

**SELECTED PROCUREMENT PRACTICES AND SUPPLY CHAIN  
PERFORMANCE OF THE SALVATION ARMY, KENYA WEST  
TERRITORY.**

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**A Thesis submitted in partial fulfilment of the requirements for the award  
of the degree of master of business administration (Supply Chain  
Management), Masinde Muliro University of Science and Technology.**

**January, 2025**

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## **DEDICATION.**

I dedicate this thesis to my Parents Majors Arlene and David Madegwa, My grandparents Mr. and Mrs. Azangu and the love of my life for their prayers, financial sacrifices and encouragement towards my academic prowess and the success of this thesis. I owe you a lot.

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## ABSTRACT

Effective procurement plays a crucial role in ensuring the smooth functioning of supply chains. However, in many faith-based organizations, limited compliance with established procurement policies has often resulted in budget overruns, supply shortages, delivery delays, and poor-quality materials. Such issues compromise the sustainability of projects and weaken public confidence, even though these organizations depend largely on member contributions to support socially oriented programs. Unlike profit-oriented and government institutions, FBOs remain underexplored in procurement research. The general objective of this study was to analyze the influence of procurement practices on supply chain performance of The Salvation Army Kenya West Territory. The specific objectives were; to establish the effects of supplier relations on supply chain performance, to establish the effects of contract management on supply chain performance, to determine the effects of e-procurement on supply chain performance and to establish the effects of procurement planning on supply chain performance of The Salvation Army Kenya West Territory. The study covered the Salvation Army Kenya West Territory, which covers 23 counties in parts of west, north and southern parts of Kenya. In this counties Musudzu division, Turkana division, Shavihiga district, Eldoret division, Kisumu division, Moisbridge division and Lugari district were covered. The study was anchored on two theories namely; General system theory and institutional theory. The study employed purposive sampling. The study adopted an explanatory and descriptive research design using a target population of 84 respondents. Closed ended questionnaires were used based on a five-point Likert scale. Data was presented in form of frequency tables. Data was analyzed using regression analysis. Descriptive statistics were presented in measures like the mean, median and standard deviation. Reliability was tested using Cronbach's Alpha coefficient where values were above 0.70, confirming the reliability of the measurement instruments. Regression coefficient results indicated that supplier relations, contract management, electronic procurement and procurement planning had a significant correlation with supply chain performance given variable coefficient  $r$ ; - 0.385, 0.268 ,0.140 and 0.436 respectively. Findings indicated supplier relations, contract management, and procurement planning had a significant effect on supply chain performance given coefficients 0.001,0.008,0.000 respectively with p-values  $< 0.05$  while electronic procurement had insignificant effect on procurement performance given pvalue of  $0.086 > 0.05$ . It was concluded that procurement practices affect supply chain performance. It was recommended that FBOs in The salvation army Kenya west territory to embrace supplier relations, contract management, and procurement planning as the coefficient of determination (0.584) was an indication that approximately 58.4% of variations in the supply chain performance measured through operational cost level and lead-time is explained by changes in the selected procurement practices. Since e-procurement contributed minimally due to non-adherence, strict compliance is recommended to improve supply chain performance. The findings of the study may be relevant to policymakers for the purposes of formulating policies and may also be part of existing literature that will be used by researchers and scholars.

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## **ABBREVIATIONS AND ACRONYMS.**

<b>CEO</b>	Chief Executive Officer
<b>CIPS</b>	Chartered Institute of Purchasing and Supplies
<b>CPO</b>	Chief Procurement Officer
<b>EAPCC</b>	East African Portland Cement Company
<b>FBOs</b>	Faith Based Organizations
<b>GST</b>	General system theory
<b>ICT</b>	Information and Communication Technology.
<b>KEMSA</b>	Kenya Medical Supplies Authority
<b>PAG</b>	Pentecostal Assemblies of God
<b>PPAD</b>	Public Procurement and Asset Disposal
<b>SCOR</b>	Supply chain operations and reference.
<b>SMEs</b>	Small and Medium Enterprises
<b>SRM</b>	Supplier Relations Management
<b>TSAKWT</b>	The Salvation Army Kenya West Territory
<b>UMI</b>	Ugandan Management Institute

## **OPERATIONAL DEFINITIONS OF TERMS**

### **Contract Management**

Contract management involves the careful supervision of how contracts are developed, executed, and reviewed. Its main goal is to enhance an organization's operational and financial performance while reducing potential financial risks.

### **Electronic-procurement**

This refers to the use of internet-based and integrated information and communication technologies to support different stages of the procurement process. These stages include searching for suppliers, sourcing, negotiating, placing orders, receiving goods or services, and evaluating purchases after delivery.

### **Lead Time**

This refers to the average amount of time suppliers take to deliver materials or components after receiving an order. The length of this period influences inventory levels and production schedules.

### **Procurement Planning**

This pertains to the systematic approach of recognizing, recording, and overseeing the essential resources and services required to achieve project goals.

### **Procurement practices**

Procurement practices encompass the effective sourcing strategies and advantages typically gained from well-structured and efficient procurement processes that realize cost optimization while fulfilling user needs.

Supplier Relations Management

Denotes the engagements and partnerships that occur between an organization and its suppliers.

Supply Chain Performance

Supply chain performance is measured by how well its operations meet the needs of end customers. It involves factors such as product availability, on-time delivery, and maintaining the right inventory and capacity to ensure the supply chain can respond effectively to customer demands.

Operational Cost Level

Refers to measuring the total supply chain costs, cost per unit, and cost-to-serve, analyzing the expenses incurred in sourcing, production, transportation, warehousing and distribution



# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the study

In today's global environment, supply chains have become a key factor in organizational competitiveness. The link between supply chain performance (SCP) and procurement strategies has encouraged managers, researchers, and practitioners to better understand what drives supply chain effectiveness. Researchers have investigated and suggested that an organization's success is contingent upon the performance of its supply chain (Sang, 2019). Supply chain performance is critical to the effectiveness of faith-based organizations, as inefficiencies such as delays, high costs, and poor supplier coordination directly affect their ability to deliver services and relief. In Kenya, studies show that many non-profit and faith-based institutions struggle with procurement delays, weak supplier relations, and limited use of technology, which undermine supply chain outcomes (Nakhumicha, Nyang'au & Ndeto 2025).

Supply chain is defined as the entire chains ability to meet end -customer needs through product availability and responsiveness and on- time delivery (Gichio 2018). The efficacy of the supply chain is affected by external influences, collaborative supply chain elements, and the management of the extended supply chain. The supply chain of an organization comprises suppliers, manufacturers, and intermediary channels, including distributors and retailers (Kemei, Oyaro, Biru & Omondi, 2020). Bai and Sarkis (2010) asserted that SCP might be evaluated concerning supply chain operations, including delivery and operational cost levels. Supply chain management is closely linked to the procurement processes implemented by a firm.

Procurement practices are a set of activities undertaken by an organization to promote effective management of its supply chain (Sollish & Semanik, 2019). Modern procurement practices are dynamic and interconnected networks that are gradually lengthening and globe-spanning (Christopher, 2020). The role of procurement practices in business set ups has become more important and changed abruptly, from the perceived role of administrative and clerical to a strategic position, so as to attain competitive advantage in the organizations (Allal-Chérif and Maira, 2011). Some of the procurement practices include; contract management, e-procurement, supplier relations and inventory management. As FBOs strive to fulfill their mission for sustainability and long-term viability, their procurement still faces challenges due to adoption of poor procurement practices such as single sourcing, non-competitive bidding and direct procurement, which thereafter leads to overspending, hence exceeding the sourcing budget, longer lead times and poor quality which in turn leads to poor SCP of the organization (Mbonigaba ,2023).Bowman (2011) argues that the unique nature of FBOs is characterized by a blend of altruistic motivations and organizational intricacies, which necessitates an in-depth exploration of the effects of procurement practices on their financial well-being.

Researchers around the world have highlighted the importance of adopting effective procurement practices to enhance organizational performance. Nations like the United Kingdom, the United States of America, and Canada have historically utilized supply chain strategies in the oversight of procurement and logistics. For instance, Ganger, (2023) acknowledge that the department of defense in the US, has minimized costs through lead time in the management of its logistics by employing effective procurement practices. The office of the government of Commerce in the US releases annual updates

about best procurement practices in the public sector. In addition, Johnson and Flynn, (2011) conducted a study on procurement practices and SCP of service delivery of Motors Association in United Kingdom which revealed that effective procurement practices not only promise to cut operational costs all across the supply chain, but also raises the expectations of buyers, posing a challenge for buyer's satisfaction and SCP. Johnson *et al.*, (2011) also argues that the procurement function enhances efficiency and competitiveness among other benefits but to realize this benefits, it is important to look at strategic factors that affect the performance of the procurement function.

