^2 \cdot N \cdot \sigma_p^2}{(N - 1)e^2 + z^2 \sigma_p^2}$$

The researcher conducted a study with a sample size of 70 individuals, drawn from a population of  $N = 350$ . The acceptable error for the study was set at 0.7%, and the population's standard deviation was estimated to be 0.5. The standard deviation used in the study was calculated at a 95% confidence level, using  $Z = 1.96$ .

### 3.6: Data Collection Procedure

The researcher was granted permission by the relevant authorities to administer the questionnaire. Staffs in departments involved in procurement were given questionnaires via hand delivery and interviews. The study used questionnaires to gather data because they are effective. These questionnaires include both structured and unstructured questions. Likert rating scales are used for some of the questions, and responders are just required to choose the proper response based on their personal preferences. Billups (2019) claims that open-ended questions provide respondents more choice to react in a way that best reflects their knowledge and comprehension while closed-ended questions only collect data that is viable and measurable.

### **3.6.1: Research Instruments**

The primary method for gathering data for this study is a self-administered questionnaire with items that are both structured and semi-structured and relate to the study's aims. Because they are efficient methods for gathering data and giving respondents the chance to express a variety of opinions on a subject, questionnaires are widely used. Statistics produced from survey data are accurate and trustworthy since they are free of researcher bias.

### **3.6.2: Validity of the Instruments**

The notion being measured is accurately measured by the validity instrument. During the pilot test, the questionnaires' presentation and relevance of the questions were subjectively evaluated to verify validity. How closely the sample of questions relates to the subject matter that the exam was designed to measure is known as content validity. The validity of the questionnaire was established in this study to ensure that the results obtained from the questionnaire truly reflect the variables being studied.

It was important to determine how accurately the piloting analysis' conclusions had reflected the phenomenon under investigation. Essentially, its three key objectives are content, validity, and construct validity. By evaluating the sample of questions' content validity; one can ascertain how accurately the test measures the material that was intended to be measured. Measurement of content validity involves determining how closely the questionnaire's answers matched the theoretical notion in a meaningful and correct way. To establish the validity of the instruments the standard measure of the questionnaire was formulated and pretest of the instruments was done,

### **3.6.3: Pilot Testing**

According to Dikko (2016) prior to conducting the actual study, the research instrument was pre-tested by a small group that represented 1.0% of the population. Prior to starting the actual data gathering process, the pilot research aimed to find any mistakes or problems with the instrument. Stratified random sampling technique was used was used to select sample size from the population. One week prior to the start of data collection, the feasibility of the questionnaire was checked on 35 respondents from the Busia County Government's registration department who were not included in the actual sample. An instrument's reliability is shown by an alpha value of 0.70 or above. With the aid of this feasibility research, the questionnaire's validity, acceptability, and accuracy were evaluated as shown in the figure below.

**Table 3.1**

Constructs	Cronbach's Alpha	Cronbach's Alpha Based on STD Item	No. Items
Knowledge Sharing	0.885	0.884	8
Shared Goals	0.798	0.797	7
Collaborative Sourcing	0.812	0.811	8
Performance (SC)	0.773	0.772	12
Overall Reliability	0.822	0.821	35

From the findings of the reliability statistics, it is clear that the highest reliability coefficient was for the effect of knowledge sharing ( $\alpha=.885$ ) followed by effect of collaborative sourcing ( $\alpha=.811$ ), effect of shared goals ( $\alpha=.798$ ) and finally that of performance of supply chain ( $\alpha=.772$ ). It can be also noted that the overall reliability coefficient was high ( $\alpha=.822$ ) which shows that overall instrument(questionnaire) was reliable.

#### **3.6:4: Data Processing and Analysis**

According to Kothari (2004) the process of data analysis involves the systematic examination, refinement, manipulation and presentation of that with the purpose of identifying significant, insights, formulation of hypothesis and facilitating decision making

Data handling, evaluation, and presentation must follow the guidelines established when the study strategy was created. The process of turning data into information that can be utilized to make decisions is known as data analysis. The procedure includes editing, fixing errors and omissions, assembling or merging the collected information, and lastly. In order to analyze the study's data, both quantitative and qualitative techniques were used. SPSS Version 22 of statistical software was employed. The data was analyzed using a variety of statistical methods, including frequency counts, percentages, averages, correlation, regression, and standard deviation. Tables summarizing the data using descriptive statistics like percentages, means, standard deviations, and coefficients of variation were used to display the results. To investigate the effects of independent factors on the dependent variable and ascertain their relationship, a linear regression analysis was carried out.

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



Where:

Y = performance of supply chain function

$\beta_0$  = Constant Term

$\beta_1$  = Beta coefficients

X1= effective Knowledge sharing

X2= shared goals

X3=collaborative sourcing

### **3.7: Ethical Issues**

These are problems that develop when you conduct your investigation. Depending on the outcomes, these worries might be positive or bad. The researcher must ensure that the problem doesn't impact the environment. Giving respondents not enough time to complete the questionnaire is just one of the unethical problems that could occur. As a result, it's possible that respondents will rush through the questionnaire and provide false information, which would automatically provide unreliable findings. Therefore, the researcher must make sure that the respondents have enough time and are not under any pressure to complete the questionnaire. Additionally, it is immoral to reveal the respondent's information. The researcher informed the respondents throughout the questionnaire's distribution that their privacy would be protected and that the material would only be utilized for academic purposes.

