ASSESSMENT OF FACTORS AFFECTING THE SUPPLY CHAINS PROCESS ON PERFORMANCE: A CASE OF KISII COUNTY, KENYA

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A Research Project Submitted in Partial Fulfillment of the Requirement for the Award of Diploma in Stores and Supplies Management of School of Business and Economics,

Kisii University

December, 2017
DECLARATION AND RECOMMENDATION

DECLARATION BY STUDENT

This research Project is my original work and has not been presented to any other institution for examination.

Signature………………………………… Date………………………………

GRACE MAGOMA

CB05/10902/14

RECOMMENDATION

This research Project has been submitted for examination with my approval as the University Supervisor.

Signature…………………………………………………Date………………………..

Mr. Wycliffe Otera

Lecturer, School of Business and Economic, Kisii Universitys
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DEDICATION
This research proposal is dedicated to my parents Sabina, Bosibori Nyamwamu, and Andrew Nyamwamu Osoro for enabling me to go to school and for their invaluable support inspiration.
ACKNOWLEDGEMENT

I thank our Almighty God for His precious care and gift of life. He has given me good health throughout my studies. The researcher wishes to recognize her heartfelt gratitude to her research supervisor Mr. Peterson Sang’ania and Mr. Wycliffe Otera for their scholarly attention, patience, guidance and encouragement which enabled me to go through the process of this research proposal.
ABSTRACT

Supply chain is very crucial in management of an organization. This is because supply chain and management can be applied to a variety of suppliers throughout a products’ life cycle from initial raw materials acquisition. The general objective of the study was to assess the factors affecting supply chain processes on organizational performance in the county governments in Kenya, a case of Kisii County Government. The general objective of the study focused on the following specific objectives: to determine the effects of cost on supply chain decisions on organizational performance, to establish the effects of quality considerations in supply chain decisions on organizational performance, to establish the effects of competition on supply chain decisions in Kisii county government, to determine the effects of technology in supply chain decisions on organizational performance in Kisii county government. The study was carried out in Kisii County. The literature review was based majorly on the research objectives and theoretical framework used. The target population was 110 employees working in supply chain related sections. Stratified and simple random sampling was used to select 33 respondents as the sample size in the study. Purposive sampling was used to select specific people with information. The researcher used questionnaires and observation guide to collect data from the target population. The study employed survey design. Data was analyzed quantitatively by use of descriptive means, frequencies and percentages, weighted average means. The first objective was to determine the effect of cost on supply chain decisions in Kisii County. The study found that most of the respondents agree in relation to cost of the supplier sourcing process is clearly stipulated. The study show that frequency with respective weighted average which indicated that chain evaluation take longer than expected had the highest mean followed by cost of the supplier sourcing process is clearly stipulated which is followed by cost cutting strategies are highly pronounced subsequently and Supply chain exercise is cost effective with the respective weighted average. The study revealed that tender bids evaluation take longer than expected in supply chain decisions.
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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study
Management of supply chain has become the fastest growing areas of management especially in the last few years. Although study in the area started in 1960s, it is in the 90s that scholars gained much interest in the area of supplier selection. The reason is that with heightened global competition that has reduced the profit margins of most companies, hence cost cutting has become the option and is being focused in logistics which has become the single largest and most important activity of most firms, both in the for profit and not-for-profit sectors. As such, quite a significant portion of organizations’ budgets is spent in these activities. Supply chain in particular is crucial in management of a supply chain. The decision is one of the most fundamental and important decisions made by buyers and organizations. This is because supply chain and management can be applied to a variety of suppliers throughout a products’ life cycle from initial raw materials acquisition (Bai and Sarkis, 2009).

Internationally, purchasing is a major exercise. In USA, the total dollar magnitude of all purchases by businesses exceeded the gross national product in 2012. Purchasing transactions take 55% of the organization’s revenue. Supply chain becomes important thus because it involves large cash flows. The Kisii county, including its many affiliated agencies, represents a vast global market for suppliers of virtually all types of goods and services. In line with General Assembly resolutions, and decisions by other Kisii County Executive Boards, all organizations of the Kisii County system are making great efforts to identify new sources of supply.

Globally, the total volume of goods and services procured by the UN system procurement globally more than doubled. Before a vendor is selected by UN agencies prior performance is one of the key issues considered. Another criterion used is also in accordance with the UN Financial rules and regulations, particularly FR No.110.21, “Contracts shall be awarded to the lowest acceptable criteria include “compliance with specifications, technical acceptability, compliance with delivery schedules, and local
servicing and availability of spare parts (Weber & Current, 2012) although there are numerous criteria used in selecting suppliers depending on organizations, literature suggests that the most important are price, delivery, and quality. Locally, the procurement procedures pretty much follow the international standards to a large extent. This means that even supply chain determinants are more or less similar to those considered by purchasers everywhere else.

1.1.1 The Profile of the Kisii County

Kisii County is one of the 47 counties in Kenya courtesy of the new constitution of Kenya 2010 which created the new county system of governance. It shares common borders with Nyamira County to the North East, Narok County to the South and Homabay and Migori Counties to the West.

The county lies between latitude 0°30’ and 1° South and longitude 34°38’ and 35° East. The county covers a total area of 1,332.7 km square and is divided into nine constituencies namely: Kitutu Chache North, Kitutu Chache South, Nyaribari Masaba, Nyaribari Chache, Bomachoge Borabu, Bomachoge Chache, Bobasi, South Mugirango and Bonchari. It has 9 sub-counties and 45 Wards respectively.


The department's a pivotal role in the coordination of development planning, mobilization of public resources and ensuring effective accountability for use of the resources for benefit of Kisii County.

It coordinates County government departments/entities in the preparation of the annual County budget. It is the responsibility of the department to initiate and guide all sectors to prepare their budgets. The department also provides Accounting, Auditing, IT, Insurance, Pensions, Procurement. The department has established an elaborate network through its
established departments, and sector institutions, to effectively deliver on its mandate. Procurement in Kisii County follows the public procurement process as stipulated in the public procurement and disposal Act 2013.

