

Influence of Supply Chain Management Practices on Performance of Wajir County Government

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Abstract

Supply chain management is typically understood to be the integration, coordination, and collaboration across businesses and throughout the supply chain with the goal of producing goods, services, and information that create value for clients and other stakeholders. A potentially advantageous tactic for gaining a competitive edge and improving organizational performance is effective supply chain management (SCM). The purpose of the study was to assess the influence of Supply Chain Management practices on the performance of Wajir county Government. The following specific goals served as the study's guiding principles: to determine the Influence of Supply Chain Integration practice on the performance of Wajir county Government; to examine the influence of Customer Relationship Management practice on the performance of Wajir county Government; to find out the Influence of Information Sharing practice on the performance of Wajir county Government and finally to assess the Influence of Strategic Supplier Partnership Practice on Performance of Wajir County Government. The research design for the study was a descriptive survey. Two hundred and ninety five (295) Wajir County employees from the departments of the Inspectorate Department, Finance Department, ICT Department, Human Resource Department, Trade and Infrastructure Department, and Procurement Division made up the population for this study. Ninety (90) respondents from the study's target population were selected at random. Self-administered questionnaires that are mostly quantitative and descriptive in nature were used to gather the primary data. A Cronbach's alpha (α) of more than 0.7 was considered acceptable while a Cronbach's alpha (α) of less than 0.7 was considered questionable. The completed and returned questionnaires were reviewed for completeness after data collection, coded, and entered into the Statistical software for social sciences (SPSS version 24). Descriptive statistics were employed to explain the characteristics of the variables, while regression analysis was utilized to examine the relationships between variables. From the regression analysis, the findings showed that Supply Chain Integration practice (SCI), Customer Relationship Management practice (CRM), Influence of Information Sharing practice (IS) and Strategic Supplier Partnership Practice (SSP) significantly predict the performance of Wajir County Government, Kenya. The results of the linear regression indicate that $R^2 = .655$ and $R = 0.809$, reveals that there is a strong linear relationship between Supply Chain Management practices and performance of Wajir County Government. The independent variables explained 65.5% of the variability of our dependent variable. Supply Chain Integration practice (SCI) ($\beta = 0.353$, $p < 0.05$) had the strongest relationship with the Performance of Wajir County Government in Kenya, then followed by Strategic Supplier Partnership Practice (SSP) ($\beta = 0.291$, $p < 0.05$), Customer Relationship Management practice (CRM) ($\beta = 0.233$, $p < 0.05$) and Information Sharing practice (ISP). SCC practice with ($\beta = 0.140$, $p > 0.05$) respectively.

Key Words: *Supply chain management Practices, Strategic Supplier Partnership Practice, Information Sharing practice, Performance of Wajir County Government*

1.0 Introduction

The introduction of new products with shorter life cycles, increased competition in today's global markets, and raised customer expectations have all influenced the creation of new supply chain management strategies. Providing goods, services, and information that are valuable to customers and other stakeholders requires integration, coordination, and collaboration among organizations and across the supply chain. This is what supply chain management is generally understood to entail. A competitive advantage can be secured and organizational performance can be enhanced through effective supply chain management (SCM). According to Tank et al. (2001), SCM is typically understood to entail integration, coordination, and collaboration across organizations and throughout the supply chain. Barasa (2014) opines that company can implement systems that integrate both internal and external operations to realize collaborative supply chain management.

According to Ali et al. (2013), supply chain management is an integrating function that is primarily responsible for connecting key business functions and business processes both within and across companies to create a coherent and high-performing business model. It coordinates processes and activities with and across marketing, sales, product design, finance, and information technology. It includes all of the logistics management activities mentioned above as well as manufacturing operations. According to Chopra & Meindl (2001), supply chain coordination takes place when each stage of the supply chain works to maximize overall profitability rather than focusing solely on its own profitability.

According to Sutton (2004), the development of the most recent business practices, such as supplier partnerships, outsourcing, cycle time compression, continuous process flow, and information technology sharing, have given some businesses a competitive edge over their competitors because these businesses rely heavily on their capacity to handle numerous challenges in order to control costs, improve product quality, and provide superior customer service. As a result, supply chain management has become increasingly important. While analyzing the supply chain and innovation management in Turkey's manufacturing sectors, Ulusoy (2003) identified four SCM practices: production, supplier relations, logistics, and customer relations. Similar to this, Lee and Kuncade's (2003) study suggested

According to Li et. al. (2005), SCM practices are a collection of actions that organizations take to encourage efficient supply chain management. Supplier collaboration, outsourcing, cycle-time compression, continuous process flow, and information technology (IT) sharing are some of the supply chain management (SCM) practices that are described. Supply chain management is a way to reduce the effects of duplication by concentrating on core competencies, using inter-organizational standards like activity based costing or EDI, and removing unnecessary waste along the supply chain. Focusing on core competencies, using interorganizational systems like EDI, and reducing excess inventory levels by deferring customization until the very end of the supply chain were all included in Carr & Ltzer's list of procurement practices in 2007.