Revealing a respondent's information could result in stigmatization or job loss, their confidentiality must be protected. There may be a problem with the researcher not clarifying the research's goal to the respondents. The responders might not have taken it seriously, leading to an incorrect response. As a result, the researcher must be able to clarify the research's purpose to respondents. Plagiarism can also occur while doing research. Here, the researcher steals someone else's ideas without their consent. To prevent this, the researcher simply cited the information's original author if it wasn't him or her. It is unethical to do research on a group like the Busia County Government without their consent. Before starting the research, the researcher obtained approval. These made sure that the procedure went properly and that every respondent knew what was going on when they were approached. Finally, implementing a project that is not advantageous to the group being examined is unethical. For a project to be profitable, it must offer certain advantages. The study on supply chain performance in Busia County Government is useful since the findings might lead to the development of practical regulations for the procurement division.

## CHAPTER FOUR

### RESULTS AND DISCUSSION

#### 4.1 Introduction

Chapter four provides concise analysis of each outcome as well as their tabular and graphical representation. In the same field of research, it also compares the results with those of previous investigations. It starts with the respondent's demographic information before examining the effects of common objectives, binding contracts, and communication on the chosen department's procurement procedures. The chapter discusses demographic data as well as conclusions drawn from the objectives. The results were then presented in tables, if necessary, followed by explanations in text.

In the study, a fantastic response rate of 90% was achieved, as 70 out of 78 participants returned the questionnaires. According to Dikko (2016) when 70% is the response rate, it is considered excellent. The high response rate was attributed to additional influence is made through polite reminders to encourage participants to fill out and return the questionnaires. The resulting response rate was regarded adequate and reliable for carrying out analysis and presenting this study's findings.

#### 4.2 Background information

##### 4.2.1 Age of the respondents

**Table 1: Age of the respondents**

Age of the respondents	Frequency	Percent
18-28	12	17.1
29-39	10	14.3
40-48	20	28.6
49-55	25	35.7
55 and above	3	4.3
<b>Total</b>	<b>70</b>	<b>100.0</b>

(Researcher 2023)

The frequency distribution table 1 above which shows the age range of the 70 respondents. The majority of respondents (35.7%), as shown by the statistics in this table, are between the ages of 49 and 55, while only 28.6% are between the ages of 40 and 48. Less response

(14.3% and 17.1%, respectively) falls between the ages of 18 and 28 and 29 to 39. 55 and older respondents make up just 4.3% of the total. Based on the age, those respondents of the age of 55 years and above were few because they were hard to be found. Most of them hold the top positions in the County Government and securing time for answering the questionnaire proved difficult. However, the three respondents the age of 55 years and above provided the experience required to answer the research questions. Based on Dikko(2016)age is very important when looking at experience of an employee in management. That age bracket proved its worthiness as it was able to provide the exact information needed.

#### 4.2.2. Respondents ‘education level

**Table 2: Respondents’ education level**

Respondents’ education level	Frequency	Percent
Certificate/diploma	30	42.9
Bachelors	28	40.0
Masters	10	14.3
Others	2	2.9
<b>Total</b>	<b>70</b>	<b>100.0</b>

(Researcher 2023)

The table 2 above shows the educational qualifications of 70 survey participants. The majority of respondents hold a certificate or diploma (42.9%), followed closely by a bachelor's degree (40%). Only a small percentage of respondents have a master's degree (14.3% and 2.9% respectively). The educational background of the participants provides valuable information that can be used to understand the expertise and experience of the respondents, which may influence their perspectives and opinions on the study topic of supply chain performance and partnership sourcing. The data also reveals any patterns or trends in the educational qualifications that may be related to the study's subject matter.

#### 4.2.3Management of respondents

**Table 3: Management of respondents**

Management of respondents	Frequency	Percent
Top management	10	14.3
Middle management	35	50.0
Low management	20	28.6
Others	5	7.1
<b>Total</b>	<b>70</b>	<b>100.0</b>

(Researcher 2023)

The frequency distribution table 3 above, which presents the management level of 70 respondents. The table shows the distribution of respondents based on their job positions within the procurement division of Busia County Government. According to the results, middle management accounts for the majority of respondents (50%) followed by low management (28.6%) and other respondents (7.1%). Top management makes up a lower number of responders (14.3%). The researcher used this conclusion to comprehend the respondents' management level and see whether the data revealed any patterns or trends that might be connected to the study's issue of supply chain performance and partnership sourcing. The respondents' point of view, insights, amount of authority, and ability to make decisions inside the business can all be influenced by the level of management. Having a response in senior management was necessary though, given the vast majority of the department's dealings are made there.

#### 4.2.4 Duration of Time of Work

**Table 4: Duration of Time of Work**

Duration of Time of Work	Frequenc y	Percent
Less than 3	16	22.9
3-8	50	71.4
9-15	4	5.7
<b>Total</b>	<b>70</b>	<b>100.0</b>

(Researcher 2023)

The frequency distribution table 4 above, which presents duration of time of work of 70 respondents. The table shows the distribution of respondents based on their job positions within the procurement division of Busia County Government. The results suggest that those who have worked for less than three years (22.9%) are far behind those who have worked in the sector for three to eight years (71.4%). 5.7% of respondents, a very tiny percentage, had been employed for nine to fifteen years. The researcher used this conclusion to comprehend the respondents' work experiences and see whether the data revealed any patterns or trends that might be connected to the study's issue of supply chain performance and partnership sourcing. The duration of work can impact the respondents' level of experience and knowledge about the topic, as well as their ability to provide insights and perspectives. The study used this information to further examine the influence of work experience on partnership sourcing and its impact on supply chain performance.