1.2 Statement of the Problem
Supplier sourcing is the nerve centre of performance in every institution, whether public or private and thus needs a tight system to be followed and adopted. The implementation of the procurement guideline has faced many challenges in many public institutions in Kenya (Nyakundi, 2012). Many procurement activities still suffer from neglect, lack of proper direction, poor co-ordination, slow with a lot of bureaucracy, lack of open competition and transparency, differing levels of corruption and not having a cadre of trained and qualified procurement specialists who are competent to conduct and manage the procurement process especially the supplier sourcing aspect has not been fully established in most of the county governments.

1.3 Objectives of the Study

1.3.1 General Objective
The general objective of the study was to assess the factors affecting supply chain processes in the county governments in Kenya, a case of Kisii County Government.

1.3.2 Specific Objectives
The general objective of the study focused into the following specific objectives:

i. To determine the effects of cost on supply chain decisions in Kisii County government.

ii. To establish the effects of quality considerations on supply chain decisions in Kisii County government.

iii. To establish the effects of competition on supply chain decisions in Kisii county government.

iv. To determine the effects of technology on supply chain decisions in Kisii county government.
1.4 Research Questions
The study was guided by the following questions:

i. What is the effect of cost on supply chain decisions in Kisii county government?

ii. What is the effect of quality considerations on supply chain decisions in Kisii county government?

iii. What is the effect of competition on supply chain decisions in Kisii county government?

iv. What is the effect of technology on supply chain decisions in Kisii county government?

1.5 Significance of the Study
The study findings was useful to the county governments, since it enabled management determine the factors that affect their supply chain process and be in a position to formulate policies geared toward achievement of the vision. It was also add to the existing field of knowledge especially on supplier sourcing and organizational performance. The scholars and researcher was used to find the study useful as a source of reference for future studies.

1.6 Scope of the Study
The study confined only to the Kisii County in Kenya. The study focused of the study established the factors that affect supply chain process in county governments in Kenya with specific reference to Kisii County Government.

1.7 Limitation of the Study
The researcher imagined a situation where some of the respondents were not reluctant to provide information they deem to be confidential for fear of being reprimanded by their superiors. However, the researcher assured them of confidentiality and that the information is for academic purposes only. The researcher may also be faced with financial constraints in the attempt to traverse the entire county. To overcome this, friends and family support.
1.8 Assumptions of the study

It was assumed that the information to be given by participants was treated with utmost confidence so as not to jeopardize the respondent’s jobs. The researcher also believes that accurate information was provided by the respondents.

1.9 Operational Definition of Terms

Supplier Selection  This is describes the process of identifying and choosing suppliers.

Competition  This refers to any activity in which persons compete (race, contest or examination). Competition in any industry is healthy because it raises service standards and forces organizations to become efficient service providers for the customers’ benefit.

Information communication Technology  Information technology used refers to the tools and facilities involved in the processing, analyzing, storing and retrieving of information. Improving the ability of consumers to choose between competing suppliers of products depends mostly on the technology involved in service delivery. New information technology has brought about market flexibility for consumers in service products.

Procurement  Procurement is the process of getting possession or obtaining by particular care and effort. The professional practice of materials and service procurement had been vital to the economy of several third world countries, which are underdeveloped and/or lacking in domestic resources.
CHAPTER TWO

LITERATURE REVIEW

2.1 Theories
This chapter covers the following: theoretical review, empirical review and conceptual framework. Literature review is the process of identifying, evaluating, synthesizing and presenting relevant information from other resources like publication journals and magazines (Mugenda and Mugenda, 2013). The purpose of this literature's critical review was to examine previous studies regarding contracting in the construction sector and identifying the gaps that needed to be fulfilled. This chapter comprised the critical review of past studies, summary and conceptual framework.

2.2 Theoretical Review
Consumers buy products based on a combination of cost, quality, availability, maintainability, and reputation factors. The companies along with their supply chains, which can provide these desired things, ultimately be successful (Wisner, J. et al., 2008). But when confronted with risky purchase decisions, most firms consider first and foremost, sellers or suppliers with proven track record with the firm are favored as familiar suppliers help reduce perceived risks (Hutt and Speh, 2012).

Quantitative approaches used in supply chain range from simple linear weighting models to complex mathematical programming models. Linear weighting models are essentially scoring models which place a weight on subjectively a determined criterion and provide a total score for each supplier. Mathematical programming models use linear programming, mixed-integer programming and goal programming to determine supply chain (Chaundy et al. as cited in Wissenschaftsverlag, 2012). Kisii County's contracts for purchase and rental equipment are awarded in accordance with Kisii county Nation’s Financial Regulations where competitive tendering is done and the selection determinants include the lowest offer, meeting technical requirements, quality, delivery and standardization (Kisii County, 2013). According to Beil (2014) supply chain assists organizations in identifying, evaluating and contract with suppliers for strategic partnership. Organizations will only achieve their sourcing objectives once they get the right suppliers.
who will deliver goods and services on time. Weber et al (2013) considered supply chain to be long term process and suggests that suppliers should be evaluated based on core competences and strategic needs.

2.3 Empirical Literature Review.

2.2.1 Supplier selection.

From empirical front, comprehensive efforts have been made to develop decision methods and techniques for supplier selection. Weber et al (1991) reviewed and classified 74 articles that appeared since 1966 with regard to particular criteria used in supply chain. In these papers, what comes out as the major supply chain determinants include price, delivery, quality, and production capacity and location. Holt presented a review of contractor evaluation and supplier section methodologies such as multi-attribute analysis, multi-attribute utility theory, and cluster analysis where he discusses applications of each of these techniques of supply chain models.