This is explained very persuasively by the fact that competition is now being fought between or across. Implementing e-business to improve business operations can increase customer service, integrate the supply chain, and streamline distribution (Rao, 2002). According to Porter (2008), the adoption of information technology will alter the competitive environment in three ways: by altering the industry's structure, altering the rules of competition, and providing businesses with new ways to outperform their rivals.

Collaboration between supply chain partners will lower risk and significantly increase the pipeline's overall efficiency. As a result, effective long-term relationships (partnerships) are crucial to the efficiency of the supply chain, with trust, information sharing, and cooperative problem solving being key success factors (Hugo et al. 2004). Managing the supplier relationship involves issues like supplier development and performance evaluation. If the supplier's performance is deemed to be subpar, it should be helped to improve it through trainings and teams dedicated to continuous improvement (Gadde & Hakansson, 2001). Collaboration in the supply chain enables the cooperating members to increase the organization's performance in terms of revenue growth, cost savings, operational flexibility, and the ability to handle high demand ambiguities (Simatupang & Sridharam, 2005).

Specific Objectives of the Study

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

2.0 Literature Review

The study adopted the Resource Based Theory (RBT), Diffusion Innovations Theory and Social Capital Theory

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Conceptual Frame work

A conceptual framework is a structured approach to considering the how, why, and how we interpret the activities of a project. Kothari (2003) asserts that a framework can assist us in articulating why we are carrying out a project in a particular manner. It can also assist us in comprehending and applying the theories of those who have carried out comparable research. This study aimed to examine how the performance of the Wajir county government was impacted by strategic supply chain management practices. This study's conceptual framework included one dependent variable and four independent variables. Independent variables are elements that (likely) contribute to, sway, or have an impact on results. They may also be referred to as treatment, manipulated, antecedent, or predictor variables, whereas dependent variables are elements on which a variable depends.

Independent Variables

Dependent Variable

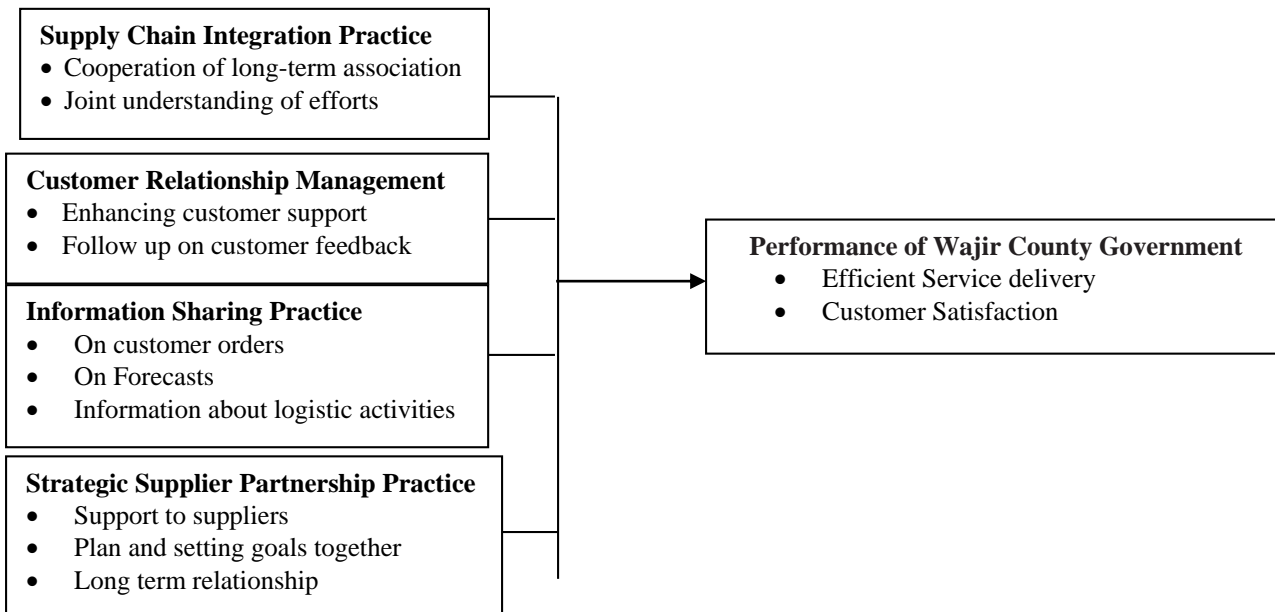


Figure 1: Conceptual Framework

Source: Researcher (2023)

Influence of Supply chain integration Practice on Performance of Wajir County Government

Integration is a process of interaction and collaboration where businesses in a supply chain cooperate to achieve results that are acceptable to both parties (Pagell, 2004). According to Kim and Narasimhan (2002), supply chain integration connects an organization with its clients, suppliers, and other channel participants by fusing together their connections, functions, activities, processes, and locations.