### 4.3. Effect of collaborative sourcing on performance of supply chain management

The study's goal was to ascertain how collaborative sourcing affected the procurement procedure. The table 5 below displays the results' mean and standard deviations.

**Table 5: Collaborative sourcing on performance of supply chain management**

<b>Statements on collaborative sourcing on performance of supply function</b>	<b>Mean</b>	<b>Std. Deviation</b>
Due to a collaborative arrangement, there is confidence among the departments of the Busia County Government.	3.7000	1.02646
Higher commitment is the effect of a collaborative sourcing.	3.6571	1.0882
Due to the collaborative sourcing, the Busia County Government departments have increased commitment and loyalty.	3.9286	.92190
Economies of scale have been improved by collaboration in the procurement process.	3.0000	1.47442
Higher commitment is the effect of a contract.	3.677	1.0862

Researcher (2023)

The Busia County government departments have greater devotion and loyalty as a result of the collaborative sourcing. Had a mean of 3.9286 and Std. D, 0.92190. There is trust between the Busia County Government departments as a result of collaborative sourcing had a mean of 3.7000 and Std. D, 1.02646. Collaborative sourcing results in higher commitment had a mean of 3.677 and Std. D, 1.0862. Collaborative sourcing results in higher commitment had a mean of 3.6571 and Std. D, 1.0882. Collaboration in the procurement process has enhanced economies of scale had a mean of 3.0000 and Std. D, 1.47442. The findings show that a collaborative sourcing in the procurement process has a positive impact on the trust between the departments, commitment, devotion and loyalty of the Busia County government agencies, and collaboration in procurement processes, which can result in economies of scale. The mean scores are generally above 3, indicating a positive perception of the impact of collaborative sourcing on the procurement process.

### 4.4 Effect of shared goals on performance of supply chain management.

The research aimed to ascertain effect of shared goals on performance of supply chain management. The table 6 below displays the results' mean and standard deviations.

**Table 6: Effect of shared goals on performance of supply chain management**

<b>Statements on effect of shared goals</b>	<b>Mean</b>	<b>Std. Deviation</b>
Lead times throughout the procurement process are shortened by shared goals.	3.9000	1.26434
The departments shared objectives have resulted in advancement and innovative technology.	3.0714	1.04009
The Busia County Government's financial flow is improved via shared goals between the departments.	3.7571	1.08261
Shared objectives help to decrease stock outs.	2.9286	1.12058
Greater procurement process flexibility is a result of shared objectives.	3.8143	1.03969

Researcher (2023)

The results showed that the implementation of shared goals significantly reduced lead times within the procurement process, with a mean reduction of 3.9000 and Std. Dof 1.26434. Shared objectives help to provide better flexibility in the procurement process, which had a mean of 3.8143 and Std. Dof 1.03969. The Busia County Government's financial flow is improved via shared goals between the departments. Have a 3.7571 mean and a 1.08261 standard deviation. Shared goals among the departments have led to new technology and improvement had a mean of 3.0714 and Std. D, 1.04009. Shared goals contribute to reduce in stock out shad a mean of 2.9286 and Std. D, 1.12058.

Overall, the study findings indicate that shared goals are having a positive impact on procurement functions in Busia County government departments. The most significant effects are in the areas of shortened lead times and improved flexibility, with average performance levels of 3.9000 and 3.8143 units respectively. Shared goals also contribute to improved cash flow and new technology, with average performance levels of 3.7571 and 3.0714 units respectively. However, the impact on reduced stock outs needs improvement, with an average performance level of 2.9286 units.

#### **4.5. Effective Knowledge sharing on performance of supply chain Management.**

The study aimed to examine effective knowledge sharing on performance of supply chain management. The table 7 below displays the results' mean and standard deviations.

**Table 7: effective knowledge sharing on supply chain management**

<b>Statements on effective knowledge sharing</b>	<b>Mean</b>	<b>Std. Deviation</b>
Effective communication leads to increased productivity.	3.0429	1.32354
Communication enables Government agencies in Busia County to solve issues with mutual consent.	3.1000	1.26434
Resource mobilization and allocation have improved as a result of better knowledge sharing.	3.8714	1.10232
Communication, initiatives are delivered more effectively.	3.0000	1.47442
There is improved relationship within the Busia County Government departments as a result of communication	3.9571	1.10906

Researcher (2023)

There is improved relationship within the Busia County Government departments as a result of communication had a mean of 3.9571 and Std. D, 1.10906. Resource mobilization and allocation have improved as a result of better knowledge sharing had a mean of 3.8714 and Std. D, 1.10232. Due to communication between the Busia County government departments, issues are resolved with mutual accord had a mean of 3.1000 and Std. D, 1.26434. Communication, initiatives are delivered more effectively had a mean of 3.0429 and Std. D, 1.32354. A mean of 3.0000 and Std. D of 1.47442 indicate that communication has enhanced the delivery of projects. Overall, the findings indicate that effective knowledge sharing is having a positive impact on procurement functions in Busia County government departments. The most significant effects are in the areas of resource mobilization and improved relationships, with average performance levels of 3.8714 and 3.9571 units respectively. However, the impact on improved efficiency and project delivery needs improvement, with average performance levels of 3.0429 and 3.0000 units respectively.