A study done in Rwanda by Mbonigaba, (2023) on critical review of procurement practices on SCP of non-governmental organizations in Rwanda revealed that, Rwandan district pharmacy was handled at a central medical store, where all the drugs were procured directly for medical stores in Rwanda. The procurement practices in question exhibited a notable lack of efficiency and effectiveness, as the faith-based hospitals were shouldering the entirety of the associated costs. Notwithstanding the significant function of the procurement system in Rwanda, certain public health institutions continue to engage in protracted bureaucratic processes when procuring goods and services, alongside issues of corruption and biased tender awards. The aforementioned factors may be associated with inadequate procurement practices utilized within the respective public health facility (Ministry of Health 2020).

Sarah and Joseph, (2019) also conducted a study on procurement practices and SCP of Small and Medium Enterprises (SMEs) in Kampala, which revealed that 19.4% of the variance in SCP, purchasing risk-taking was a significant predictor of SCP while purchasing knowledge, skills and strategic procurement were not. In Uganda, small and medium-sized

enterprises constitute 90% of the private sector, with 80% of these entities located in urban regions. The supply chain of SMEs in Uganda is marked by delays in delivery and subpar product quality, both of which serve as indicators of inadequate SCP. The subpar performance of the supply chain adversely affects overall performance, as customers assess firms based on the efficacy of their supply chains, particularly in an environment where competition has evolved from individual firms to entire supply chains. Kirema and Lucy, (2020) performed a research on effects of procurement practices on SCP of public universities in Kenya, which indicated that in spite of efforts by public entities in developing countries like Kenya and developing partners like World Bank to improve performance of procurement function and supply chain in general, procurement is still affected by shoddy works, poor quality goods and inefficient supply chain. Kiswili and Noor, (2020) also executed research on role of procurement practices and SCP of manufacturing sector in Kenya a case study of East Africa Portland cement company (EAPCC) which acknowledged that 73% of change in SCP in EAPCC can be explained by four variables. The findings indicate that the sustainable procurement practices of EAPCC have been comprehensively executed. The study further revealed that the adoption of sustainable procurement practices remains central to Kenya's economic success narrative.

As Kabuga, Kule & Mbera, (2016) argue, many organizations both in the private and public sectors in the developed and developing countries have put in place procurement reforms characterized by laws and regulations that govern the function, this is majorly hindered by inadequate regulatory compliance.

### **1.1.1 Procurement practices.**

Procurement practices involve strategies for sourcing that, when well-implemented, lead to more efficient processes and cost savings while meeting the needs of users. One key aspect of these strategies is supplier relations, which refers to how an organization interacts and collaborates with its suppliers. These relationships include evaluating supplier performance, enhancing their capabilities, and actively involving relevant stakeholders (Cousins & Lamming, 2008). Contract management encompasses the systematic oversight of contract formulation, implementation, and evaluation, aimed at optimizing both operational and financial outcomes within an organization, while concurrently mitigating financial risk. It can be measured by looking at contract compliance, cycle time and contract renewal rate (Klara, 2021). On the other hand, E-procurement has been defined as the use of internet based (integrated) information and communication technologies to carry out individual or all stages of the procurement process including search, sourcing, negotiation, ordering, receipt, and post-purchase review (Croom & Brandon, 2021). Some aspects of e procurement include; e-ordering-tendering, and e-payment (Laryea and Ibem, (2022). Lastly, procurement planning refers to the process of identifying, documenting, and managing the necessary items and services to support project objectives (Odhiambo and Nyabonga, 2020). Procurement planning will be measured by looking at the planning process, adherence to the procurement plan and timely procurement.

### **1.1.2 Supply Chain Performance**

Supply chain performance is the extent that supply chain activities are meeting end customer requirements, including product availability, on-time delivery, and all the necessary inventory and capacity in the supply chain to deliver that performance in a responsive manner (Oloruntoba & Gray, 2006). SCP encompasses key performance

indicators(KPIs) that evaluate different aspects of supply chain operations including operational cost level which entails measuring total supply chain costs, cost per unit, and cost-to-serve, analyzing the expenses incurred in sourcing, production, transportation, warehousing and distribution (Will Kenton, 2020).In addition, supplier lead time refers to the average time taken for suppliers to deliver materials or components after receiving an order, influencing inventory levels and production schedules (Mbonigaba ,2023).

### **1.1.3 The Salvation Army, Kenya West Territory**

The Salvation Army functions as a Protestant Christian denomination and operates as a global charitable entity, with its headquarters situated in London, England. This organization operates as a non-profit entity, adhering to the core tenets of Christian belief, with its articles of faith underscoring the divine intention of salvation (Hill, 1987). Founded in 1865 in London by William Booth, a former Methodist preacher, and his wife Catherine Booth, the East London Christian Mission laid the foundation for what later became the Salvation Army. A key aspect of its history is its commitment to social reform and its work in supporting marginalized communities. Booth and his adherents were profoundly dedicated to tackling the fundamental issues of poverty and inequality, frequently questioning established societal norms and championing legislative reforms aimed at enhancing the conditions of the impoverished. (Horridge, 1993).

As of 2023, the global leader and Chief Executive Officer of the Salvation Army is General Lyndon Buckingham. It is present in 133 countries Kenya being one of them. The Salvation Army's history in Kenya dates back in Nairobi, led by Captain William Shilock. The first meeting was held in 1921. On 1st March 2008 it was divided into Kenya East and Kenya

West Territories, (The salvation army Kenya War cry, 2009.) The Salvation Army Kenya West Territory covers several counties in parts of northern, southern and western part of Kenya, divided in divisions, districts and corps. It comprises of 1130 officers (pastors) and 300,000 soldiers. The Salvation Army Kenya West Territory runs charity shops, operating shelters for the homeless, disaster relief, rehabilitation centers, educational institutions, hospitals, anti-trafficking and modern slavery, sponsorship, housing services and spiritual life development. The Kenya West Territorial headquarters is in Kakamega County, Kakamega town along Kisumu –Kakamega Highway.

## **1.2 Statement of the problem**

Effective procurement practices are widely acknowledged as critical enablers of supply chain performance, fostering timely delivery, acquisition of quality goods and services, and minimization of defects (Bowman, 2011; Kemei et al., 2020). Wamae (2020) notes that FBOs frequently exceed their procurement budgets, undermining their ability to sustain efficient supply chain systems. Although formal procurement policies exist, evidence from the Salvation Army Kenya West Territory (TSAKWT) shows that these policies are not always consistently applied. Audit reports have pointed to ongoing challenges, such as budget overruns, stock shortages, contract variations beyond approved limits, procurement delays, and the delivery of substandard goods and services (PAG Kenya Audit Report, 2021; Salvation Army International Audit Report, 2022). These issues suggest underlying weaknesses in procurement practices, which contribute to supply chain underperformance and impede the achievement of organizational goals.

This issue is particularly important for TSAKWT because, like many faith-based organizations (FBOs), it depends heavily on member contributions, tithes, offerings,

special donations, and fundraising activities to support its operations. These funds are often allocated to socially significant projects in education, healthcare, and community development, which draw public attention and require high standards of accountability and efficiency. When procurement policies are not properly followed, it not only threatens the sustainability of these initiatives but also weakens public confidence in the organization's management of resources.

Although procurement practices and supply chain performance have been widely studied in manufacturing firms, government agencies, and profit-oriented organizations (World Bank, 2024; Panya & Awuor, 2023; Musonye & Machoka, 2023), there has been relatively little research focusing on faith-based organizations (FBOs). This gap highlights the need to examine how selected procurement practices affect supply chain performance in TSAKWT, with the goal of providing insights that can enhance transparency, accountability, and operational efficiency within faith-based organizational settings.

### **1.3 Research objectives**

#### **1.3.1 General objective**

To analyze the effects of procurement practices on Supply Chain performance of The Salvation Army, Kenya West Territory.

#### **1.3.2 Specific Objectives**

- i. To establish the effect of supplier relations on supply chain performance of The Salvation Army Kenya West Territory.
- ii. To establish the effect of contract management on supply chain performance of The Salvation Army Kenya West Territory.

- iii. To determine the effect of electronic procurement on supply chain performance of The Salvation Army Kenya West Territory.
- iv. To establish the effect of procurement planning on supply chain performance Of The Salvation Army Kenya West Territory.

#### **1.4 Research hypothesis.**

HO<sub>1</sub>: Supplier relations has no significant effect on supply chain performance of The Salvation Army Kenya West Territory.

HO<sub>2</sub>: Contract management has no significant effect on supply chain performance of The Salvation Army Kenya West Territory.

HO<sub>3</sub>: Electronic Procurement has no significant effect on supply chain performance of The Salvation Army Kenya West Territory.

HO<sub>4</sub>: Procurement Planning has no significant effect on supply chain performance of The Salvation Army Kenya West Territory.