It is comprehensive to look at supply chain literature by even classifying the existing literature in a framework. The framework enumerates steps preceding supply chain decision. These steps are, problem definition, formulation of selection criteria, pre-qualification, and final selection. The other unique thing about their analysis is the classification of supply chain literature according to different purchasing situations namely first time buys, and re-buy (Mendoza, 2007). Yet, this analysis though comprehensive leaves crucial gaps as it does not clearly state the supply chain determinants, but instead dwells on the selection procedures. This seems to concur with previous studies, but one notable discrepancy is that price curiously ranks lower than quality. Again, net price is deceptive as other related costs such as packaging and freight cost could raise the total cost.

As Arjan (2015) points out, managers need to make sure that they are supplied with raw materials and services at lowest possible total cost of ownership. For example. In performance based supplier partnership strategy, strategic products and leverage products make up to 80 per cent of total turnover. According to Courtier, (2011) cost represent money measurements of efforts that a firm has to take to achieve its objectives. Today’s organizations use an expanded concept of value. As result, managers need to constantly
look for opportunity to reduce cost and improve efficiency. Pearson and Robinson (2001) argue that creative technological adoption can suggest possibilities for new products or improving the existing products or in the manufacturing and marketing techniques. The lack of this new technology affects a firm’s employee outsourcing requirements for instance due to the emergence of technology.

Company must follow array of new methods to manage consequences of change the idea in this kind of working comes from many different disciplines including statistics industrials, production management. Just in Time, inventory philosophy defines how inventory is viewed and how it relates to management especially when it comes to controlling of inventory in firms like communication sector. However, a firm may be simply outsourcing their employees. Chapman (2007) the elimination of all waste and continuous improvement of productivity

2.2.2 Cost of Supply

Cost is an amount that has to be paid or given up to in order to get something. Samson (2014) price is very important, not only for financial reasons but also for marketing. A fair price will give a reasonable profit and motivates a customer to buy the commodity compared to other firms price should be observed as closely as possible to match the value of the product being distributed and also with the cost a foregone during the construction process. Arjan (2015) points out; managers need to make sure that they are supplied with raw materials and services at lowest possible total cost of ownership. In performance based supplier partnership strategy, strategic products and leverage products make up to 80 per cent of total turnover. Minor changes in price levels will immediate impact on the end product’s cost price. According to Courtier, (2011) cost represent money measurements of efforts that a firm has to take to achieve its objectives. These are generally referred to as input costs.

A competitive product must address factors such as cost, performance, aesthetics, schedule or time-to-market, and quality. The importance of these factors will vary from product to product and market to market. Over time, customers or users of a product will demand more and more, e.g., more performance at less cost. Input cost influences the efficiency of production in construction decisions. These costs are divided into fixed cost
incurred by the business even when the plan is idle, total fixed costs including salary and rent, variable costs, costs which change with change in input and operations for example wages and electricity. Marginal costs which are incurred when a firm produces an extra kisii county it of production and total costs which is the sum of the fixed and variable costs.

Inman (2014) observed that cost comes a more important factor in the acquisition of a product in two situations and first, as the technology or aesthetics of a product matures or stabilizes and the competitive playing field levels, competition are increasingly based on cost or price. Second, a customer's internal economics or manufacturing resource limitations may shift the acquisition decision toward affordability as a more dominant factor. In either case, a successful product supplier must focus more attention on managing product cost.

2.2.3 Technology in Supply chain process

Lewis (2010) carried out a research in Kenya and found out that many organizations in Kenya have implemented numerous information technology systems and services. Including expansion of computer networks implementation of management and enterprise resource planning system, in house implementation of disaster recovery system among others this is due to increasing urge for greater profit margins and improved performance. This has greatly put an impact on the procurement function in the construction industry Organizations have been forced to embrace the strategic implementation of IT and E-procurement.

According to lysons (2010) E-procurement issuing the internet to operate the transactions aspect of the requisitioning, Authorizing, ordering, receiving and payment process for the required services or products. He has identified several types of E-procurement trading model for instance the electric data interchange (EDI). It is defined as a technical base on agreed standards which facilitates products transaction in standardization electronic form in an authorized manner directly from a computer application in the organization to an application. Robins (2010) defined technology as how an organization transforms its inputs such as materials and information into output (product and services) and is considered as one of the internal contingency variable that also influenced the structure of
an organization. The earlier studies indicated that distinct relationship existed between the three basic forms of technology (unit products and butch technology mass or large batch, and process production or continuous process technology) and the subsequence structure of construction firms.

Technology is the making use and knowledge of tools, machines technique or methods of organizing in order to solve a problem or performance of a specific function. Kumar (2009) refers to technology as all ways people use their invention and discovers to satisfy their needs and desires. Ndung’u (2012) noted the, management information system though computerized can considerably improve the distribution and operation activities, enabling expansion to take place more rapidly and with expansion more employment opportunities will also be created. Companies should not just focus on how it might be used but information system are needed to support, direct the business and why we have to go about managing information resources to do.

According to William 2010 the productivity of individual and group works through the use of information technology. Dimensions of productivity include efficiency, effectiveness and quality. Productivity may be difficult to measure. Ellswort (2010) many companies use internet to search for best practices online, marketing help them to become more competitive and improve their activities. Companies gain competitive advantage by having access to the state of the art information on service product and ideas. With online marketing one is less aware of national boundaries and distribution. Sexenal (2012) defines technology as a new how or some knowledge experience and skills necessary to establish enterprise that will market product economically. When computer and communication technology are combined, the result is information technology. Information technology is a general term that describes any technology that helps to produce, store, manipulate or to disseminate information. Presumably, information technology as a whole is noted that is the use of computers and information is associated, the term information technology has ballooned to encompass many aspects of computing and technology and the term has become very recognizable. The information technology umbrella can be quite large covering many fields.
2.2.4 Competition of Supply Chain

Borkewitz (1997) says that each company must consider presenting the potential consumer in designing its market strategy. The number of competitors grows daily as the competing firms in the construction industry, try as many customers, the firms tend to get more marketable as they modernize and get the organization on line to get the business running. Competition is all about two rival parties involved in a similar job trying to outdo to one another in the market.