#### **4.6. Performance of the supply chain management**

The research sought to find out how performance of supply chain management in Busia County Government. The table below displays the results' mean and standard deviations.

**Table 8: Performance of supply chain management**

<b>Statement on performance of supply chain management</b>	<b>Mean</b>	<b>Std. Deviation</b>
The amount of money saved through negotiation and supplier selection processes.	3.9000	1.26434
The manner in which suppliers operate in terms of quality, delivery, and contract adherence.	3.1000	1.26434
The extent to which the procurement function uses suppliers from diverse backgrounds and industries.	3.9286	1.92190
The effectiveness and efficiency of procurement processes and systems.	3.0000	1.47442
The duration from requisition to delivery of a procurement process.	3.9571	1.10906

Researcher (2023)

The findings in table 5 shows the duration from requisition to delivery of a procurement process had a mean of 3.9571and Std. D,1.10906. The extent to which the procurement function uses suppliers from diverse backgrounds and industries had a mean of 3.9286 and Std. D,92190.The amount of money saved through negotiation and supplier selection processes had a mean of 3.9000and Std. D, 1.26434.the manner in which suppliers operate in terms of quality, delivery, and contract adherence has mean of 3.1000and Std. D, 1.26434. The effectiveness and efficiency of procurement processes and systems mean of 3.0000and Std. D, 1.47442. based on the above findings indicates that the procurement function is performing well in terms of cost savings, supplier diversity, and time to procure, with an average performance level of 3.9000, 3.9286, and 3.9571 units respectively. However, the procurement function needs improvement in terms of supplier performance and process efficiency, with an average performance level of 3.1000 and 3.0000 units respectively.

#### **4.7Inferential Statistics**

Linier regression was done to test the partnership sourcing on the performance of supply chain function in Busia County Government

##### **4.7.1 Model Summary**

**Table 9: Model Summary**

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	.996a	.992	.992	.10495

(Researcher 2023)



The regression model explained a significant portion of the variation in the performance of the procurement function, with an adjusted R Square of 0.992, accounting for 99.6% of the relationship. Although there may be other factors that could improve the performance of the procurement function, Terrell (2021) noted that even lower R Square values in the range of 0.10-0.20 are considered acceptable in social science research. The model indicates that the three factors, collaborative sourcing, shared goals, and knowledge sharing, have a significant influence on performance of the supply chain function at Busia County Government. However, it is important to note that there may be additional factors that were not considered in this study that could contribute to the remaining 0.4% of the relationship.

#### 4.7.2 ANOVA table

**Table 10: ANOVA table**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	89.877	3	29.959	2720.155	.000b
	Residual	.727	67	.011		
	<b>Total</b>	<b>90.603</b>	<b>69</b>			

(Researcher 2023)

The F-test is a statistical test used to compare the variances of two populations. In regression analysis, the F-test is used to determine if the overall regression model is significant. The F-test is based on the ratio of the mean square regression to the mean square residual. If the resulting F-value is greater than the critical value, the regression model is considered significant. In this case, the degrees of freedom in the numerator and denominator were both equal to 3, indicating that there were three independent variables in the model. The F-value was calculated based on the mean square regression and mean square residual, and compared to the critical F-value at the  $\alpha = 0.05$  level of significance. The calculated F-value was greater than the critical F-value, thus regression model was considered significant at the  $\alpha = 0.05$  level of significance in assessing effect of partnership sourcing on the performance of the supply chain function in Busia County Government.

### 4.7.3 Coefficient of Regression

**Table 11: Coefficient of Regression**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
1 (Constant)	.160	.055		2.893	.005
Shared goals ( $\beta_1$ )	.231	.062	.216	3.748	.000
Effective knowledge sharing( $\beta_2$ )	.643	.063	.674	10.153	.000
Collaborative procurement( $\beta_3$ )	.118	.062	.112	1.908	.001

(Researcher 2023)

Final Optimal model;  $Y = 0.160 + 0.231 X_1 + 0.643 X_2 + 0.118 X_3$

$\beta_1 = 0.231$  Shared goals have a positive significant thus it was affecting performance of the procurement function whose P-value was 0.000, which is statistically significant as a measure of performance of the procurement function Busia County government.  $\beta_2 = 0.643$  Effective knowledge sharing have a positive significant thus it was affecting performance of the procurement function, whose P-value was 0.000, which is statistically significant as a measure of performance of the procurement function Busia County government.  $\beta_3 = 0.118$  A positive and significant relation with procurement of collaborative procurement with the performance of the procurement function in Busia County government, whose P-value was 0.001, which is greater than  $\alpha = 0.05$ . As a result,  $X_1$ ,  $X_2$ , and  $X_3$  are good predictors and can be used to assess performance of the procurement function in Busia County government. These results indicate that the model depicted a positive and significant relationship between partnership sourcing and procurement function in Busia County government.

### 4.8 Discussion of Findings

The first objective of the study on the effective knowledge sharing on supply chain management in Busia County Government departments. The data shows that participants generally have a positive view of the effect of effective knowledge sharing on procurement functions in the Busia County Government. The highest mean ratings were given to the statements "Resource mobilization and allocation have improved as a result of better knowledge sharing" (3.8714) and "There is improved relationship within the Busia County Government departments as a result of communication" (3.9571). The lowest mean rating was given to communication; initiatives are delivered more effectively. (3.0000). Overall, the

study's findings indicate that effective knowledge sharing is having a positive impact on procurement functions in Busia County Government departments. The most significant effects are in the areas of resource mobilization and improved relationships, with average performance levels of 3.8714 and 3.9571 units respectively. This finding was in line with studies of Kochan et al. (2018) observed that the reason for implementing knowledge sharing within the supply chain function in South Africa is driven by the aspiration to increase efficiency and reduce expenses in a rapidly growing market.