#### **1.5 Significance of the study**

The results of this study could hold significance for faith-based organizations, policymakers, scholars, and various other stakeholders. Managers in procurement, supply chain, and logistics are encouraged to utilize the study's findings that connect procurement practices with SCP to make well-informed decisions regarding the challenges confronting their organization's supply chain network. Examining the case of the Salvation Army Kenya West Territory (TSAKWT) will help managers of faith-based organizations understand how procurement practices affect supply chain performance. This insight can guide the identification of opportunities to improve existing processes and strengthen

regulations that support effective tracking within the supply chain, ultimately contributing to reduced acquisition costs.

Policymakers may use the findings to design and implement policies related to supplier relations, contract management, and procurement planning, with the goal of lowering costs and shortening lead times across the procurement function and the broader supply chain. The study also has important policy implications: understanding procurement practices in faith-based organizations can enrich discussions on supply chain transparency, accountability, and governance, particularly in sectors where these organizations have significant influence. Finally, researchers and academics can use the study as a foundational reference for literature reviews, helping to identify gaps that guide future research. The research findings will further enrich the existing body of literature, potentially assisting scholars in pinpointing knowledge gaps by offering the contextual and methodological insights necessary for subsequent investigations. The research will furnish comprehensive insights for a literature review and serve as a foundational reference for the exploration of diverse studies concerning procurement practices and SCP.

### **1.6 Scope.**

The study concentrated on procurement practices and SCP of the Salvation Army Kenya West Territory for a period of one year. The Salvation Army Kenya West Territory comprises of 33 Divisions namely; Banja, Boyani, Bungoma, Bunyore, Cheptais, Chwele, Eldoret, Gusii, Kakamega, Kapsabet, Kimilili, Kisumu, Kitale, Kolanya, Kwanza, Lugari, Lumakanda, Madzuu, Malava, Mautuma, Mbale, Migori, Moisbridge, Mumias, Musudzuu, Sabatia, Shavihiga, Shigomere, Sikhendu, Sirisia, Tongaren, Turkana and

Webuye Division. Seven divisions two, housing projects and the trade shop were selected in The Salvation Army Kenya West Territory, because according to the international audit report (2022), there were incomplete projects in those divisions, the housing project exceeded the planned budget and the trade shop experiences longer lead-time in delivery. The divisions include; Turkana, Shavihiga, Migori, Kisumu, Moisbridge, Eldoret, Lugari and Musudzu division. The housing project is the Ikonyero community Housing Project and the Trade shop at the headquarters.

### **1.7 Limitations.**

The Salvation Army Kenya West Territory being a private sector, respondents were reluctant to disclose sensitive information impacting the depth of analysis and interpretation thus anonymity in questionnaires was used. The majority of respondents comprised senior officers who were preoccupied and unable to allocate time for the completion of the questionnaires. The method of dropping and retrieving at a later time was employed. A portion of the respondents failed to fully complete the questionnaires, and certain questions were misinterpreted, resulting in insufficient responses to the surveys. The use of research assistants, along with regular text message reminders sent to respondents during the questionnaire period, helped to minimize this challenge. However, because the study relied on self-reported questionnaires, there is a possibility that some participants responded in ways they believed were socially acceptable rather than giving fully honest answers. As a result, the findings should be interpreted as indicative rather than definitive.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter addressed the theoretical review, conceptual framework, empirical literature review, and critique and research gap.

#### **2.2 Theoretical review.**

The study was anchored on general system theory which is the main theory and institutional theory.

##### **2.2.1 General system theory.**

Ludwig (1950) developed the General Systems Theory, which posits that, from a biological perspective, an organism constitutes an integrated system of interdependent structures and functions composed of cells, with each cell containing molecules that must operate in harmony. Every molecule must possess an awareness of the actions of its counterparts, must be adept at receiving communications, and must exhibit a level of discipline that compels adherence to these messages. Given the intricate and fluctuating nature of the external landscape, the longevity and efficacy of an organization will hinge on its ability to thoroughly assess and adjust to its internal dynamics (Okumbe, 1998). This theory underpins this study, as procurement is a function that permeates all departments within an organization. Furthermore, for an organization to establish a supply chain that is both effective and efficient, it is imperative that each participant—user departments, the procurement department, and suppliers—fulfill their respective roles diligently.

Moreover, the successful implementation of procurement practices—including procurement planning, contract management, supplier relations, and electronic

procurement—within an organization necessitates the backing of diverse user departments. Each department must fulfill its specific responsibilities to attain the overarching objectives of the procurement management framework, ensuring a harmonious and tension-free environment that fosters operational efficiency. Thomas, and Walker, (2021) explored how systems thinking can help procurement managers understand and manage the complexity of procurement networks in the sense that when procurement is viewed as a system, managers can better identify interdependencies, manage risks, and improve overall efficiency. Similarly, Carter and Easton, (2022) discussed the integration of GST into sustainable procurement practices, providing a framework that balances environmental, social, and economic considerations. They argued that a systems approach can help organizations achieve more sustainable procurement outcomes.

On the contrary, Jost, (2019). revealed that GST's broad and generalized principles might not adequately address the specific, nuanced challenges unique to procurement practices. He argued that while GST provides a valuable framework, its application can sometimes lead to overly simplistic solutions that don't consider the intricate, context-specific details critical in procurement. McIntyre, (2016) also argued that the complexity of systems theory can make its practical application in procurement challenging. Procurement systems often require straightforward, actionable strategies rather than abstract, theoretical frameworks. He points out that while systems thinking offers deep insights, translating these into practical procurement strategies can be daunting, as managers need clear, practical tools and methodologies. Hiscock, (2019) also contradicted that while General System Theory provides a valuable theoretical foundation for understanding systems and their complexities, its application to procurement practices requires careful consideration of its limitations and the specific context in which procurement operates. Combining systems

thinking with practical, context-specific approaches and leveraging advanced analytics and technology may offer a more robust framework for optimizing procurement strategies in today's dynamic business environment.

According to Elliott and Davis (2020), GST principles emphasize viewing systems as wholes composed of interrelated parts. In procurement, this means considering the entire procurement process as a system with interconnected elements such as sourcing, negotiation, contracting, and supplier management. Understanding how these parts interact can lead to more efficient and effective procurement strategies. Similarly, Chatterjee, Sarker, Lee, Xiao, Elbanna, (2021), attributed that GST promotes systems thinking, which encourages a broader perspective and understanding of how parts within a system interrelate and contribute to overall goals. Applying systems thinking in procurement involves considering long-term implications, sustainability, risk management, and ethical considerations alongside traditional cost and efficiency metrics. In essence, General System Theory provides a valuable framework for understanding and improving procurement practices by emphasizing relationships, interdependencies, feedback mechanisms, and holistic perspectives. By applying these principles, organizations can enhance their procurement strategies to achieve greater efficiency, resilience, and strategic alignment with overall business objectives Chatterjee, Xiao, Elbanna, Saker, (2017).

### **2.2.2 Institutional Theory.**

Institutional theory emerged from the contributions of sociologists including Meyer and Rowan, DiMaggio and Powell, as well as Scott, during the late 1970s and early 1980s. The theory posits that organizations frequently embrace structures, practices, and behaviors that align with institutional expectations to secure legitimacy and garner support. (Meyer & Rowan, 1997). Institutional theory has been applied ever since 1930 (Bansal & Cleland, 2004; Hoffman, 1999; Jennings & Zandbergen, 1995) in understanding the response of the firm to increasing pressures for management of the environment. Due to increased public awareness of organizational failure and environmental demands, institutional theory recommends that companies can only gain legitimacy through reduction of their environmental impact and being socially responsible (Risi, Vigneau, Bohn, & Wickert ,2023).

What gives life its meaning, according to Sahin and Mert (2023), are the cultural-cognitive and regulative components of institutions, as well as the related activities and resources. It elaborates on the policy-based regulatory, normative, and culturally-grounded cognitive pillars of institutions. Compliance with regulations, laws, and penalties is the focus of the regulatory (policy) pillar's enforcement efforts. Standards, or the accepted way of doing things and the ideals that are most highly prized, are the focus of the normative pillar. Mutual comprehension (common symbols and beliefs) is the foundation of culture. The theory behind this is that all public procurement entities are required to follow the rules and regulations outlined in the Republic of Kenya's Public Procurement Act (2015). As a result, there should be policies, norms, and regulations in place to ensure that all procurement systems adhere to best practices. Organizational culture, social influence, organizational incentives, and enforcement are the three pillars of institutions that must be

in place before public procurement laws can be followed. These antecedents are critical for the successful implementation of good procurement practices, which boost the performance of the purchasing entity's supply chain and ultimately lead to better service delivery.