According to Kotler (2006) competition includes the entire actual and potential rival offering and substitutes that buyer might consider. He distinguished four levels of competition where on the degree of production substitutability. These levels include; brand competition where a company sees its competitors as other company offering similar products and services to the same customers at similar prices, industry competition where a company sees its competitors as all companies making same product or class of product, from competition where a company sees its competitors supply the same products.

Richard et al (2005) m that every company has a policy regarding the level at which its products are priced relatively to competition is price based a company sells its products at the price as its competitors. Companies competing on a non price basis meet the competitor’s price shopping to minimize the use o price as a competitive weapon. They also stated that it does not mean meeting every competitor’s prices only the price of importer competitors, “important” in course that what such competitors do in their pricing may chase customers away. Porter (2008) stated that, the job of a strategy is to understand and cope with competition. Often, however managers define completion normally as it occurred only among today’s direct competitors. Yet competitors for profits go beyond established industry. As different from one another as industries might appear on the surface, the kisii county derlying drivers of profitability are the same. Porter mentioned that industry drivers structure and completion and profitability not whether an industry is emerging on nature high tech or Kisii County regulation.
As stated by Porter (2008) newcomers are likely to fear expected retaliation of incompetents have previously responded vigorously to new entrants, incompetents possess substantial resources to fight back, including excess cash and kisii county used borrowing power, available productive capacity, or don’t with distribution channels and customers; incompetents seem likely to out prices because they are committed retaining market share at all costs or because the industry has high fixed cost which create a strong motivation to drop prices to fill excess capacity and finally if industry growth is slow of new entrance, threats of substitute, products and bargaining power of the suppliers and competition between current members of the industry.

Stone (2004) observed that competitors provide services / products indirect competition or services products which compete indirectly; it substitutes competitive strategy of the organization which is a basic approach to markets and services/ product with respect to competitors. Most organizations devote much discussion to senior management level to their strategic competencies and ways which they aim to complete several strategies are possible like the technology, cost leadership, customer focus and initiative. In a competitive situation each competitor reacts different from the other whereby some are quick or slow to react to the customers' loyalty. Some competitors only react on certain types of investment and some competitors react swiftly and strongly to any action taken.

According to Kotler (1997) a competitive advantage is the company's ability to perform in one or more ways those competitors cannot match. It is sharing the market mix that market tutors mix. According to Martin and Julian (1988), marketing is a competitive business that is active and its purpose is to create difference. The competitive aspect of the company’s marketing effort must be scrutinized in the cause of the market audit. Each competitor has a certain philosophy of doing business

2.3 Research Gap

Literature review shows that from empirical front, comprehensive efforts have been made to develop decision methods and techniques for supplier selection. Weber et al(1991) reviewed and classified 74 articles that appeared since 1966 with regard to particular criteria used in supply chain ( as cited in Mendoza, 2007). In these papers, what comes out as the major supply chain determinants include price, delivery, quality, and production
capacity and location. Holt presented a review of contractor evaluation and supplier section methodologies such as multi-attribute analysis, multi-attribute utility theory, and cluster analysis where he discusses applications of each of these techniques. Degraeve et al uses the Total Cost of Ownership (TCO) as the framework for comparing supply chain models.

But it is De Boer et al study that is comprehensive enough as it looks at supply chain literature by even classifying the existing literature in a framework. The framework enumerates steps preceding supply chain decision. These steps are, problem definition, formulation of selection criteria, pre-qualification, and final selection. The other unique thing about their analysis is the classification of supply chain literature according to different purchasing situations namely first time buys, modified re-buys, and straight rebuys (Mendoza, 2007). Dickinson (1966) in his pioneering work on supply chain identified and ranked 23 supply chain criteria as collected from a questionnaire given to purchasing agents lower cost than quality. Again, net price is deceptive as other related costs such as packaging and freight cost could raise the total cost. Total cost covers everything hence should be the one listed and not net cost.

Ellram (2000) proposed three criteria for supplier selection. These are: the financial statement of the supplier, organizational culture and strategy of supplier, and the technological state of supplier. Omar & Sim (2010) in a study on supply chain criteria conducted on Malaysian Manufacturing firms for und that cost followed by quality ranked higher than any other determinants. Delivery ranks third based on their analysis.
2.5 Conceptual framework

**Independent Variables**

- Cost
- Technology
- Competition
- Quality

**Dependent Variable**

**performance**
- Service delivery
- Efficiency
- Capital base

Political influence
County procurement policy
Stakeholders.

**Figure 2.1 Factors affecting supply chain process**

*Source: Researcher (2017)*

The most obvious benefit to a company planning to contract suppliers is cost reduction. This is achieved on several fronts in the supplier sourcing process. Due to the fast changing technology; the existing product may be rendered absolute. Counties should therefore always be informed on such changes product market development and ordering of raw materials. Competition is the effort of two or more parties acting independently to secure the business of third party by offering the most favorable terms to gain competitive advantage.

Quality can be thought as the extent to which a product or services achieves customer satisfaction. Companies have to offer quality services in order to win their customers. The need for the good quality of end product that satisfy customer has greatly led to a lot of considerations when procuring raw materials and or equipment.
CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Research Methodology
This chapter covers the following sub sections: the research design, the target population, sample design which contains sampling techniques, data collection instruments and pilot test, and data analysis and presentation.

3.2 Area of Study
The study carried out in Kisii County. This was the convenient location for the researcher to carry out the study because the researcher is well versed with the county. The county is dynamic and therefore findings can easily be generalized.

3.3 Target Population
According to Mugenda and Mugenda (1999) target population is the complete set of individuals, cases or objects of the study. The accessible target populations comprised of 110 employees of the Kisii County procurement and other management.

Table 3.1 Target population

<table>
<thead>
<tr>
<th>Category</th>
<th>Target population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top Management</td>
<td>10</td>
</tr>
<tr>
<td>Procurement department</td>
<td>50</td>
</tr>
<tr>
<td>Finance department</td>
<td>34</td>
</tr>
<tr>
<td>Other departments</td>
<td>16</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>110</strong></td>
</tr>
</tbody>
</table>

Source: Kisii county government (2017)
3.4 Sampling Design

Sampling refers to the systematic selection of a limited number of elements out of a theoretically specified population of elements. The rationale is to draw conclusions about the entire population. According to Kothari (2004), the ultimate test of a sample design is how well it represents the characteristics of the population it purports to. The reason for sampling in this study is to lower cost, accessibility of study population and the greater speed of data collection.