From the second objective, effect of shared goals on performance of supply chain management in Busia County Government. Based on the information supplied, it can be inferred that the respondents think that having common objectives during the procurement process improves a variety of procurement function-related factors. According to the respondents, shared goals result in shorter lead times during the procurement process (mean rating of 3.9 out of 5), more flexibility in the procurement process (mean rating of 3.8143), and better cash flow for the Busia County Government (mean of 3.7571). They also believe that shared goals have led to new technology and improvement (mean of 3.0714), but have a lesser impact on reducing stock outs (mean of 2.9286). Overall, the study's findings show that procurement activities in Busia County government agencies are benefiting from unified aims. This finding was in line with Masi, Day&Godsell, (2017) research in China discovered that participants in the supply chain performed better when they had common goals, as this increased coordination and collaboration. This was achieved through correlation analysis findings using simple linear and multiple linear regression analysis that revealed that shared goals had a positive and significant effect on performance of supply chain in Busia County Government. Impact of shared goals on the supply chain processes used by Busia County Government entities. According to the information provided, it was revealed that the respondents believe that a number of procurement function-related factors are improved by having common objectives during the procurement process. According to the respondents, shared goals led to shortened procurement lead times, more procurement flexibility, and improved cash flow for the Busia County Government. Additionally, it was further revealed that while shared goals have improved technology, they have less of an influence on lowering stock outs. Overall, the study's findings revealed that shared goals are advantageous for supply chain activities in Busia County Government operations. The shortest lead times and enhanced flexibility are the most noticeable effects with average performance levels. Shared

goals benefit both improved cash flow and new technology, which performs averagely. Less stock outs are a result, although average performance still has to be improved.

Finally effect of collaborative sourcing on performance of supply chain management in Busia County Government, Kenya. According to the finding in this study, the respondents think that the contract has a good impact on Busia County Government's procurement function. With a mean score of 3.7 (out of 5), it is clear that the respondents concur that the collaborative sourcing has helped to build trust between the departments. Similarly, the mean score of 3.6571 for the statement "contractual agreement results in higher commitment" suggests that the respondents believe that the agreement leads to a higher level of commitment. The mean score of 3.9286 for the statement "The Busia County government agencies have greater devotion and loyalty as a result of the contractual arrangement" indicates that the respondents believe that the contractual agreement has improved devotion and loyalty among the departments. The mean score of 3.0000 for the statement "Collaboration in the procurement process has enhanced economies of scale" shows that the respondents believe that the agreement has not significantly improved the collaboration in procurement, thus not enhancing the economies of scale. The mean score of 3.677 for the statement "Contractual agreement results in higher commitment" is similar to the mean score of the first statement with the same topic, indicating that the respondents believe that the agreement leads to higher commitment. This study was in line with Meehan, Ludbrook, & Mason (2016) investigated how collaborative sourcing affected supply chain performance in the UK. which discovered that collaborative sourcing strategies enhanced supply chain performance results.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

In this chapter, we discuss the summary of the study, the conclusions based on the results, recommendations to policymakers and areas of future research.

#### **5.2 Summary of the Study**

The first objective of the study was to establish the Effect of knowledge sharing on performance of supply chain management in Busia County Government, Kenya. Correlation findings revealed that knowledge sharing was practical to a very big extend in Busia County Government. Using multiple and linear regression model the findings revealed that knowledge sharing had a positive and significant effect on performance of supply chain. The research correlates that participants' perceptions of the impact of effective knowledge sharing on performance of supply chain management within the Busia County Government are largely favorable. The phrases "There is enhanced interaction within the Busia County Government departments as a consequence of communication, Resource mobilization and allocation have improved as a result of better knowledge sharing, received the highest mean ratings. Overall, the study's findings show that effective knowledge sharing is benefiting Busia County Government and its supply chain operations. The areas of resource mobilization and strengthened partnerships have the most effects. The impact on increased productivity and project delivery, however, still requires improvement.

The second objective of the study sought to determine the effect of shared goals on performance of supply chain management in Busia County Government, Kenya. This was achieved through correlation analysis findings using simple linear and multiple linear regression analysis that revealed that shared goals had a positive and significant effect on performance of supply chain in Busia County Government. Impact of shared goals on the supply chain processes used by Busia County Government entities. According to the information provided, it was revealed that the respondents believe that a number of procurement function-related factors are improved by having common objectives during the procurement process. According to the respondents, shared goals led to shortened procurement lead times, more procurement flexibility, and improved cash flow for the Busia

County Government. Additionally, it was further revealed that while shared goals have improved technology, they have less of an influence on lowering stock outs. Overall, the study's findings revealed that shared goals are advantageous for supply chain activities in Busia County Government operations. The shortest lead times and enhanced flexibility are the most noticeable effects with average performance levels. Shared goals benefit both improved cash flow and new technology, which performs averagely. Less stock outs are a result, although average performance still has to be improved.