Peterson, and Peters, (2020) argues that Institutional theory often emphasizes conformity to institutional pressures, which may stifle innovation and adaptability within supply chains. This can lead to rigid practices that may not align with the dynamic and competitive nature of supply chains. Similarly, Tsygankov, Syropyatov and Volchik, (2021), argued that institutional theory underestimates the role of power and politics within organizations and their supply chains. Power dynamics can significantly influence supply chain decisions and performance, often overriding institutional pressures Limited Focus on Performance Outcomes. In addition, Kauppi, (2022), revealed that Institutional theory primarily focuses on legitimacy rather than performance outcomes. While gaining legitimacy is important, supply chains also need to optimize performance metrics such as cost, quality, and speed, which may not always align with institutional norms. According to Charnor and Quartey, (2024), Institutional theory and SCP are intertwined in a way that organizations strive to conform to prevailing institutional norms and expectations in their environments. This conformity can influence supply chain practices and performance. Organizations within the same institutional environment often adopt similar supply chain strategies and structures to gain legitimacy and acceptance. This conformity can lead to similarities in SCP outcomes across organizations within the same institutional context.

Similarly, Cheng, (2024), emphasizes the importance of legitimacy for organizations. SCP, such as efficiency, responsiveness, and sustainability, can affect an organization's

legitimacy in the eyes of various stakeholders, including customers, investors, regulators, and the community. Organizations may adopt supply chain practices that align with institutional norms to gain legitimacy, which subsequently impacts their SCP goals and outcomes. In summary, institutional theory offers a lens through which one can analyze how external factors influence institutional forces and internal organizational responses can collectively shape SCP outcomes. By aligning with institutional norms and expectations, organizations can enhance their legitimacy, manage stakeholder pressures, leverage network relationships, foster innovation, and effectively measure and improve SCP metrics.

## **2.3 Conceptual literature review**

### **2.3.1 Supply chain performance**

The importance of SCP in achieving organizational success and competitive advantage has made it a hot subject in management and business studies. The ability of a supply chain to fulfill or surpass the expectations of all parties involved, including customers, suppliers, and shareholders, is what constitutes SCP, as stated by Mentzer (2008). One of the many suggested matrices for evaluating supply chain efficiency is the operating cost level, which is the monetary sum needed to acquire, manufacture, and maintain a good or service. Expenses, losses, or the monetary worth of SCP can all contribute to cost level (Kleemann, 2018). One indicator of supply chain efficiency is lead time, which is defined as the typical amount of time it takes for vendors to send out ordered goods, which in turn affects stock levels and manufacturing (Mbonigaba, 2023).

In order to meet the needs of their clients, faith-based organizations rely heavily on the goods and services provided by their supply chain partners. Therefore, its entire

performance is heavily dependent on the faith-based organizations' performance. The purpose of this literature study is to analyze how The Salvation Army Kenya West Territory's SCP was affected by four procurement practices: contract management, e-procurement, supplier relations, and procurement planning.

### **2.3.2 Procurement practices**

When a procurement strategy and the benefits it often yields from sufficient and effective procurement procedures are put into place, it usually leads to cost optimization and satisfies user expectations. This is known as procurement practices. Saving money, improving the product, and committing to technological advancement are the three main benefits of successful procurement activities. Management of supplier partners should be based on principles that support the company's value strategy as a whole. According to Steven (2020), the outcomes of relationships might range from joint product development to financial savings. Need realization/identification and requirements identification constitute the first steps in the procurement process as outlined in the PPAD Act (2009). Involving the users so that they can submit their own departmental plans makes it more participatory. The procurement plan, budget, production schedules, work plans, inventory status, and projects all play a role in this.

Considering the proliferation of reports, studies, and even legislative and regulatory frameworks pertaining to procurement, it is reasonable to say that the private sector has seen a rising awareness of procurement's significance in bolstering company strategy and its effect on the bottom line. These days, it's not uncommon for the chief procurement officer (CPO) to report straight to the CEO at many organizations. It is critical for any company that uses procurement to determine if a new procedure is necessary and, if so, how the practice improves the overall process. In order to achieve its procurement strategy

objectives, the buying company will play to its strengths by implementing appropriate procedures (Neely, 2005).

Organizations in both the public and private sectors increasingly recognize that treating procurement merely as an administrative task limits their potential for growth and effectiveness. Embedding procurement within the overall strategic framework of the organization, equipping procurement officers with the skills and resources necessary for professional execution, and setting clear expectations enhance value creation, trust, and overall performance. The strategic role of procurement is best realized when procurement units are actively involved in the organization's planning processes, ensuring that procurement objectives align with broader institutional goals. Strategic procurement practices generally include supplier relationship management, contract administration, electronic procurement, and procurement planning (CIPS, 2005).

### **2.3.2.1 Supplier relations**

Supplier relationship management (SRM) is an integrated approach of interacting with suppliers to enhance mutual benefit through supplier evaluation, supplier segmentation, supplier development, and supplier training (Nurazyyati, 2019). The function of Supplier Relationship Management (SRM) is to enhance the efficacy of both buyer and supplier organizations. Supplier Relationship Management (SRM) is the process of assessing the interactions between purchasing organizations and their suppliers. As the company seeks to strengthen customer ties, it is equally essential to cultivate relationships with suppliers to increase the effectiveness of procurement practices within manufacturing and processing sectors. Supplier evaluation involves the qualitative and quantitative assessment of suppliers before to and following the selection process to ensure the selection of high-quality suppliers and the reduction of costs (Kemunto, 2014). Kinyua (2017) contended

that supplier evaluation commences following the identification of the purchasing requirement. Suppliers are assessed during evaluation based on punctual deliveries, quality, technical proficiency, and financial viability. Forming strategic alliances with key suppliers is essential as it fosters value creation and cultivates trust and dedication. Supplier segmentation is categorizing suppliers according to defined criteria to ascertain the most critical suppliers for engagement in supplier relationship management (Muema, 2016). Conversely, as indicated by Ochieng (2014), supplier development encompasses any initiative undertaken by an organization to enhance supplier performance. Numerous companies encounter difficulties due to suppliers' failure to enhance their capabilities, prompting these firms to establish supplier development initiatives to augment procurement effectiveness (Chartered Institute of Purchasing and Supplies, 2013). Supplier training involves enhancing suppliers' expertise by providing resources, conducting innovation workshops, and facilitating quality improvement seminars. (Kiarie, 2017).

### **2.3.2 .2 Procurement Planning**

The Industry Manual (2008) states that a procurement plan is a tool for executing a budget, which must be developed by user departments to prevent or minimize excess expenditures in the entities' budgets, ensuring that procurements occur only when sufficient funds are available for payment. Consequently, all procurement plans should be integrated into the budgeting process in accordance with the projected budget and in adherence to procurement legislation. PPAD Act of 2015

Mullins (2015) alluded that in developed and developing countries in the public sector, there's efficient and effective service delivery due to the contribution of procurement planning at the central and local government. To obtain items of the appropriate quality,

comprehensive specifications are essential, as they aid in delineating the requirements for the contractor who will submit bids in accordance with the provided bid document specifications. Specifications, regardless of their simplicity or complexity, are contingent upon the manner of procurement (Caldwell, Roehrich & Davies, 2009). Poor procurement planning is a limiting factor to the economic development of Africa as some African countries have not paid enough attention to proper management of public resources (Basheka, 2008). Procurement planning will be measured by looking at the timeliness of Procurement, adherence to the procurement and lastly the planning process.

### **2.3.2.3 Electronic procurement.**

E-procurement has been defined as the use of internet-based (integrated) information and Communication technologies to carry out individual or all stages of the procurement process including search, sourcing, negotiation, ordering, receipt, and post-purchase review (Croom & Brandon, 2021). According to Laryea and Ibe, (2022) competitiveness in today's marketplace depends closely on the ability of a firm to handle the challenges of reducing lead time, cost estimation, increasing customer service levels, and improving product quality. The ICT ministry is crucial to the successful implementation of ICT in the country. The necessity to formulate an ICT strategy arises from the fact that ICT is a principal catalyst for realizing Vision 2030, thereby integrating the ICT industry into national development. E-procurement will be evaluated by examining E-ordering, or electronic ordering, which denotes the process of placing orders for goods or services using electronic channels, generally via the internet or electronic data interchange (EDI) systems. It eliminates the need for traditional paper-based order forms and enables businesses and consumers to submit orders quickly and efficiently (Adenuga & Adebisi 2020). Electronic

payment (commonly abbreviated as e-payment) denotes the process of transferring money or funds electronically, typically through the internet or electronic devices. It enables individuals and businesses to make transactions without the need for physical currency or checks (Ojo, 2019). Lastly, E-tendering, also known as electronic tendering, is the process of inviting, receiving, and evaluating tenders (bids or proposals) through electronic means, typically over the internet or through electronic procurement platforms (Waithaka & Kimani 2021).

#### **2.3.2.4 Contract management**

Contract management is the process of overseeing contract generation, implementation, and analysis to optimize operational and financial performance within a business, while mitigating financial risk (Klara, 2021). Organizations face escalating pressure to minimize expenses and enhance performance. Contract administration is a labor-intensive aspect of company, necessitating an efficient and automated contract management system. When two corporations intend to engage in business, a contract delineates the actions undertaken by both entities and the conditions under which they each execute their obligations within the agreement.