The study used a sample size of 30% of the target population as recommended by Mugenda and Mugenda (1999) who recommends a sample size of 10% to 30% of target population can be used to generalize the entire population. The study sampled 33 respondents from the entire population. Stratified random sampling was used where the sample size of 30% should be taken from each of the three categories (strata) of the population. Stratified random sampling was used because it ensures a greater statistical efficiency, and reduced sampling error.

Table 3:2 Sample Size

<table>
<thead>
<tr>
<th>Category</th>
<th>Target</th>
<th>Sample Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top Management</td>
<td>10</td>
<td>3</td>
</tr>
<tr>
<td>Procurement department</td>
<td>50</td>
<td>15</td>
</tr>
<tr>
<td>Finance department</td>
<td>34</td>
<td>10</td>
</tr>
<tr>
<td>Other departments</td>
<td>16</td>
<td>5</td>
</tr>
<tr>
<td>Total</td>
<td>110</td>
<td>33</td>
</tr>
</tbody>
</table>

Source: Kisii county government (2017)

3.5 Data Collection Instruments

The study used questionnaires as the instruments to collect data. Best and Khan (1992) noted that, questionnaires enabled the researcher to explain the purpose of the study and
give meaning of terms that may not be clear. The questionnaires were self-administered by the researcher to increase the response rate.

3.5.1 Reliability of the Instruments
The Researcher pilot ed the questionnaire to test its reliability as advocated Mugenda and Mugenda (1999). A pilot study was conducted using questionnaires to be administered to respondents from four Kisii County who after reading the questionnaire indicated study areas they did not understand to enable the researcher make amendments before the actual study.

3.5.2 Validity of the Instruments
According to Mugenda and Mugenda (1999) validity of the research instrument is concerned with establishing whether the content of the research instrument is measuring what it is supposed to measure. Validation was done by soliciting the supervisor’s expert judgment on the structure and content of the questionnaire. Peer review was also be employed.

3.6 Data Analysis and Presentation
The data was analyzed using descriptive statistics involved computation of frequency and weighted average means. The Analyzed data was presented in the form of tables.
CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION

4.1 Response Rate

Questionnaires were administered personally by the researcher to 33 respondents who were students reading in National library. Out of this only 28 questionnaires were filled and returned which yielded a response rate of 84.7%, and with none response rate of 15.1% the questionnaires in table 4.1.

Table 4.1: Response Rate

<table>
<thead>
<tr>
<th>Category of Response</th>
<th>Frequency</th>
<th>% of Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Response</td>
<td>28</td>
<td>84.9</td>
</tr>
<tr>
<td>Non response</td>
<td>5</td>
<td>15.1</td>
</tr>
<tr>
<td>Total</td>
<td>33</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Field data, (2017)

The findings show that most of response was willing to provide information

4.2 Demographic Characteristics of the Respondents

The study was analyzed in terms of respondents’ academic status as it presented in the following table below.

4.2.1 Gender of the respondents

The sought to investigate number of male and female and the results show that male were the majority.
### Table 4.2 Gender of respondents

<table>
<thead>
<tr>
<th>Gender of respondents</th>
<th>Number of respondents</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>18</td>
<td>65</td>
</tr>
<tr>
<td>Female</td>
<td>10</td>
<td>35</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>28</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

**Field data (2017)**

The study showed that the majority of the respondents were male with high percentage

#### 4.2.2 Age of the respondents

Table 4.3 Presents the age of the respondent and show that age in years 31-40, 20-30 41-50 and 51-60 respectively. The concluded that age 31-40 were the majority.

<table>
<thead>
<tr>
<th>Age in years</th>
<th>Number</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>20- 30</td>
<td>10</td>
<td>36</td>
</tr>
<tr>
<td>31- 40</td>
<td>12</td>
<td>43</td>
</tr>
<tr>
<td>41- 50</td>
<td>4</td>
<td>13</td>
</tr>
<tr>
<td>51- 60</td>
<td>2</td>
<td>8</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>28</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

**Field data (2017)**

The concluded that age 31-40 were the majority.

#### 4.2.3 Years worked with the county government

The study sought to examine years the respondents worked and show that 2.5 years- and above were the majority worked in the county
Table 4.4 Years worked with the county government

<table>
<thead>
<tr>
<th>Time</th>
<th>F</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>7 months – 1 year</td>
<td>2</td>
<td>8</td>
</tr>
<tr>
<td>1.5 years - 2 years</td>
<td>4</td>
<td>14</td>
</tr>
<tr>
<td>2.5 years - and above</td>
<td>22</td>
<td>78</td>
</tr>
<tr>
<td>Total</td>
<td>28</td>
<td>100</td>
</tr>
</tbody>
</table>

Field data (2017)

The study indicated that the most of respondents have worked for less than 5 years.

4.2.4 Level of study

The study sought to establish level of study in table 4.5.

Table 4.5 level of study

<table>
<thead>
<tr>
<th>Academic qualification</th>
<th>Frequency</th>
<th>Percentages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary level</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Secondary level</td>
<td>8</td>
<td>29</td>
</tr>
<tr>
<td>Diploma level</td>
<td>10</td>
<td>35</td>
</tr>
<tr>
<td>Degree</td>
<td>9</td>
<td>33</td>
</tr>
<tr>
<td>Total</td>
<td>28</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Field Data, (2017)

The sought to find level of education in the respondent qualifications and found that Diploma level, Degree, Secondary level and lastly Primary level, the study revealed that the majority of the respondents were qualified with Diploma level as shown.