The third objective of the study sought to establish effect of collaborative sourcing on performance of supply chain management in Busia County Government, Kenya. Collaborative sourcing in Busia County was found to be more practical as was revealed with high rating using correlation statistics. Findings using simple and multiple regressions analysis's revealed that collaborative sourcing has positive and significance on performance of the supply chain. These finding were also in line with findings from other studies and were well guided by theories. The respondents clearly agree that the collaborations sourcing have promoted confidence between the departments. Similar to the previous statement, "collaborative sourcing resulting in higher commitment implies that the respondents think the collaboration raises the level of commitment. According to the respondents, the collaborative sourcing has strengthened devotion and loyalty among the departments, as revealed by the study that Busia County Government departments increased devotion and loyalty. The Collaborative sourcing in the supply chain process has benefited economies of scale and has significantly improved economies of scale.

### **5.3 Conclusions**

From the first objectives of the study it was established that effective knowledge sharing has positive and significant impact on performance of supply chain management in Busia County Government, Kenya. The proper knowledge sharing with effective communication channels makes information more affordable in the county. This reduces expenses that could have occurred to acquire the information. Also, the shared knowledge creates an arena for education to various workers which improves their skills. This in return will create a rapport among workers of different departments. However, when this information is not well controlled, it can lead to misappropriation in the supply chain department. The supply chain department may rely on wrong information hence ending up with wrong decision.

The second objective of the study establishes that shared goals had positive influence on the performance of the supply chain management in Busia County Government, Kenya. It was

noted that there was high commitment of shared goals that enabled the supply chain department to focus on the main agenda and be able to assess if the project is viable. This enabled the supply chain department to pump in enough and appropriate resources to the given project. Shared goals bring a unit of purpose among different departments. The study however concludes that the shared goals have a positive and significance influence on performance of supply chain.

The final objective of the study revealed that collaborative sourcing has a positive and significance influence on performance of supply chain management in Busia County Government, Kenya. However, it was clear that there was little collaborative sourcing although with positive impact on performance of supply chain management. It's worthy to note that application of collaborative sourcing definitely increases commitment, trust and economies of the scale. Collaborative sourcing gives the procurement department an easy time when it comes to acquiring resources needed by various departments in the county.

#### **5.4 Recommendations of the study**

From the First objective of the study, it is recommended that Busia county Government comes up with effective knowledge sharing mechanism that will increase the performance of the supply chain. Moreover, the study emphasizes the importance of effective knowledge sharing in improving the efficiency of the supply chain department. Effective communication and sharing of ideas lead to the development of new technologies that streamline the procurement process. Furthermore, knowledge sharing promotes mutual trust among team members, creating a harmonious working environment and fostering better relationships among team members.

Its worthy to note that from the second objective there was low shared goals among the departments. The county Government should implement shared goals models in order to improve on supply chain management. The study recommends the significance of shared goals in ensuring the smooth functioning of the supply chain department in Busia County Government. With the collaboration of various departments, skills and resources can be effectively utilized to achieve common objectives without any wastage of resources.

Finally, the study recommends that Busia County Government should embrace collaborative sourcing which brings innovation by putting pressure on various departments to develop new ideas that reduce cost and add value for the partners. Also, collaborative sourcing increases the trust of partners to the county hence it will be able to increase its networking be easy in terms of supply of products. So, it's advisable for Busia County to adopt collaborative sourcing so as the supply chain department can be able to achieve its objectives.

#### **5.4 Areas of Future Research**

The study suggested that additional investigation be conducted to explore the challenges impacting on partnership sourcing on the efficiency of the supply chain function in Busia County Government. As devolution is still in its early stages in Kenya, there is a high incidence of corruption in Busia County. To combat this issue and ensure proper resource allocation and procurement processes, it is important that effective measures be implemented.



## REFERENCES

- Baah, C., OpokuAgyeman, D., Acquah, I. S. K., Agyabeng-Mensah, Y., Afum, E., Issau, K., & Faibil, D. (2022). Effect of information sharing in supply chains: understanding the roles of supply chain visibility, agility, collaboration on supply chain performance. *Benchmarking: An International Journal*, 29(2), 434-455.
- Bales, R. (2017). *Social interaction systems: Theory and measurement*. Routledge.
- Beaman, L., BenYishay, A., Magruder, J., & Mobarak, A. M. (2021). Can network theory-based targeting increase technology adoption? *American Economic Review*, 111(6), 1918-43.
- Berti, G., & Mulligan, C. (2016). Competitiveness of small farms and innovative food supply chains: The role of food hubs in creating sustainable regional and local food systems. *Sustainability*, 8(7), 616.
- Bhosale, V. A., & Kant, R. (2016). Metadata analysis of knowledge management in supply chain: investigating the past and predicting the future. *Business Process Management Journal*.
- Billups, F. D. (2019). *Qualitative data collection tools: Design, development, and applications (Vol. 55)*. Sage Publications.
- Borsboom, D. (2017). A network theory of mental disorders. *World psychiatry*, 16(1), 5-13.
- Bothale, E. (2016). Public procurement in Botswana: A survey of issues. *Public Procurement Reform and Governance in Africa*, 181-201.
- Colicchia, C., Creazza, A., Noè, C., & Strozzi, F. (2019). Information sharing in supply chains: a review of risks and opportunities using the systematic literature network analysis (SLNA). *Supply chain management: an international journal*, 24(1), 5-21.
- Dikko, M. (2016). Establishing construct validity and reliability: Pilot testing of a qualitative interview for research in Takaful (Islamic insurance). *The qualitative report*, 21(3), 521-529.
- Dubey, R., Gunasekaran, A., Childe, S. J., Blome, C., & Papadopoulos, T. (2019). Big data and predictive analytics and manufacturing performance: integrating institutional theory, resource-based view and big data culture. *British Journal of Management*, 30(2), 341-361.
- Freeman, R. E., Dmytriiev, S. D., & Phillips, R. A. (2021). Stakeholder theory and the resource-based view of the firm. *Journal of Management*, 47(7), 1757-1770.