Integration in the supply chain is a difficult process that calls for constant participation from both (or all) parties (Cousins & Menguc, 2006). There is a need for more thorough theoretical frameworks in integration research overall because supply chain integration has only been studied to a very limited extent so far (Fabbe-Costes & Jahre, 2008). According to Rosenzweig et al. (2003), supply chain integration is necessary for businesses to manage the environment's growing complexity and uncertainty. They contend that due to the increased information visibility and operational knowledge shared among members of their supply chain as well as the reduction of the overall supply chain costs, highly integrated firms will have a competitive advantage over their rivals.

There are different levels of organizational integration within a supply chain, and ownership of the entire chain is not always the case. Supply chain integration is an example of this tapered integration where an organization does not have to own the adjacent supply chain business units in order to reap many of the same advantages through cooperation. In a highly competitive market, supply chain integration is a good strategy for enhancing business performance (Narasimhan, Jayaram, & Carter, 2001). According to Frohlich and Westbrook (2001), there is a strong correlation between high levels of an organization's performance and its integration with suppliers and customers.

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

Customer relationship management refers to the entire set of techniques used to handle customer complaints, develop lasting relationships with customers, and boost customer satisfaction. According to Thattle (2007), a company's internal marketing strategy

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must include a focus on customer relationships in order to increase sales and profits. Coltman (2007) identified CRM as a key procedure for boosting performance and competitiveness. According to Wang and Bowie (2009), effective customer relationship management improves organizational performance. According to Jain, Jain, and Dhar (2007), when CRM is implemented in organizations, a number of functions, skills, processes, and technologies are developed that assist organizations in achieving long-term customer loyalty and subsequently enhance performance.

Most companies now offer goods and services that are more valuable than those of their rivals. In addition to emphasizing the value of the customer, businesses today are operating in a complex and volatile market (Christopher, 2000). Customer relationship management strategies used by a company can influence both its performance and organizational success in supply chain management (Turner, 1993). Given that every entity in a supply chain is both a supplier and a customer, the success of supply chain management encompasses both customer integration at the downstream and supplier integration at the upstream (Thatte, 2007).

Better customer relationship management is essential for business success in today's cutthroat economy (Wines, 1996). According to Tathee (2007), an organization's close customer relationships enable product differentiation from competitors, support customer satisfaction and loyalty, and elevate the value provided to customers. These relationships are crucial to the success of supply chain management. Supply chain partners who have a close relationship are willing to share risks and rewards and to keep their relationship going for a long time (Cooper & Ellram, 1993). Linking with customers is especially important when sharing product information, taking orders from customers, interacting with them to manage demand, sharing order status with customers after they place their orders, scheduling orders, and at the stage of product delivery.

Influence of Information Sharing Practice on Performance of Wajir County Government

It has been established that information sharing is a key enabler of efficient supply chain management (Mentzer, 2004, Moberg et al. 2002). Information sharing is the practice of granting trading partners access to confidential information, allowing them to track the progress of orders and products as they move through the various steps of the supply chain (Simatupang & Sridharan, 2002). Information gives the decision-maker the ability to outperform the competition, run a business smoothly and effectively, and prevail in an environment that is becoming increasingly complex. The management of the supply chain relies heavily on information (Nahmias, 2001). Information sharing serves as an essential approach for the survival of enterprises and enabler of supply chain integration.

The introduction of global long-term cooperation and coordination, which ultimately improves companies' competitive advantages, has made information sharing in supply chains more efficient in the modern era thanks to the development of information and communication technology. By better meeting customer needs, electronic data integration and business process automation have reduced costs and increased sales. Sharing information enables more efficient application of ideas like category management, continuous replenishment, and process coordination, all of which contribute to the efficiency of the supply chain. According to Barasa., Namusonge & Iravo (2015), information technology is heavily used in supply chain management to streamline the flow of products and information among the various business partners and processes. Technologies for information and communication can contribute significantly to a competitive strategy.

In the supply chain, sharing information between the buyer and the vendor has been regarded as a useful strategy to lessen the bullwhip and enhance supply chain performance (Lee et al., 2004). Improve product design and service levels by working together with important suppliers and clients to cut costs or address inventory issues. To manage the uncertainty associated with services, information flows are particularly crucial in service supply chains (Field & Meile 2008).

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

Through their contributions to cost reduction, new product design, and improvement of product quality, suppliers have a significant impact on the performance of the organization (Barasa et al., 2015). The capacity of the suppliers has a significant impact on the organization's ability to produce the high quality good or service at an affordable price and in a timely manner. In addition to increasing profits, supply chain management also aims to lower costs, give customers more for their money, and boost return on investment. Kotabe et al. (2003) noted that organizations could benefit from quicker product development cycles, lower input costs, and higher end-product quality by heavily involving suppliers in SCM.