Contracts significantly influence corporate profitability by impacting revenue and expenses. Contract management can be measured by looking at the Contract Compliance Rate which refers to the Measure of the extent to which contractual obligations are being met. This can include metrics like on-time delivery, quality of goods or services, and adherence to legal and regulatory requirement (Binale & Moronge, 2021). Contract cycle time tracks the time it takes to negotiate, approve, and execute contracts. Longer cycle times can indicate inefficiencies in the process (Lamming, 2000). Contract renewal Rate

measures the percentage of contracts renewed within a given period. A high renewal rate indicates satisfaction with the contract terms and supplier performance (Ahmed & Omwenga 2023).

## **2.4 Empirical Literature Review**

### **2.4.1 Supplier relations and SCP**

Several studies have explored the impact of supplier related factors on SCP. For example, Hiday, Hudha, and Akmad (2015) conducted a study examining the impact of supplier-manufacturer relationships on the SCP of manufacturing industries in Indonesia. Utilizing a descriptive research design with a target population of 120 respondents, they revealed that a company's success in fostering strong commitments with its partners can lead to significant improvements. The relationship of trust with suppliers was determined to significantly influence the performance of supply chains within manufacturing farms in Indonesia. The assessment of supplier relations involved an examination of supplier commitment, communication, and satisfaction levels. SCP was measured by looking at trust. Additionally, Emon and Siam, (2024) conducted a study on quantifying the influence of supplier relation and SCP a case study of Bangladesh Manufacturing and service sector, using a cross-sectional research design on a target population of 270 respondents and found out that Supplier relations management practices and SCP are positively related with a specific emphasis on cost efficiency. The assessment of supplier relations involved an examination of collaboration with suppliers, the development of supplier capabilities, the evaluation and selection processes, as well as the establishment of enduring relationships with suppliers. The evaluation of SCP was conducted through an analysis of cost efficiency. The existence of a positive correlation indicates that the successful implementation of

supplier relations management procedures plays a crucial role in achieving cost effectiveness within supply chain operations.

Eyaa, Ntayi, and Namagembe (2010) conducted a study on collaborative relations and the performance of SMEs in the supply chain within Uganda, employing a cross-sectional research design that focused on a target population of 306 respondents. The findings indicate that collaboration with suppliers and the establishment of long-term relationships with them have a significant and positive impact on cost efficiency in the supply chains of organizations in Bangladesh. The collective implementation of these SRM practices accounts for roughly 64.2% of the variance in cost efficiency, underscoring their essential function in enhancing SCP. The assessment of supplier relations was conducted through an examination of social cohesion, collective reasoning, and ethical disposition. The assessment of SCP was conducted through an examination of ethical conduct. In a similar vein, Betty, Mulyungi, and Saleh (2018) undertook a study examining the effects of supplier evaluation on procurement performance within government ministries in Rwanda, specifically focusing on the Ministry of Health. This research targeted a population of 650 respondents and employed a descriptive research design, ultimately revealing that supplier quality commitment, financial capacity, and competence significantly influence procurement performance. The assessment of suppliers was conducted through an examination of pre-qualification processes, the nature of supplier relationships, and the role of information and communication technology in the selection of suppliers. The evaluation of procurement performance was conducted through an analysis of cost efficiency.

Additionally, Kosgei and Gitau (2016), conducted a study on effects of supplier relationship management on organizations performance, a case study of Kenya Airways Airline on a target population of 272 using a cross-sectional research design and revealed that employing trust in managing supplier's relation practices in its operations had a positive impact on organizations performance. It was additionally disclosed that trust serves as a fundamental component in the efficacy of supplier relationship management. The presence of shared objectives was identified as an essential element in fostering a successful relationship with suppliers.

Therefore, organization should enhance mutuality of interest with the parties they deal with. Supplier relations was measured by looking at the trust and mutual goal. Organizations performance was measured by looking at the operational efficiency, brand presence and market share. On the topic of effects of supplier relations management on financial performance in selected KTDA affiliate tea processing firms in Kericho county, on a target population of 700 respondents using a descriptive research design, Chebet and Chepkwony, (2020) revealed that supplier relations management is very crucial in the sense that the companies are able to engage competitively, reduce costs, allows mutual sharing of risks allows flow of information and effective utilization of resources. It was evident that supplier relations management aspects play a crucial role in determining the performance of tea processing companies operating in Kericho County, Kenya. Supplier relations was measured by looking at supplier evaluation, supplier segmentation supplier development and training. Financial performance was measured by looking at the cost level.

According to Hiday, Hudha and Akmad, (2015), Emon & Siam, (2024), Eyaa, Ntayi &

Namagembe, (2010), Betty, Mulyugi, & Saleh, (2018), Kosgei & Gitau (2016), and Chebet & Chepkwony (2020), supplier relations management was found to have a significant effect on SCP. The present study will measure supplier relations by looking at stakeholder engagement, supplier evaluation and supplier development and training which will help in contributing to stability, efficiency and growth of FBOs. SCP will be measured by looking at the operational cost level and lead-time.

#### **2.4.2 Contract management and supply chain performance.**

Regarding contract management, Rashid (2019) conducted a study on contract management and performance characteristics; an empirical and management implications for Indonesia, on a target population of 220 respondents using a descriptive research design. Contract management was measured by contract length, satisfaction with the project goals, resolution of dispute and acceptance criteria of product and services. Performance was measured by looking at the conflict management with customers. The study revealed that contract management is positively related to performance. The findings provide ample empirical support drawn from organizations involved in executing both public and private sector projects. In addition, Klijn, and Koppenjan, (2018) conducted a study on impact of contract characteristics on performance of public-private partnership on a target population of 162 respondents using a descriptive research design and revealed that, there was no relation found between contract characteristics and performance and innovativeness, except that the sanctions had a negative effect on performance (contrary to expectation that sanctions would have a positive effect) regular review of contracts eliminates wastage hence reduced costs and increased customer satisfaction. Contract management was measured by looking at possibility of negotiations, sanction flexibility,

and length of the contract. Performance was measured by looking the customer satisfaction.

Likewise, Mbonigaba (2023), carried out a study on critical review of procurement practices and SCP of non-governmental organizations in Rwanda using a descriptive research design on a target population of 96 respondents, and found out that contract management has a positive relationship on SCP of non-governmental organizations in Rwanda. Procurement practices were measured by looking at the contract management, supplier selection, procurement planning and procurement tendering. SCP was measured using cost of service delivery, quality of products and services, and customer satisfaction. Julius and Dagba (2018) also conducted a study on effects of contract management practices on SCP of road construction projects in Ghana on a target population of 20 respondents using a mixed research design and found out that, competitive and restricted tendering give value for money because they had the lowest coefficient of variation when compared to other attributes for road construction. Contract management was found to be a critical factor that positively impacts performance of road construction in Ghana. Contract management was measured by looking at the risk management, contract evaluation and monitoring intensity. Performance was measured using project performance rate.

In a spirit of cooperation Binale and Moronge (2021) undertook a study examining the imperatives of contract management on the SCP of manufacturing firms in Nairobi County. The research targeted a population of 395 respondents and employed a descriptive research design. The findings indicated that effective contract management significantly influences SCP and plays a crucial role in reducing procurement cycle times. The findings suggest

that post-contractual appraisal influences SCP, while contract audit, contract report, and shared benefits similarly impact SCP to an equivalent degree. It has been observed that contract management exerts a considerable influence on the performance of the supply chain. The evaluation of contract management was conducted through an analysis of contract administration, contract appraisal, and contract closure. The evaluation of SCP involved an analysis of procurement cycle time and efficiency, alongside customer satisfaction and perceptions regarding the supplier defect rate.

Moreover, Ahmed and Omwenga, (2023) conducted a study on contract management and SCP of state corporations in Kenya, using a descriptive research design on a target population of 157 respondents and found out that enhancing contract management practices leads to enhanced procurement performance in state corporations. The efficiency of contract management can be juxtaposed with the efficiency of procurement and there was undertaken by government entities and private corporations. Contract management was measured by looking at the contract administration, contract relationship management and contract resolution, contract monitoring and contract evaluation. Procurement performance was measured by looking at cost efficiency quality, lead-time and inventory accountability.

According to Rashid, (2019), Klijn and Koppenjan, (2018), Mbonigaba, (2023), Julius and Dagba (2018), Binale and Moronge, (2021) and Ahmad and Omwenga, (2023), Contract management was found to have positive and significant effect on SCP. The present study will measure contract management by looking at the contract renewal rate, contract cycle lead-time and contract compliance which will give a broader perspective of the relationship between contract management and SCP. SCP will be measured by looking at the operational cost level and lead-time.