4.3 The Effects of Cost on Supply chain decisions

The study sought examine the extent at which respondents agree with the following effect of cost on supply chain decisions in the county and found that most of the respondents agree Strongly agree were 11, Agree 15. Strongly disagree and not decided were 1 in relation to cost of the supplier sourcing process is clearly stipulated.
Table 4.6 Effects of Cost on Supply chain decisions

<table>
<thead>
<tr>
<th>Aspect</th>
<th>(1)</th>
<th>(2)</th>
<th>(3)</th>
<th>(4)</th>
<th>(5)</th>
<th>Σf</th>
<th>Σfiwi</th>
<th>Σfiwi Σfi</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost of the supplier sourcing process is clearly stipulated</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>15</td>
<td>11</td>
<td>28</td>
<td>119</td>
<td>4.25</td>
</tr>
<tr>
<td>Supply chain exercise is cost effective</td>
<td>3</td>
<td>2</td>
<td>4</td>
<td>11</td>
<td>8</td>
<td>28</td>
<td>103</td>
<td>3.67</td>
</tr>
<tr>
<td>Cost cutting strategies are highly pronounced</td>
<td>4</td>
<td>4</td>
<td>1</td>
<td>8</td>
<td>11</td>
<td>28</td>
<td>110</td>
<td>3.92</td>
</tr>
<tr>
<td>Tender bids evaluation take longer than expected</td>
<td>1</td>
<td>12</td>
<td>1</td>
<td>15</td>
<td>10</td>
<td>28</td>
<td>138</td>
<td>4.92</td>
</tr>
</tbody>
</table>

Source: Field Data, (2017)

Table 4.6 show that frequency with respective weighted average which indicated that Tender bids evaluation take longer than expected had the highest mean followed by Cost of the supplier sourcing process is clearly stipulated which is followed by Cost cutting strategies are highly pronounced subsequently and Supply chain exercise is cost effective with the respective weighted average means 4.92, 4.25, 3.92 and 3.67 correspondingly. The study revealed that tender bids evaluation take longer than expected in supply chain decisions.

The study agreed with Arjan (2015) who point out that managers need to make sure that they were supplied with supply chain in raw materials and services at lowest possible total cost of ownership. In performance based supplier partnership strategy, strategic products and leverage products make up to 80 per cent of total turnover. The changes in supply chain immediate impact on the end supplier cost price. The study also shows the agreement of Courtier, (2011) who argued on cost to represent money measurements of efforts that a firm has to take to achieve its objectives.
4.4 The effect of quality considerations on supply chain decisions

The study sought to investigate the level of agreement on quality consideration and found that most of the respondents agree strongly agree were 11, Agree 8, Strongly disagree 1 and Disagree were 7 and not decided were 1 in relation to Quality of supplies are major determinant in supply chain decision is clearly stipulated.

The study sued weighted average and found that to establish the effect of quality considerations on supply chain decisions and found that Quality of supplies are major determinant in supplier sourcing 3.75 followed by Proper profiling of supplier supplies is done 3.53, which is subsequently followed by Historical practice of potential suppliers is established 3.46 and finally Warranties are emphasized to cater for any quality error at 1.96.

Table 4.7 quality considerations

<table>
<thead>
<tr>
<th>Aspect</th>
<th>(1)</th>
<th>(2)</th>
<th>(3)</th>
<th>(4)</th>
<th>(5)</th>
<th>$\sum f_i$</th>
<th>$\sum f_i w_i$</th>
<th>$\sum f_i w_i$/$\sum f_i$</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality of supplies are major determinant in supplier sourcing</td>
<td>1</td>
<td>7</td>
<td>1</td>
<td>8</td>
<td>11</td>
<td>28</td>
<td>105</td>
<td>3.75</td>
</tr>
<tr>
<td>Proper profiling of supplier supplies is done</td>
<td>3</td>
<td>2</td>
<td>6</td>
<td>11</td>
<td>6</td>
<td>28</td>
<td>99</td>
<td>3.53</td>
</tr>
<tr>
<td>Historical practice of potential suppliers is established</td>
<td>0</td>
<td>3</td>
<td>13</td>
<td>8</td>
<td>4</td>
<td>28</td>
<td>97</td>
<td>3.46</td>
</tr>
<tr>
<td>Warranties are emphasized to cater for any quality error</td>
<td>9</td>
<td>12</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>28</td>
<td>55</td>
<td>1.96</td>
</tr>
</tbody>
</table>

Source: Field data, (2017)
The study revealed that Quality of supplies are major determinant in supplier sourcing were highly determined in supply chain decisions. The study agree with the study of As result, managers need to constantly look for opportunity to reduce cost and improve efficiency. As Arjan (2015) points out, managers need to make sure that they are supplied with raw materials and services at lowest possible total cost of ownership. For example, In performance based supplier partnership strategy, strategic products and leverage products make up to 80 per cent of total turnover.

4.5 Effect of competition on supplier selection

The study wanted to establish whether Effect of competition on supply chain and showed that the county invites tenders from all suitable suppliers after receiving evaluation bids were highly averaged 4.14 followed by Institutional buying is not affected competition of whatever kind at 4.07 which was followed by Profiling of all suppliers is done and keenly evaluated at 3.75, Competition is a major factor in supplier process 3.46 and Suitable marketing strategies are adopted to overcome competition 3.42 and respectively by weighted average mean as shown the table 4.8.
Table 4.8 Effect of competition on supplier selection