To facilitate joint effort and collaboration in one or more core value-creating activities like research, product development, manufacturing, marketing, sales, and distribution, supply chain partnerships are defined as a long-term strategic coalition of two or more firms in a supply chain with the aim of increasing benefits to all partners by lowering total cost of acquisition, possession, and disposal of goods and services (Li et al., 2006). Strategic supplier partnerships, according to Tsai's research from 2007, act as a bridge for organizational performance. Therefore, a lean supply chain strategy and a responsive supply chain are fully enabled by strategic supplier partnerships (Binalla, 2019).

Implementing supply chain management through strategic supplier partnerships may give businesses a competitive edge in terms of pricing and costing, customer value or quality, dependable delivery, product innovation, and time to market (Bayraktar et al., 2007). According to Futrell et al. (2001), partners can raise the quality of partnership outcomes by continually enhancing their strategic, operational, and cultural fit. The development and management of the company-to-company link to satisfy these demands, as well as serving as a focal point between the organization and the end users, are all accomplished through supplier relationship management (Ibrahim & Mutuku, 2022).

3.0 Research Methodology

3.1. Research Design

Research design, according to Cooper and Schindler (2008), is the arrangement of all factors influencing a study, from data collection to data analysis. According to Saunders, Lewis, and Thornhill (2000), a research design is viewed as a comprehensive road map for carrying out scientific investigations in a consistent and logical manner in order to fully address the study objectives.

In this study, a descriptive survey design was used. According to Creswell (2013), a descriptive research design is employed when information is gathered to describe people, organizations, settings, or phenomena. The design also includes sufficient safeguards to ensure maximum reliability and bias protection (Kothari, 2012). It was suitable for this study because it permitted the use of questionnaires and interviews to gather data for independent and dependent variables (Orodho, 2009). The descriptive approach was appropriate for this study in terms of formulating knowledge and offering problems-solving options in addition to validating findings. This method was chosen by the researcher because it involved gathering, classifying, measuring, analyzing, comparing, and interpreting data in order to provide report summaries like measures of central tendency and correlation between variables.

3.2. Target Population

A population is referred to as all potential cases that are of interest for a study and is defined as the overall collection of elements about which inferences are made (Sekaran, 2006). According to Mugenda & Mugenda (2012), a population is an entire group of people or other components that share certain traits. According to Smith (2011), the population is the vast assembly of all subjects from which a sample is taken.

Table 1: Target Population

Department	Target Population
Inspectorate Department	60
Finance Department	45
ICT Department	35
Human resource Department	42
Trade and Infrastructure Department	63
Procurement Division	50
Total	295

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

3.3. Sample and Sampling Procedure

A sample, according to Kothari (2004), is a representative sample of the population. A sample, according to Kombo and Tromp (2009), is a portion of the population that has been chosen to reflect or represent the characteristics of the population. 90 respondents made up the study's sample, which was 30 percent of the 295 people who were intended to be studied. A study only needs to include 30% of the population, according to Mugenda & Mugenda (2012). The sample for the study was created using stratified random sampling and straightforward random sampling techniques. The use of a stratified random sampling technique ensured that each level of employee was represented. The stratified technique, according to Adejimi, Oyediran, and Ogunsanmi (2010), was advantageous because it sampled each stratum (sub-population) independently by dividing the population into comparatively homogeneous subgroups before sampling. By lowering sampling error, this enhanced the sample's representativeness. There were three strata created for the target population.

Table 2: Sample Size

Department	Target Population	Sample size(30.0%)
Inspectorate Department	60	18

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Finance Department	45	14
ICT Department	35	11
Human resource Department	42	13
Trade and Infrastructure Department	63	19
Procurement Division	50	15
Total	295	90

Source: Researcher (2023)

3.4. Data Collection Method

A device used in research to measure a specific phenomenon or concept of interest is what Mugenda and Mugenda (2013) define as a data collection instrument. A semi-structured questionnaire with both closed-ended and open-ended questions was used by the researcher. According to Kombo and Tromp (2006), the use of pre-written questions during the study is referred to as a semi-structured questionnaire. The answers to the open-ended questions revealed additional data that the close-ended questions might not have included. The study focused on intangible factors like respondents' opinions, perceptions, and feelings that cannot be directly observed. According to Oso (2009), questionnaires are the most effective way to describe this information.

Furthermore, a questionnaire was chosen for this study because it is simple to describe the information needed in writing (Oso, 2009). The three (3) research objectives were taken into consideration when creating the questionnaire. The questionnaire was kept short and organized with mostly multiple-choice selections in a likert scale to ensure uniformity in response and to promote participation. Mugenda and Mugenda (2013) claim that questionnaires are frequently used to gather crucial data on a population under study

3.5. Validity and Reliability of Research Instrument

Validity, according to Bridget and Lewin (2005), is the extent to which the sample of test items accurately reflects the subject matter of the test. Barasa, Namusonge and Iravo(2015) asserts that Validity is the standard for evaluating how well a design uses measurement techniques to gather data for the purpose of answering the research questions.