### **2.4.3 Electronic procurement and supply chain performance.**

Kanyarat and Ungul (2020), conducted a study on impact of strategic sourcing and eprocurement on SCP in japan using a descriptive research design on a target population 40 respondents and revealed that e-procurement has a positive impact on SCP management at the same time awaits purchasing professionals to capitalize on it and enjoy increased autonomy within the firm and less conflict driven relationship with their external constituents. E-procurement was measured by looking at the value of IT, e-commerce on internal organization and e-commerce in purchasing. SCP was measured by looking the customer satisfaction rate. Likewise, Faheem and Siddiqui (2020) conducted a study on impact of e-procurement practices on SCP ,a case study of B2B procurement in Pakistan industry , using a descriptive research design on a target population of 239 respondents and revealed that electronic procurement is at the side of input of supply chain system, therefore its more valuable for the industry to develop an innovative and effective process which satisfy all the needs of organizational SCP. E-procurement was measured by looking at e-designing, e-sourcing, e-negotiation and e-evaluation. SCP was measured by operational cost level.

In examining the impact of e-procurement on the SCP of health services in Ghana, a study conducted by Banye (2022) on a sample of 600 respondents utilizing a descriptive research design, elucidated that the adoption of e-procurement has led to significant enhancements in SCP. This improvement is characterized by a reduction in costs throughout the supply chain, a rise in operational efficiency and timeliness of the procurement process, a decrease in administrative expenses through heightened effectiveness, and the mitigation of errors. The assessment of e-procurement was conducted through an examination of e-design, e-sourcing, e-information, e-negotiation, and e-evaluation. The evaluation of SCP was

conducted by examining both operational efficiency and the associated cost levels. Abubakar, (2024), conducted a study on impact of e-procurement implementation on SCP a case study of Nigeria, using a desk methodology and revealed that, e-procurement implementation in Nigeria has notably enhanced supplied chain performance by streamlining processes , reducing costs and improving transparency. It has further enhanced relationships with suppliers, enabled decisions grounded in data, and resulted in concrete advantages, notwithstanding obstacles like infrastructure constraints and cybersecurity issues. The assessment of e-procurement involved an examination of e-sourcing, e-catalogues, and e-payment methodologies. The evaluation of SCP was conducted through an analysis of delivery time and inventory turnover.

Additionally, Withaka and Kimani, (2021), conducted a study on effects on e-procurement practices on SCP of county governments in Kenya, using a desk methodology on a target population of 12 respondents and revealed that procurement performance is the backbone of an organizational success since it contributes to competitive purchases and acquisition of quality goods that put the organization's products and services in the competitive edge in the market in the analysis of the use of e-procurement on performance of procurement function of county governments in Kenya. E-procurement was measured by looking at e-sourcing and e-payment. SCP was measured by customer satisfactions level. E-procurement was found to be positively related with SCP of county governments in Kenya. Moreover, Stephen and Kihara (2023), conducted a study on procurement-based practices and sustainable SCP of plastic and rubber manufacturing firms in Nairobi County on a target population of 60 respondents and revealed that e-procurement has a positive relationship with sustainable SCP. The findings indicated that e-procurement reverse

logistics and procurement outsourcing were important procurement practices in influencing sustainable SCP. E-procurement was measured by looking at e-sourcing-negotiation and e-ordering. SCP was measured by looking at operational cost level.

According to Kanyarat and Ungul, (2020), Faheem and Siddiqui, (2020), Banye, (2022), Abubakar, (2024), Waithaka and Kimani, (2021) and Stephen and Kihara, (2023), electronic procurement was found to have a significant effect of SCP. The present study will measure e-procurement by looking at e-ordering, e-payment and e-tendering which will aid FBOs in eliminating traditional paper-based order forms. SCP will be measured by looking at operational cost level and lead-time.

#### **2.4.4 Procurement planning and supply chain performance.**

A number of studies have explored the impact of procurement planning on SCP. For example, Fattahi (2021), carried out a study on resilient procurement planning for SCP, a case study for sourcing mineral material using a descriptive research design on a target population of 80 respondents and reiterated that procurement planning coefficient influence aspects of SCP, namely customer satisfaction and quality delivered goods and services as each of the two coefficients were statistically significant at 10%. It was concluded that procurement planning has significant effect on SCP. Procurement planning was measured by looking at development of strategies and tactics, clear goal identification and technology utilization. SCP was measured by looking at lead-time.

Correspondingly, Lockamy and McCormack, (2019) conducted a study on linking SCOR planning practices to SCP; An exploratory study using a cross-sectional research design on a target population of 55 respondents, and found out that planning processes are important in all SCOR supply chain planning decision areas. The significance of collaboration

emerged as paramount within the realms of Plan, Source, and Make decision-making areas, whereas the essence of teamwork proved to be most crucial in bolstering the Plan and Source planning domains. The elements of process evaluation indicators, credibility of operations, integration of processes, and technological systems emerged as paramount in facilitating the decision making within the Deliver planning domain. The relationship between procurement planning and SCP was observed to be favorable. The assessment of procurement planning involved an examination of the source planning process, as well as the collaborative interactions between suppliers in both transactional and operational contexts. The assessment of SCP was conducted through an examination of lead-time metrics.

Nuwagaba, Thekiso, Nduhura and Lukamba (2021), conducted a study on procurement planning performance for operations and projects in public sector entities, a case study of Uganda management institute, using a cross-sectional research design on a target population of 119 respondents and revealed that there is a strong positive relationship between needs assessment and procurement performance of UMI which implied that improved needs assessment leads to improved procurement performance of UMI and vice versa. It was additionally disclosed that a weak positive correlation exists between procurement budgeting and the procurement performance of UMI, suggesting that enhancements in procurement budgeting contribute to better procurement performance at UMI. The research was informed by the principles of resource-based theory. The evaluation of procurement planning involved an analysis of the assessment of procurement needs, the formulation of procurement budgets, and the mechanisms of information

dissemination. The evaluation of SCP was conducted through an analysis of project outcomes and management operations.

Changalima, Mushi and Mwiseje (2021), also conducted a study on procurement planning as a strategic tool for procurement effectiveness and performance, a case study of public procuring entities in Dodoma city, Tanzania, using a cross-sectional research design, on a target population of 146 respondents, who were purposively chosen and found out that preparation of annual procurement plans frequency of formulation of procurement plans, and the evaluation of the same, attributes to the public procuring entities' performance and also ensures timely allocation of resources therefore impacting positively on its performance. Procurement planning was measured by looking at annual budget preparation, evaluation and frequency of formulation of plans. Performance was measured by looking at lead-time.

Miriti, (2018) conducted a study on Effect of Procurement Planning on SCP of Kenya Medical Supplies Authority on a target population of 330 employees using a descriptive research design. Quantitative primary data was employed, and the analysis was conducted utilizing multiple linear regression techniques. The findings indicated that the assessment of procurement needs, budgeting, quality specifications, and supplier selection all exerted a positive and significant influence on the SCP of the Kenya Medical Supplies Authority in Kenya. The study concluded that for KEMSA to enhance its SCP, it is essential to concentrate on the critical procurement planning indicators associated with all the procurement planning variables analyzed in the research. Findings from the research demonstrated a significant positive association between procurement planning and the performance of the supply chain at KEMSA. The evaluation of procurement planning was

conducted through an analysis of need assessment, budgeting, quality specifications, and the selection of suppliers. The evaluation of SCP was conducted through an analysis of cost reduction and the punctuality of delivery.

Kihara and Ngugi (2019) conducted a study examining the influence of procurement planning on organizational performance, focusing on the Nyayo Tea Zones Development Corporation. The research targeted a sample of 600 respondents and employed a descriptive research design, drawing data from both primary and secondary sources. Their findings indicated that the organization had integrated modern technology into its procurement planning activities. The adoption of emerging technologies was found to lower operational costs, strengthen relationships with suppliers and customers, streamline business processes, and open up new opportunities for improved organizational performance. The research further determined that technological advancements enable organizations to more effectively address current challenges and enhance their foresight regarding future developments. Additionally, the integration of unified data provides the necessary information integrity to cultivate robust compliance and procurement management practices. Procurement planning was found to positively affect performance of development corporations. Procurement planning was measured by looking at supplier participation, staff competency and ICT effect role on procurement planning. Performance was measured by looked at operational cost level.

Fattahi (2021), Lockamy and McComack (2019), Nuwagaba, Thekiso, Nduhura and Lukamba (2021), Changalima, Mushi and Mwiseje (2021), Mirirti (2018) and Kihara and Ngugi (2019) found a positive and significant relationship between procurement planning and SCP. The present study will measure procurement planning by looking at the

procurement process, adherence to procurement plans and timely procurement. SCP will be measured by looking the operational cost level and lead-time.

## 2.5 Summary of literature review critique and gaps

From the reviewed literature was evident that several studies on procurement practices and supply chain performance has been undertaken both in Kenya and internationally. Nevertheless, these studies focused on diverse sectors, utilized differing research approaches, and reported inconsistent outcomes, as illustrated in Table 2.1.