- Ghadimi, P., Toosi, F. G., & Heavey, C. (2018). A multi-agent systems approach for sustainable supplier selection and order allocation in a partnership supply chain. *European Journal of Operational Research*, 269(1), 286-301.
- Ghosh, M. (2019). factors that affect the use of green procurement and how it affects business success. *Journal of Manufacturing Technology Management*, 30(2), 462-482.
- Greene, R. (2017). *Human behavior theory and social work practice*. Routledge.
- Greve, H. R. (2021). The resource-based view and learning theory: Overlaps, differences, and a shared future. *Journal of Management*, 47(7), 1720-1733.
- Hespanha, J. P. (2018). *Linear systems theory*. Princeton university press.
- Huong Tran, T. T., Childerhouse, P., & Deakins, E. (2016). Supply chain information sharing: challenges and risk mitigation strategies. *Journal of Manufacturing Technology Management*, 27(8), 1102-1126.
- Johanson, J., & Mattsson, L. G. (2016). Network positions and strategic action—an analytical framework. In *Industrial Networks (Routledge Revivals)* (pp. 205-217). Routledge.
- Khan, S. A. R., & Qianli, D. (2017). Impact of green supply chain management practices on firms' performance: an empirical study from the perspective of Pakistan. *Environmental Science and Pollution Research*, 24, 16829-16844.
- Kilelu, C. W., Klerkx, L., & Leeuwis, C. (2017). Supporting smallholder commercialization by enhancing integrated coordination in agricultural food value chains: Experiences with dairy hubs in Kenya. *Experimental Agriculture*, 53(2), 269-287.
- Kochan, C. G., Nowicki, D. R., Sauser, B., & Randall, W. S. (2018). A system dynamics approach for analyzing the effects of cloud-based information sharing on hospital supply chain efficiency. *International Journal of Production Economics*, 195, 168-185.
- Kruglanski, A. W., Shah, J. Y., Fishbach, A., Friedman, R., Chun, W. Y., & Sleeth-Keppler, D. (2018). A theory of goal systems. In *The motivated mind* (pp. 207-250). Routledge.
- Lin, N. (2017). Building a network theory of social capital. *Social capital*, 3-28.
- Masi, D., Day, S., & Godsell, J. (2017). Supply chain configurations in the circular economy: A systematic literature review. *Sustainability*, 9(9), 1602.
- Meehan, J., Ludbrook, M. N., & Mason, C. J. (2016). Collaborative public procurement: Institutional explanations of legitimized resistance. *Journal of Purchasing and Supply Management*, 22(3), 160-170.
- Min, S., Zacharia, Z. G., & Smith, C. D. (2019). Defining supply chain management: in the past, present, and future. *Journal of business logistics*, 40(1), 44-55.

- Mrope, N. P. (2018). *Determinants of performance of procurement departments in public entities in Tanzania* (Doctoral dissertation, JKUAT-COHRED).
- Nsiah-Asare, E., & Prempeh, K. B. (2016). Measures of ensuring value for money in public procurement: A case of selected polytechnics in Ghana.
- Oliech, C. O., & Mwangangi, P. (2019). Effect of strategic procurement management on performance of level five hospitals in Kenya. *International Journal of Supply Chain Management*, 4(1), 39-62.
- Ortblad, K. F., Mogere, P., Roche, S., Kamolloh, K., Odoyo, J., Irungu, E., ...& Ngure, K. (2020). The outcomes of a cooperative stakeholder engagement were used to design a treatment pathway for pharmacy-based PrEP distribution in Kenya. *Health Services Research*, 20(1), 1–9.
- Oyebola, F., Osabuohien, E. S., & Obasaju, B. O. (2020). Employment and income effects of Nigeria's Agricultural Transformation Agenda: Evidence from cattle value chain. *African Journal of Economic and Management Studies*, 11(2), 317-329.
- Saleem, H., Li, Y., Ali, Z., Ayyoub, M., Wang, Y., & Mehreen, A. (2021). Information exchange and technical innovation play key roles in the utilization of big data and its results in the context of supply chains. *Journal of Enterprise Information Management*, 34(4), 1121-1143.
- Wang, X., Liu, Y., & Ju, Y. (2018). Sustainable public procurement policies on promoting scientific and technological innovation in China: Comparisons with the US, the UK, Japan, Germany, France, and South Korea. *Sustainability*, 10(7), 2134.
- Yan, M. R., Chien, K. M., & Yang, T. N. (2016). Collaboration on green component procurement to enhance supply chain management in high technology sectors: A case study from the systems perspective. *Sustainability*, 8(2), 105.
- YildizÇankaya, S. (2020). The effects of strategic sourcing on supply chain strategies. *Journal of Global Operations and Strategic Sourcing*, 13(2), 129-148.
- Yu, Y., Zhang, M., & Huo, B. (2019). The effects of supply chain quality integration on environmentally friendly supply chain management. *Total Quality Management & Business Excellence*, 30(9-10), 1110-1125.
- Zhang, X., Yu, Y., & Zhang, N. (2021). Sustainable supply chain management under big data: A bibliometric analysis. *Journal of Enterprise Information Management*, 34(1), 427-445.