According to Saunders et al. (2007), content validity is a measure of how accurately data obtained using a particular instrument reflects the intended domain or content of a given concept. While Cronbach (1971) stated that validity refers to results that have the appearance of truth or reality, Lacity and Jansen (1994) defined validity as making common sense, being persuasive and seeming right to the reader. In order to make the research instrument more accurate and ensure that the results from the field were a true reflection of the situation there, a pilot study was carried out. As a result, the validation of the research instrument was crucial to this study because it guaranteed that it would gather pertinent data to address its research questions. According to Mugenda and Mugenda (2012), a specialist or professional in a particular field is typically used to evaluate the content validity of a measure. The study sought the opinions of professionals in the field, in particular the researcher's supervisor and lecturers, to determine the validity of the research instrument. This improved validity by making it easier to revise and modify the research instruments as needed.

According to Mugenda & Mugenda (2012), a research instrument's reliability is a measure of how consistently it produces results or data after numerous trials. The test-retest reliability method is frequently used to evaluate reliability, which is referred to as the consistency of measurement. The researcher, with the assistance of the research supervisors, critically evaluated the consistency of the responses on the pilot questionnaire in order to make a determination about the reliability of the responses. The researcher was able to revise the questionnaire with the help of the pilot study results to ensure that it still met the study's goals (Fraenkel & Wallen, 2000). Cooper and Schindler (2003), state that the pilot group does not have to be statistically chosen and can consist of 25 to 100 respondents. The research instrument could have been pre-tested thanks to the pilot study. The Cronbach Alpha coefficients were used to gauge the reliability of this estimate. According to Nunnally (1978), research instruments should have a reliability of 0.70 and higher.

Table 3: Table Cronbachs Alpha Reliability Coefficients

Variable	Number of Items	Cronbach's Alpha
Supply chain integration	5	.927
Customer relationships	5	.927
Information sharing	5	.928
Supplier partnerships	5	.929

Source: Research Data (2023)

4.0 Data Analysis and Discussion

Influence of Supply chain integration Practice on Performance of Wajir County Government

The respondents were asked to indicate your level of agreement with the following aspects of Supply chain integration Practice on Performance of Wajir County Government by ticking (√) appropriately. {1 = Strongly Disagree (SD), 2 = Disagree (D), 3 =Neutral (N), 4 = Agree (A), 5 = Strongly Agree (SA)}. The responses to statements relating to Supply chain integration Practice are presented in the table 4 below;

Table 4: Descriptive Statistics on Supply Chain Integration

Statement	Mean	Std. Dev
The county government procurement section involves suppliers in new product development as a sign of trust and transparency.	3.48	.980
The county government procurement section regularly solves problems jointly with our suppliers.	3.42	1.016
Our County government involves our suppliers in joint planning and forecasting for medical requirements	3.25	.869
There is clear coordination and resource sharing between my County government and our supplier	3.35	.919
There is standardized means of communication across all functions in within the County Government and our suppliers	3.66	.811
Overall Mean	3.43	0.919

Source: Research Data (2023)

The majority of study participants agreed, scoring (Overall mean Score= 3.43, SD=0.919) based on the descriptive analysis presented in Table 9 that Supply chain integration Practice influenced Performance of Wajir County Government. The statement that the county government procurement section involves suppliers in new product development as a sign of trust and transparency had (Overall mean Score= 3.48, SD=0.980) while the statement that our county government involves our suppliers in joint planning and forecasting for medical requirements had (Overall mean Score= 3.25, SD=0.869). On the issue of county government procurement section regularly solving problems jointly with our suppliers had had (Overall mean Score= 3.42, SD=1.016). Majority of respondents agreed that there is clear coordination and resource sharing between my County government and our supplier with (Overall mean Score= 3.35, SD=0.919 and lastly with (Overall mean Score= 3.66, SD=0.811, respondents agreed that there is standardized means of communication across all functions in within the County Government and our suppliers. Similar conclusions were reached by Rosenzweig et al.(2003), who argued that highly integrated businesses would benefit from lower supply chain costs, improved visibility, and knowledge sharing among supply chain participants.