<table>
<thead>
<tr>
<th>Aspect</th>
<th>(1)</th>
<th>(2)</th>
<th>(3)</th>
<th>(4)</th>
<th>(5)</th>
<th>∑fi</th>
<th>∑fiwi</th>
<th>∑fiwi</th>
</tr>
</thead>
<tbody>
<tr>
<td>Competition</td>
<td>4</td>
<td>4</td>
<td>3</td>
<td>9</td>
<td>8</td>
<td>28</td>
<td>97</td>
<td>3.46</td>
</tr>
<tr>
<td>is a major factor in supplier process</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Profiling of all</td>
<td>3</td>
<td>2</td>
<td>3</td>
<td>11</td>
<td>9</td>
<td>28</td>
<td>105</td>
<td>3.75</td>
</tr>
<tr>
<td>Suitable marketing strategies are</td>
<td>1</td>
<td>2</td>
<td>13</td>
<td>8</td>
<td>4</td>
<td>28</td>
<td>96</td>
<td>3.42</td>
</tr>
<tr>
<td>adopted to overcome competition</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Institutional buying</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>15</td>
<td>8</td>
<td>28</td>
<td>114</td>
<td>4.07</td>
</tr>
<tr>
<td>is not affected competition of whatever kind</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The county invites</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>11</td>
<td>13</td>
<td>28</td>
<td>116</td>
<td>4.14</td>
</tr>
<tr>
<td>tenders from all</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Field data, (2017)

The study findings indicated the county invites tenders from all suitable suppliers after receiving evaluation bids to apply. The study concurred with Kotler (2006) who said that competition in Companies is non-price basis meet the competitor’s price shopping to minimize the use of price as a competitive weapon.

The study disagree with Richard (2005) who said that every company has a policy regarding the supply level at which its products are priced relatively to competition is price based a company sells its products at the price as its competitors. Companies
competing on a non price basis meet the competitor’s price shopping to minimize the use price as a competitive weapon.

4.6 Effects of Technology on supplier selection

The study wanted to examine Effects of Technology on supply chain. This revealed that E books were mostly and significantly used to improve performance and indicated that Advertisement of tenders is done online had 3.78, Tender bids evaluation take longer than expected 3.42, followed by Technology makes the supplier sourcing process more efficient and transparent at 3.28.

Table 4.9 Effects of Technology on supplier selection

<table>
<thead>
<tr>
<th>Aspect</th>
<th>(1)</th>
<th>(2)</th>
<th>(3)</th>
<th>(4)</th>
<th>(5)</th>
<th>∑f_i</th>
<th>∑f_iw_i</th>
<th>∑f_iw_i/∑f_i</th>
</tr>
</thead>
<tbody>
<tr>
<td>The county government has adopted Technology in their procurement department</td>
<td>2</td>
<td>6</td>
<td>11</td>
<td>2</td>
<td>7</td>
<td>28</td>
<td>90</td>
<td>3.21</td>
</tr>
<tr>
<td>Advertisement of tenders is done online.</td>
<td>3</td>
<td>1</td>
<td>4</td>
<td>11</td>
<td>9</td>
<td>28</td>
<td>106</td>
<td>3.78</td>
</tr>
<tr>
<td>Tender bids evaluation take longer than expected</td>
<td>1</td>
<td>2</td>
<td>13</td>
<td>8</td>
<td>4</td>
<td>28</td>
<td>96</td>
<td>3.42</td>
</tr>
<tr>
<td>Technology makes the supplier sourcing process more efficient and transparent.</td>
<td>1</td>
<td>12</td>
<td>1</td>
<td>6</td>
<td>8</td>
<td>28</td>
<td>92</td>
<td>3.28</td>
</tr>
</tbody>
</table>

Source: Field Data, (2017)

The findings show that, which followed by the county government has adopted Technology in their procurement department at 3.21 respectively. The study findings indicated that the county government has adopted Technology in their procurement department to facilitate supply chain process.

The study agrees with Pearson and Robinson (2001) argued that creative technological adoption can suggest possibilities for new supply or improving the existing supply or in
the manufacturing and marketing techniques. A technological breakthrough can have a sudden and dramatic effect on a firm’s environment and performance. According to Kottler (1999) technology is becoming critical as competitive tool. New technologies have created important industries that dint exist before.
CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Summary of the study Findings

Questionnaires were administered personally by the researcher to 33 respondents who were students reading in National library. Out of this only 28 questionnaires were filled and returned which yielded a response rate of 71.8%, and with none response rate of the questionnaires. The study endeavors to assess the factors that affect the supply chain in county governments in Kisii County Kenya. The findings further show that, increase in supply chain is the major effects of procurement performance.

The study had three objectives which were to determine the effect of cost on supply chain decisions in Kisii County; to establish the effects of quality considerations on supply chain decisions in Kisii County; to determine the effect of competition on supply chain decisions in Kisii County and to determine the effect of technology on supply chain decisions in Kisii County.

5.2 Conclusion of the study

The first objective was to determine the effect of cost on supply chain decisions in Kisii County. The study found that most of the respondents agree in relation to cost of the supplier sourcing process is clearly stipulated. The study show that frequency with respective weighted average which indicated that chain evaluation take longer than expected had the highest mean followed by cost of the supplier sourcing process is clearly stipulated which is followed by cost cutting strategies are highly pronounced subsequently and Supply chain exercise is cost effective with the respective weighted average. The study revealed that tender bids evaluation take longer than expected in supply chain decisions.

The second objective was to establish the effects of quality considerations on supply chain decisions in Kisii County and investigated on the level of agreement on quality consideration and found that most of the respondents agree strongly agree were 11, Agree
8. Strongly disagree 1 and Disagree were 7 and not decided were 1 in relation to Quality of supplies are major determinant in supply chain decision is clearly stipulated. The study revealed that Quality of supplies are major determinant in supplier sourcing were highly determined in supply chain decisions.

The third objective was to determine the effect of competition on supply chain decisions in Kisii County and established the effect of competition on supply chain and showed that the county invites tenders from all suitable suppliers after receiving evaluation bids were highly averaged followed by Institutional buying is not affected competition of whatever kind which was followed by Profiling of all suppliers is done and keenly evaluated. The study concurred with Kotler (2006) who said that competition in Companies is non price basis meet the competitor’s price shopping to minimize the use of price as a competitive weapon. They also stated that it does not mean meeting every competitor’s prices only the price of importer competitors in supply chain that what such competitors do in their pricing may chase customers away.