Zhu, Q., Feng, Y., & Choi, S. B. (2017). The role of customer relational governance in environmental and economic performance improvement through green supply chain management. *Journal of Cleaner Production*, 155, 46-53.

## APPENDICES

### Appendix A: Introduction Letter.

MASENO UNIVERSITY

15/4/2020

Dear respondent:

Am pursuing Master of Science in Supply Chain Management at Maseno University, my name is Stephen BarasaOjanji, and I am conducting research on the effect of partnership sourcing on performance on supply chain Management in Kenyan, case study being Busia County Governments for my final assignment. I would like to extend an invitation for you to participate in this research project by filling out the attached questionnaire, as you are currently employed by the Busia County Government. Your participation will contribute valuable insights to this study and will be kept confidential for academic purposes only.

No compensation or benefits are offered for participating in this study and no potential dangers or harm has been identified. Participants are asked not to include their names to ensure the confidentiality of their responses, which will only be used for academic purposes. The results of the research will be submitted to my academic supervisor at Maseno University.

I appreciate you for taking the time to help me in my academic endeavors. Please fill out each section exactly as directed. You may at any time decline to participate because participation is completely voluntary.

If you have any questions about this exercise, please notify the university by calling the supervisor at Dr. Moses Oginda (0721478084).

Date of interview:.....

Department:.....

## **Appendix B: Questionnaire**

### Instructions

Please mark (√) the relevant response or, if applicable, provide a comment.

### **SECTION A: BIO DATA INFORMATION**

1. Please indicate your Age bracket

18-28 [ ] 29-39 [ ] 40-48 [ ] 49-55 [ ] 55 and above [ ]

2. Please indicate your Level of education

Certificate/Diploma [ ]

Bachelors [ ]

Masters [ ]

Others (specify) .....

3. Department Level of management

Top level management [ ]

Middle level management [ ]

Low level management [ ]

Other staff [ ]

4. For how long have you worked with the specified Department?

Less than 3 years [ ]

3-8 years [ ]

9-15 years [ ]

18-28 years [ ]

28 and above [ ]

**SECTION B**

**A. Effect of collaborative sourcing on performance of supply chain management**

On a scale of 1 to 5, please rate your level of agreement or disagreement with the following statement on the effect of collaborative sourcing on performance of supply chain management in Busia County Government.

**5 = highly agree 4=agree 3=moderate 2=disagree 1=disagree strongly**

Variables		Agreement scales				
		SD	D	U	A	SA
	Statement	1	2	3	4	5
<b>Collaborative sourcing</b>	(1)There is trust between the Busia County Government departments as a result of collaborative sourcing.					
	(2)The result of the collaborative sourcing is an increase in commitment levels.					
	(3)Improved commitment and loyalty between departments of the Busia County government is seen as a result of having a collaborative sourcing in place.					
	(4)As a result of Collaborative sourcing there is improved Economies of scale					
	(5)The use of collaborative sourcing results in improved efficiency and effectiveness.					

**B. Effect of shared goals on performance of supply chain management**

On a scale of 1 to 5, please indicate the extent of your agreement or disagreement with the statement regarding the effect of shared goals on performance of supply chain management in Busia County Government.

**5 = highly agree 4=agree 3= moderate 2=disagree 1=disagree strongly**

Variable		Agreement scales				
		SD	D	U	A	SA
	Statement	1	2	3	4	5
<b>Shared Goals</b>	(1)Lead times throughout the procurement process are shortened by shared goals.					
	(2)The departments' shared objectives have resulted in advancement and innovative technology.					
	(3)The Busia County Government's financial flow is improved via shared goals between the departments.					
	(4)Shared objectives help to decrease stock outs.					
	(5)Greater procurement process flexibility is a result of shared objectives.					



**C. Effect of Knowledge Sharing on Performance of supply chain management.**

Please rate your agreement or disagreement with the statement regarding how the effect of knowledge sharing on performance of supply chain management in the Government of Busia County on a scale of 1 to 5.

**5 = highly agree 4=agree 3=moderate 2=disagree 1=disagree strongly**

Variable		Agreement scales				
		SD	D	U	A	SA
	Statement	1	2	3	4	5
<b>Knowledge Sharing</b>	(1)Effective communication leads to increased productivity.					
	(2)communication enables Busia County Government departs to solve issues with mutual consent.					
	(3)Resource mobilization and allocation have improved as a result of effective knowledge sharing.					
	(4)communication initiatives are delivered more effectively.					
	(5)There is improved relationship within the Busia County Government Departments as a result of communication.					

### D. Performance Of Supply Chain Management

Please rate your agreement or disagreement with the following statement regarding the efficient operation of supply chain functions in the Busia County government on a scale of 1 to 5.

**5 = highly agree 4=agree 3=moderate 2=disagree 1=disagree strongly**

Variable		Agreement scales				
		SD	D	U	A	SA
	Statement	1	2	3	4	5
<b>performance of supply chain management</b>	(1)The amount of money saved through negotiation and supplier selection processes.					
	(2)The performance of suppliers in terms of quality, delivery, and compliance with contract terms.					
	(3)The extent to which the procurement function uses suppliers from diverse backgrounds and industries.					
	(4)The effectiveness and efficiency of procurement processes and systems.					
	(5)The duration of the procurement process, from requisition to delivery, is being measured.					