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

The respondents were asked to indicate your level of agreement with the following aspects of Customer Relationship Management Practice on performance of Wajir County Government by ticking (√) appropriately. {1 = Strongly Disagree (SD), 2 = Disagree (D), 3 =Neutral (N), 4 = Agree (A), 5 = Strongly Agree (SA)}. The responses to statements relating to Customer Relationship Management Practice are presented in the table. According to the descriptive analysis in Table 10, the majority of participants agreed that the Wajir County Government's performance is influenced by the Customer Relationship Management Practice (Overall mean Score= 3.87, SD=0.926). Majority of respondents agreed that the Wajir county government procurement section has policy that aims at building long-term relationship with customer with (Overall mean Score= 3.59, SD=0.880). With (Overall mean Score= 4.54, SD=0.942), majority of respondents strongly agreed that their county government has documented procedures to deal with customer complaints also majority agreed that Customer satisfaction criterion is used to evaluate the performance of procurement department with (Overall mean Score= 4.38, SD=0.963). In addition, they agreed that the county government procurement section enhance follow up on customer feedback with (Overall mean Score= 3.46, SD=0.969) and lastly with (Overall mean Score= 3.38, SD=0.877), respondents agreed that their county government solicits customers' inputs in our products design. The results were supported by Wang and Bowie (2009) findings that showed Customer Relationship Management has a positive correlation with the organization performance.

Table 5: Descriptive Statistics on Customer Relationship Management Practice

Statement	Mean	Std. dev
My county government has documented procedures to deal with customer complaints	4.54	.942
Customer satisfaction criterion is used to evaluate the performance of procurement department	4.38	.963
The county government procurement section enhance follow up on customer feedback	3.46	.969

The Wajir county government procurement section has policy that aims at building long-term relationship with customer	3.59	.880
My county government solicits customers' inputs in our products design	3.38	.877
Average	3.87	0.926

Source: Research Data (2023)

According to the descriptive analysis in Table 5, the majority of participants agreed that the Wajir County Government's success is influenced by the relationships it has with its constituents (overall mean score= 3.87, Sd=0.926). The Wajir County Government's purchasing department has a policy that aims to build long-term relationships with customers, while statements like "my County Government has documented procedures to deal with customer complaints" received a mean score of 3.59. Statements like "the county government procurement section enhances follow up on customer feedback" received a mean score of 3.46. Wang and Bowie (2009) drew attention to a positive correlation in a manner similar to this.

Influence of Information Sharing Practice on Performance of Wajir County Government

The respondents were asked to indicate your level of agreement with the following aspects of Information Sharing Practice on Performance of Wajir County Government by ticking (√) appropriately. {1 = Strongly Disagree (SD), 2 = Disagree (D), 3 =Neutral (N), 4 = Agree (A), 5 = Strongly Agree (SA)}. The responses to statements relating to Information Sharing Practice. The majority of the participants, with an (Overall mean Score= 4.078, SD=0.6692) generally agreed with the statement that information sharing practices influence the performance of the Wajir County Government. Respondents agreed that there is information sharing between suppliers and the procurement department in Wajir county Government (Overall mean Score= 4.05, SD=0.724). The Wajir County Government's procurement department has a policy to guide information sharing with suppliers (Overall mean Score= 4.03, SD=0.743). Majority of respondents also agreed that County government information systems are linked with our key stakeholders for better service delivery (Overall mean Score= 4.13, SD=0.615) and finally Majority of respondents agreed that county government sharing performance metrics with the entire supply chain with (Overall mean Score= 4.08, SD=0.623). The findings are Similar to findings made by Lee et al. (2004), who noted that improving communication between buyers and sellers in the supply chain is thought to be a good way to lower bullwhip effects and increase supply chain effectiveness.

Table 6: Descriptive Statistics on Information Sharing Practice

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

Source: Research Data (2023)

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

The respondents were asked to indicate your level of agreement with the following aspects of Strategic Supplier Partnership Practice on Performance of Wajir County Government by ticking (√) appropriately. {1 = Strongly Disagree (SD), 2 = Disagree (D), 3 =Neutral (N), 4 = Agree (A), 5 = Strongly Agree (SA)}. The responses to statements relating to Strategic Supplier Partnership Practice. According to the descriptive analysis in Table 7, the majority of respondents (Overall mean score=3.486, SD=0.726) agreed that the performance of the Wajir County Government is influenced by strategic supplier partnerships. With (Overall mean score=3.01, SD=0.630), majority agreed that the county government of Wajir plan and set goals with their suppliers. On the issue of involving their suppliers in new product development process, respondents agreed with (Overall mean score=3.90, SD=0.598). Majority of respondents agreed that the county government of Wajir has established long-term relationship with suppliers with (Overall mean score=3.65, SD=0.933). In addition they agreed that they Support our suppliers for us to improve Product quality with (Overall mean score=3.15, SD=0.745) and lastly majority agreed with (Overall mean score=3.72, SD=0.724). that the County Government of Wajir engage in continuous improvement programs with our suppliers. Tsai (2007) came to the conclusion that strategic supplier alliances

act as a mediator of organizational success. Therefore, the success of both a lean supply chain strategy and a responsive supply chain depends on having strategic supplier relationships

Table 7: Descriptive Statistics on Strategic Supplier Partnership

Statement	Mean	Std. Dev
We plan and set goals with our suppliers	3.01	.630
We involve our suppliers in new product development process	3.90	.598
We have established long-term relationship with suppliers	3.65	.933
We Support our suppliers for us to improve Product quality	3.15	.745
We engage in continuous improvement programs with our suppliers	3.72	.724
Average	3.486	0.726