The fourth objective was to determine the effect of technology on supply chain decisions in Kisii County and examined the effects of technology on supply chain This revealed that E books were mostly and significantly used to improve performance and indicated that Advertisement of tenders is done online, Tender bids evaluation take longer than expected followed by Technology makes the supplier sourcing process more efficient and transparent at which followed by the county government has adopted Technology. The study findings indicated that the county government has adopted Technology in their procurement department to facilitate supply chain process.

5.3 Recommendations of the study
The first objective was to determine the effect of cost on supply chain decisions in Kisii County examined on the extent at which the respondents agree with the following effect of cost on supply chain decisions in the county and recommended that cost of the supplier sourcing process is clearly stipulated. The study recommended that tender bids evaluation should take longer than expected had the highest mean followed by cost of the supplier sourcing process is clearly stipulated which is followed by cost cutting strategies are
highly pronounced subsequently and Supply chain exercise is cost effective with the respective weighted average. The study recommended tender bids should be evaluated to avoid take longer than expected in supply chain decisions.

The second objective was to establish the effects of quality considerations on supply chain decisions in Kisii County and recommended that the quality consideration should be maintained. In relation to Quality of supplies are major determinant in supply chain decision is clearly stipulated. The study recommended that quality of supplies should be the major determinant in supplier sourcing was highly determined in supply chain decisions.

The third objective was to determine the effect of competition on supply chain decisions in Kisii County and recommended the effect of competition on supply chain and showed that the county invites tenders from all suitable suppliers after receiving evaluation bids were highly averaged followed by Institutional buying is not affected competition of whatever kind which was followed by Profiling of all suppliers is done and keenly evaluated. The study recommended that competition should be checked in price basis meet the competitor’s price shopping to minimize the use o price as a competitive weapon. They also recommended that it does not mean meeting every competitor’s prices only the price of importer competitors in supply chain that what such competitors do in their pricing may chase customers away.

The fourth objective was to determine the effect of technology on supply chain decisions in Kisii County and recommended the effects of technology on supply chain This recommended that E books were mostly and significantly used to improve performance and recommended that Advertisement of tenders is done online, Tender bids evaluation take longer than expected followed by Technology makes the supplier sourcing process more efficient and transparent at which followed by the county government has adopted Technology. The study findings recommended that the county government should adopt Technology in their procurement department to facilitate supply chain process.
5.4 Suggestions for Further Studies

The researcher suggested would go for further studies which should be done on the following areas: challenges facing suppliers cost on supply chain decisions in Kisii County. The study suggested for a study on supplier valuation on performance in kisii county
REFERENCES


Appendix I: Questionnaire

I am a student at Kisii University pursuing a diploma program in Stores and Supplies Management. As part of course requirement, I am in the process of carrying out a research study and here by request you to be a respondent in the data collection sample population.

I wish to assure you that all the responses in the questionnaire will be treated confidentially and are for academic purposes only. Thank you in advance. Please tick (✓) in the appropriate box or fill as appropriate.

SECTION A: Bio data.

1) Name ………………………………………………………………………….(Optional)

2) Gender

  A  Male ( )  B  Female ( )

<table>
<thead>
<tr>
<th>Age</th>
<th>Tick</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 20- 30</td>
<td></td>
</tr>
<tr>
<td>2 31- 40</td>
<td></td>
</tr>
<tr>
<td>3 41- 50</td>
<td></td>
</tr>
<tr>
<td>4 51- 60</td>
<td></td>
</tr>
</tbody>
</table>

3. How long have you worked with the county government?

<table>
<thead>
<tr>
<th>Time</th>
<th>Tick</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 7 months –1 year</td>
<td></td>
</tr>
<tr>
<td>2 1.5 years- 2 years</td>
<td></td>
</tr>
<tr>
<td>3 2.5 years- and above</td>
<td></td>
</tr>
</tbody>
</table>

4. What is your highest level of education?
Primary level [ ] Secondary level [ ] Diploma level [ ] Degree [ ]

SECTION B: the effects of cost on supply chain decisions


<table>
<thead>
<tr>
<th>STATEMENT</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost of the supplier sourcing process is clearly stipulated</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supply chain exercise is cost effective</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cost cutting strategies are highly pronounced</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tender bids evaluation take longer than expected</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

SECTION C the effect of quality considerations on supply chain decisions in Kisii county government


<table>
<thead>
<tr>
<th>STATEMENT</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality of supplies are major determinant in supplier sourcing</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proper profiling of supplier supplies is done</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Historical practice of potential suppliers is established</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Warranties are emphasized to cater for any quality error</td>
<td></td>
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</table>
### SECTION D: Effect of competition on supplier selection


<table>
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<th>STATEMENT</th>
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<th>2</th>
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</thead>
<tbody>
<tr>
<td>Competition is a major factor in supplier process</td>
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<td>Profiling of all suppliers is done and keenly evaluated.</td>
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<td>Suitable marketing strategies are adopted to overcome competition</td>
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<td>Institutional buying is not affected competition of whatever kind</td>
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<td>The county invites tenders from all suitable suppliers after receiving evaluation bids.</td>
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### SECTION E: Effect of Technology


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</thead>
<tbody>
<tr>
<td>The county government has adopted Technology in their procurement department</td>
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<td>Advertisement of tenders is done online.</td>
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<td>Information technology help in reducing ordering time and follow up.</td>
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<td>Tender bids evaluation take longer than expected</td>
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<tr>
<td>Technology makes the supplier sourcing process more efficient and transparent.</td>
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**SECTION F Supply Chain Process**


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</thead>
<tbody>
<tr>
<td>Supply chain is done through a procurement process</td>
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<td>All stake holders are involved in the supply chain exercise</td>
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<td>Procurement costs are a major factor in supplier sourcing</td>
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<tr>
<td>Supplier sourcing is fast and efficient</td>
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<td>Conflicts of interest are not experienced</td>
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<td>Regular reviews or audits of procurement processes are done to ensure</td>
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<td>minimum non-compliance to rules</td>
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<td>Supply chain criteria and process is made public</td>
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<td>Seniority in management is not a key determinant in the process</td>
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Thank you.