**Table 2.1: Summary of literature review critique and gaps**

AUTHOR	YEAR	STUDY	FINDINGS	CONCLUSION	RESEARCH GAPS
<b>Hidaya, Hudha &amp;Akmad</b>	<b>2015</b>	Effects of supplier-manufacturer relations on supply chain performance.	Supplier relations has a positive significant effect on supply chain performance.	There's a positive relation between Supplier-manufacturer relation and supply chain performance	Scope was manufacturing firms while the present study focused on faith-based organizations.  Descriptive research design was used while this study adopted an explanatory research design.  Supplier relations was measured by looking at commitment, communication and satisfaction. Supply chain performance was measured by looking at trust. The present study measured supplier relations by looking at stakeholder engagement, supplier evaluation and supplier development and training. Supply chain performance was measured

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<b>Emon &amp;Siam</b>	<b>2024</b>	Quantifying the influence of supplier relation and Supply chain performance a case study of Bangladesh Manufacturing and service sector	Supplier relations has a positive significant effect on supply chain performance.	There's a positive relation between Supplier-manufacturer relation and supply chain performance	by looking at operational cost level and lead-time.	Scope was manufacturing and service sector while the present study focused on faith-based organizations.	Adopted a cross-sectional research design while the present study adopted an exploratory research design.	Supplier relations was measured by looking at supplier collaboration, supplier development. Supplier evaluation and selection and long term supplier relations. The present study measured supplier relations by looking at stakeholder engagement, supplier evaluation and supplier development and training. Supply chain performance was measured by looking at operational cost level and lead-time.
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<b>Chebet Chepkwony</b>	<b>&amp; 2020</b>	Effects of supplier relations management on financial performance	Supplier relations has a positive significant effect on supply chain performance.	There's a relationship between supplier management and performance	positive relations and	It was a case study, Adopted a descriptive research design while this study adopted an explanatory research design.
						Scope was tea processing firms while this study focused on faith-based organizations.
						Supplier relations was measured by looking at supplier evaluation, supplier segmentation and supplier development and training. The present study measured supplier relations by looking at stakeholder engagement, supplier evaluation and supplier development and training. Supply chain performance was measured by looking at operational cost level and lead-time.
<b>Rashid Issa</b>	<b>2019</b>	Contract management performance characteristics	Contract management has a positive significant effect on supply chain performance	There's a positive relation between contract management and supply chain performance	positive relation	Adopted a descriptive research design while this study also adopted an explanatory research design.

**Binale  
& Moronge**

**2021**

Contract management imperatives on supply chain performance of manufacturing firms.

Contract management has a positive significant effect on supply chain performance.

There's a significant relation between contract management imperatives and supply chain performance.

Adopted a descriptive research design while the present study adopted an explanatory research design.

Scope was manufacturing firms while this study focused on faith based organizations.

Contract management was measured by looking at contract administration, contract appraisal and contract closure. The present study measured contract management by looking at contract renewal rate, contract

Scope was state corporations while this study focused on faith based organizations.

Contract management was measured by contract length, satisfaction with the project goals, resolution of dispute and acceptance criteria of product and services. The present study measured contract management by looking at contract renewal rate, contract cycle lead-time and contract compliance.

cycle lead-time and contract compliance.

<b>Mbonigaba</b>	<b>2023</b>	Critical review of procurement practices and supply chain performance of NGOs.	Contract management has a negative significant effect on supply chain performance.	There's a significant relationship between contract management and supply chain performance.	Scope was NGOs while this study focused on faith-based organizations.  Adopted descriptive research design while this study adopted an explanatory research design.  Procurement practices were measured by looking at the contract management, supplier selection, procurement planning and procurement tendering. The present study measured contract management by looking at contract renewal rate, contract cycle lead-time and contract compliance
<b>Kanyarat Ungul</b>	<b>&amp; 2023</b>	Impact of strategic sourcing and e-procurement on supply chain performance.	E-procurement has a positive significant effect on supply chain performance.	There's a positive relation between procurement best practices and supply chain performance	Scope was manufacturing firms while this study focused on faith based organizations  Adopted a descriptive research design while this study

<b>Kihara &amp; Stephen</b>	<b>2023</b>	Procurement based practices and sustainable supply chain performance of plastic and rubber manufacturing firms.	E-procurement has a positive significant effect on supply chain performance.	E-procurement implementation has a positive impact on supply chain performance.	adopted an explanatory research design.	Procurement planning was measured by looking at development of strategies and tactics, clear goal identification and technology utilization. The present study used e-ordering, e-payment and e-tendering to measure e-procurement.
<b>Fattahi M.</b>	<b>2021</b>	Resilient procurement	Procurement planning has a positive significant effect	Procurement planning positively impact supply	A case study.	Adopted a desk methodology while this study adopted an explanatory research design.
					Lack of contextual and conceptual literature. E-procurement was measured by looking at e-sourcing-negotiation and e-ordering.	The present study used e-ordering, e-payment and e-tendering to measure e-procurement.
					Adopted a descriptive research design While this study	

planning for supply chain performance. on supply chain performance. chain performance of county government. adopted an explanatory research design.

It was a case study while this study focused on faith-based organizations.

Procurement planning was measured by looking at development of strategies and tactics, clear goal identification and technology utilization. Procurement process, adherence to procurement plans and timely procurement was used to measure procurement planning in the present study.

**Changalima, Mushi & Mwaiseje** 2021

Procurement planning as a strategic tool for procurement effectiveness and performance, a case study of public procuring entities in Dodoma Procurement planning has a positive significant effect on supply chain performance. Procurement planning as a strategic tool for procurement positively impact supply chain performance of public procuring entities.

Descriptive research design was used while this study will adopt an explanatory research design.

Scope was public procuring entities while this study focused on faith based organizations.

Procurement planning was measured by looking at annual budget preparation, evaluation and frequency of formulation of plans. Procurement process,

adherence to procurement plans and timely procurement was used to measure procurement planning in the present study.

<b>Miriti L.</b>	<b>2018</b>	Effect of Procurement Planning On Supply Chain Performance of Kenya Medical Supplies Authority	Procurement planning has a positive significant effect on supply chain performance	Procurement planning as a strategic tool for procurement positively impact supply chain performance of Kenya Medical Supplies Authority
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## **2.6 Conceptual framework**

According to Mugenda and Mugenda, (2003) a conceptual framework illustrates the relationship between the study variables and it's used to explain the connection and relationship between the dependent and independent variables. To illustrate fundamental concepts of procurement practices and supply chain performance there was a need to understand the conceptual framework that integrates the independent variable and dependent variable. Figure 2.1 depicts the relationship between procurement practices and supply chain performance the dependent variable is supplied chain performance affected by procurement practices whose components are supplier relations contract management electronic procurements and procurement planning. Supply chain performance was measured by operational cost level and lead time.

## Conceptual framework.

### Independent variables

Procurement practices.