Source: Research Data (2023)

Performance of Wajir County Government

The respondents were asked to indicate your level of agreement with the following aspects of Performance of Wajir County Government by ticking (√) appropriately. {1 = Strongly Disagree (SD), 2 = Disagree (D), 3 =Neutral (N), 4 = Agree (A), 5 = Strongly Agree (SA)}.The responses to statements relating to Performance of Wajir County Government are presented in the table 8 below. From the findings, the majority of respondents firmly agreed, as evidenced by the descriptive analysis in Table 13 (Overall mean score= 3.0575, SD=0.499), that the adoption of supply chain management practices influence the performance of the Wajir County Government. With (Overall mean score= 3.32, SD=0.143), respondents agreed that Customer complaints have reduced and only a few respondents slightly agreed that there is efficiency in service delivery with (Overall mean score= 2.91, SD=0.533). Majority of respondents with (Overall mean score= 3.15, SD=0.633) agreed that there is increased number of suppliers interested to do Business with Wajir County Government but only a few respondents slightly agreed that there is improvement in Quality of Goods, Work and Services delivered to Wajir County Government with (Overall mean score= 2.85, SD=0.687).

Table 8: Descriptive Statistics on Performance of Wajir County Government

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

Source: Research Data (2023)

Correlational Analysis for Strategic Supplier Partnership Practice

To ascertain the relationship between supply chain management practices and performance of Wajir County Government, a correlation study was conducted, as indicated in Table 14. The results of the analysis showed that the Performance of Wajir County Government (P) has a significant and moderate positive correlation with Supply Chain Integration practice (SCI), ($r = 0.878$, $p < 0.01$); Customer Relationship Management practice (CRM) ($r = 0.761$, $p < 0.01$); Influence of Information Sharing practice (IS) ($r = 0.692$, $p < 0.01$) and Strategic Supplier Partnership Practice (SSP) ($r = 0.422$, $p < 0.01$)

Table 9: Pearson’s Correlation Coefficient of Performance of Wajir County Government

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

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

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

Source: Research Data (2023)

Key:

SCI = Supply Chain Integration; **CRM** = Customer Relationship Management; **IS** = Information Sharing; **SSP** = Strategic Supplier Partnership; **P**= Performance of Wajir County Government

Regression Analysis for Strategic Supplier Partnership Practice

From table 10, Regression coefficients show that Supply Chain Integration practice(SCI), Customer Relationship Management practice (CRM), Influence of Information Sharing practice (IS) and Strategic Supplier Partnership Practice (SSP) significantly predict the performance of Wajir County Government, Kenya. The results of the linear regression indicate that R2 = .655 and R= 0.809, an indication that there is a strong linear relationship between Supply Chain Management practices and performance of Wajir County Government. The independent variables explained 65.5% of the variability of our dependent variable while the remaining percentage of 34.5% indicate that not all issues under study influence performance of Wajir County Government, Kenya

Table 10: Model Summary for Strategic Supplier Partnership Practice

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

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

b. Dependent Variable: County performance

Source: Research Data (2023)

Analysis of Variance for Strategic Supplier Partnership Practice

The results of the ANOVA demonstrated how well these four performance predictors (Supply Chain Integration practice (SCI), Customer Relationship Management practice (CRM), Information sharing practice (IS) and Strategic Supplier Partnership Practice (SSP)) matched the general linear multiple models. From Table 11, ANOVA analysis findings indicates that the Supply Chain Management practices influence the performance of Wajir county Government F (4, 69) = 16.112, p< .05, R2 = .655.

Table 11: ANOVAa (F-Test) Analysis for Supply Chain Management Practices

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

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

b. Dependent Variable: County performance

Regression Model Analysis for Strategic Supplier Partnership Practice

Regression analysis is displayed in Table 12; the beta (β) values allow us to compare the relative strength of each independent variable's relationship with the dependent variable. From the table above Supply Chain Integration practice (SCI) ($\beta = 0.353$, $p < 0.05$) has the strongest relationship with the Performance of Wajir County Government in Kenya, then followed by Strategic Supplier Partnership Practice (SSP) ($\beta = 0.291$, $p < 0.05$), Customer Relationship Management practice (CRM) ($\beta = 0.233$, $p < 0.05$) and Information Sharing practice (ISP). SCC practice with ($\beta = 0.140$, $p > 0.05$) respectively.

Table 12: Regression Model Analysis for Strategic Supplier Partnership Practice

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

a. Dependent Variable: Performance of Wajir County Government

After analysis, regression model analysis $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \alpha = \text{error term}$ gave the following equation for the current study.

$$Y = 0.711 + 0.353 \text{ SCI} + 0.233 \text{ CRM} + 0.140 \text{ IS} + 0.291 \text{ SSP}$$

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

Y = Performance of Wajir County government

The Y- Intercept ($\beta_0 = 0.711$), predict that the Performance of Wajir County government when all other variables are zero, implying that without the independent variables that include; Supply Chain Integration practice (SCI), Customer Relationship Management practice (CRM), Information Sharing practice (IS) and Strategic Supplier Partnership Practice (SSP), the Performance of Wajir County government will be 0.711.

5.0 Summary of the findings.

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

From descriptive analysis, majority of respondents agreed with (Overall mean Score= 3.43, SD=0.919) that Supply chain integration Practice influenced Performance of Wajir County Government. This result was supported by correlation analysis showed that showed that Supply chain integration Practice has a significant and strong positive correlation with Performance of Wajir County Government ($r = 0.878$, $p < 0.01$);. In addition regression analysis revealed that Supply chain integration Practice ($\beta = 0.353$, $p < 0.05$) has the strongest relationship with the Performance of Wajir County Government in Kenya. According to Rosenzweig et al. (2003), highly integrated firms may have an advantage over rivals due to increased supply chain visibility, operational skill sharing among supply chain participants, lower supply chain expenses, and other factors.

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

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

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

The findings from the descriptive analysis indicate that the majority of participants agreed that Wajir County Government's performance is influenced by the Customer Relationship Management Practice (Overall mean Score= 3.87, SD=0.926). Further, correlation analysis showed that Customer Relationship Management Practice has a significant and strong positive correlation with

performance of Wajir County Government ($r = 0.761$, $p < 0.01$). Also, regression analysis findings showed that Customer Relationship Management Practice with ($\beta = 0.233$, $p < 0.05$) has the positive relationship with performance of Wajir County Government.

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

From descriptive analysis, majority of respondents agreed with (Overall mean score=3.486, $SD=0.726$) that Strategic Supplier Partnership Practice influence Performance of Wajir County Government. This result was supported by correlation analysis showed that Strategic Supplier Partnership Practice has a significant and strong positive correlation with Performance of Wajir County Government ($r = 0.422$, $p < 0.01$). In addition regression analysis revealed that Strategic Supplier Partnership Practice ($r = 0.422$, $p < 0.01$) has the strongest relationship with the Performance of Wajir County Government in Kenya. Regression analysis ultimately revealed a strong positive correlation between performance of Wajir County Government and strategic supplier partnerships. Tsai (2007) found that strategic supplier partnerships serve as a mediator of organizational success and found similar results.

5.2.4 Performance of Wajir County Government

From descriptive analysis, majority of respondents agreed with (Overall mean score= 3.0575, $SD=0.499$), that the adoption of supply chain management practices influence the performance of the Wajir County Government. The results of the linear regression indicate that $R^2 = .655$ and $R = 0.809$, an indication that there is a strong linear relationship between Supply Chain Management practices and performance of Wajir County Government. The independent variables explained 65.5% of the variability of our dependent variable

6.0 Conclusion

From the regression analysis, the findings showed that Supply Chain Integration practice (SCI), Customer Relationship Management practice (CRM), Influence of Information Sharing practice (IS) and Strategic Supplier Partnership Practice (SSP) significantly predict the performance of Wajir County Government, Kenya. The results of the linear regression indicate that $R^2 = .655$ and $R = 0.809$, reveals that there is a strong linear relationship between Supply Chain Management practices and performance of Wajir County Government. The independent variables explained 65.5% of the variability of our dependent variable. Supply Chain Integration practice (SCI) ($\beta = 0.353$, $p < 0.05$) had the strongest relationship with the Performance of Wajir County Government in Kenya, then followed by Strategic Supplier Partnership Practice (SSP) ($\beta = 0.291$, $p < 0.05$), Customer Relationship Management practice (CRM) ($\beta = 0.233$, $p < 0.05$) and Information Sharing practice (ISP). SCC practice with ($\beta = 0.140$, $p > 0.05$) respectively.

7.0 Recommendations

County procurement administrators need to make improvements to their supply chain management processes to make sure that everyone wins. To ensure that everyone benefits from supply chain integration, it may be necessary to spend time educating vendors and suppliers about its benefits and fixing any kinks. Management must remember that they are asking their suppliers to enter into agreements with the county as a condition of their cooperation. Additionally, they will be expecting some promises from the county administration that will be helpful to them. There needs to be a shared interest for supply chain integration to be successful.

Supply chain managers must ensure ongoing education to give employees constant training in order to improve stronger customer connections with the general public. This is in addition to a regular training program for newly hired staff. This should be a planned and structured time for discussing process changes, providing updates, or exchanging ideas that might be helpful for the rest of the team..

Supply chain managers must design efficient networking activities in order to increase access to information, boost customer satisfaction, and supply chain efficiency.

The study recommends the implementation of corporate social responsibility (CSR) and the design of a dynamic supply chain that is responsive to the constantly changing conditions, both of which can increase the value of goods and services while decreasing costs for both the buyer and the supplier through the proposed supply chain paradigm.

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