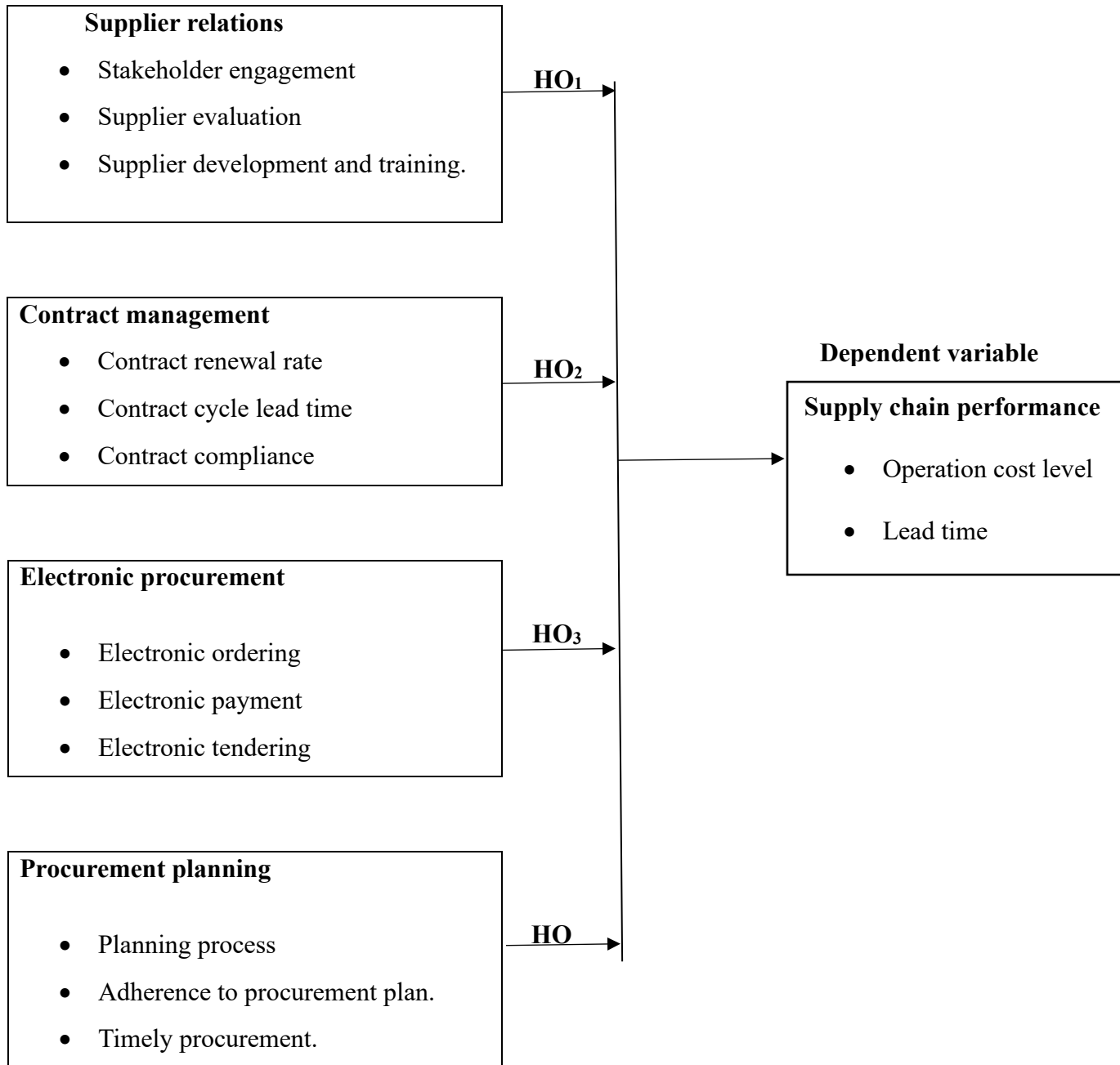


Figure 2.1

Source: Adapted from Lucy & Kirema 2020; Emon, Khan & Siam 2024; Kiswili & Noor 2016; & Mbonigaba 2023.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter delineated the methodologies to be employed in the study, encompassing research design, the geographical scope of the study, the selected population, sampling strategies, data collection instruments and processes, reliability and validity assessments, techniques of data processing, analysis, and presentation, alongside ethical considerations.

#### **3.2 Research design.**

The research adopted an explanatory research design which helped to identify and understand the cause-and-effect relationship between variables. It aimed to explain why and how certain phenomena occur by delving into the underlying mechanism, processes and influences. It also adopted a descriptive research design which aimed to describe characters of population or phenomena while providing a snapshot of situations. A Research design is the structure of the study carried out (Newing, 2011).

#### **3.3 Study area.**

The study covered The Salvation Army Kenya West Territory which covers 23 counties in parts of west, north and southern parts of Kenya. In this counties, Musudzu division, Turkana division, Shavihiga district, Eldoret division, Kisumu division, Moisbridge division and Lugari district were covered because of the incomplete housing projects in these divisions and districts as stated in The Salvation Army International Audit report, (2022).

### **3.4 Target Population**

The research focused on a target population consisting of The salvation Army Kenya West Territory with 84 respondents, as in Table 3.1 sampled from 7 Divisions, housing projects and the Territorial trade shop, in TSAKWT. The targeted respondents were divisional commanders, Corp officers, project officer, property officer, and development officer, internal auditor the finance secretary, the trade manager and the procurement chair.

**Table 3.1 Target population**

Department	Respondents								Total	
Divisions		Turkana	Moisbridge	Musudzu	Kisumu	Lugari	Shavihiga	Eldoret		
	Divisional commanders	2	2	2	2	2	2	2	14	
	Corp officers	5	10	10	8	4	9	10	56	
Ikonyero Housing project										
	Project officers	2								
	Property officer	2								
	Development officer	2								
	Finance secretary	2								
	Internal auditor	2								
	Procurement chair	2								
Trade shop	Trade manager	2								
Total		14	7	12	12	10	6	11	12	84
Percentage%		16.7	8.3	14.2	14.2	11.9	7.14	13.1	14.2	100

Source; The Salvation Army Kenya West Territory Headquarters; HR

### **3.5 Sampling Technique**

The study employed purposive sampling, whereby divisional commanders, corps officers, project officer, property officer, development officer, internal auditor, finance secretary, trade manager, and procurement chair were deliberately identified according to their significance to the research objectives. In contrast, Quarter Masters, Corps Sergeant Majors, and Home League Secretaries, who constituted 22 members of the population, were excluded as their roles were not directly aligned with the focus of the study. Consequently, out of a target population of 106, a sample of 84 respondents was purposively selected. Purposive sampling was considered suitable for this study because it allowed the researcher to focus on participants who possessed relevant expertise, roles, and experiences essential for generating meaningful insights. This approach ensured that the chosen respondents represented the most significant segment of the population needed to address the study's objectives effectively. As noted by Mugenda and Mugenda (2012), sampling involves the deliberate selection of individuals from a population to enable the collection of data in an efficient and purposeful manner.

**Table 3.2 Sampling Technique**

<b>Department</b>	<b>Respondents</b>								<b>Total</b>	
Divisions		Turkana	Moisbridge	Musudzu	Kisumu	Lugari	Shavihiga	Eldoret		
	Divisional commanders	2	2	2	2	2	2	2	14	
	Corp officers	5	10	10	8	4	9	10	56	
	Corp sergeant major	1	1	1	1	1	1	1	7	
	Home league secretary	1	1	1	1	1	1	1	7	
	Quarter Master	2	1	1	1	1	1	1	8	
Ikonyero Housing project										
	Project officers	2							2	
	Property officer	2							2	
	Development officer	2							2	
	Finance secretary	2							2	
	Internal auditor	2							2	
	Procurement chair	2							2	
Trade shop	Trade manager	2							2	
<b>Total</b>		14	7	12	12	10	6	11	12	106

**Source; The salvation army headquarters; HR**

### **3.6 Data Collection Tools**

The study used primary tools to collect data. Primary data was collected by structured questionnaires. Questionnaires were considered as the most appropriate tool since large amount of data was collected over a short period of time and guarantees confidentiality of the respondents (Yang, 2013). The questionnaires were designed with closed-ended questions to ensure the collection of precise data that aligns with the study's objectives, allowing respondents to answer freely within the given parameters. The closed-ended questions utilized a five-point Likert scale, thereby streamlining the process of coding for analysis and interpretation within the SPSS software.

### **3.7 Data Collection Procedure.**

The questionnaires were categorized into three distinct sections: Section A, B, and C. Section A encompassed general inquiries, Section B addressed the independent variables, while Section C focused on the dependent variable. Data was gathered over a span of two months from divisional commanders, project officers, property officers, the finance secretary, the secretary for business administration, the trade officer, and the corps officers (pastors). A drop-and-pick technique was employed to distribute the questionnaires to facilitate minimal interactions with the respondents.

### **3.8. Piloting**

A pilot is a feasibility study conducted to test data collection instruments in preparation of the entire study. (Kothari, 2014). A pilot study was conducted at the Pentecostal Assemblies of God (PAG) Church headquarters in Nyangori, Vihiga County, using a sample of eight respondents. According to Mugenda & Mugenda, (2003), a pilot study may comprise between 1% and 10% of the total study sample, which was deemed

sufficient for this study. The PAG Church was purposively selected for the pilot since, as a faith-based organization (FBO), it possesses comparable characteristics to TSAKWT, thereby providing an appropriate context for pre-testing the research instruments.

### **3.9 Reliability.**

Reliability refers to the extent to which a research instrument can consistently yield the same results upon repeated use (Mugenda & Mugenda, 2012). The internal consistency of the instrument was assessed using Cronbach's Alpha coefficient ( $\alpha$ ), which ranges in value from 0 to 1. The higher the value, the greater the reliability of the instrument. A coefficient of 0.7 and above is widely regarded as the most acceptable standard for measuring reliability (Mugenda & Mugenda, 2003).

### **3.10 Validity**

Kothari (2014) defines validity as the level to which the instrument effectively and correctly assesses the intended measurement. The study employed content validity, as it necessitated both judgment and quantification in assessing the efficacy of the research instruments. The tools employed for data collection were presented to the supervisors to ascertain whether the questionnaires encompassed a sufficient array of items that effectively address the concept. An increase in the number of items correlates positively with the enhancement of content validity. The investigation assessed the criterion, content, and construct validity of the research instruments.

### **3.10.1 Content Validity**

Questionnaires were tested by supervisors to ensure appropriateness and also ensure that comprehensively cover all the relevant aspects of variables. To ensure content validity, the survey was developed based on an extensive literature review, consultations with industry practitioners, academic experts, and guidance from assigned supervisors. Additionally, a pretest involving interviews was conducted, in line with Lee (2015).

### **3.10.2 Criterion Validity**

Establishing criterion validity necessitates the demonstration of the relationship between the dependent and independent variables. This was accomplished through the rigorous testing of hypotheses, wherein each question was meticulously evaluated in relation to the study objectives and the manner in which respondents were expected to provide their answers, followed by necessary adjustments. Replications were conducted utilizing instruments that had been developed for analogous studies to facilitate comparison.

## **3.11 Data Analysis, Presentation and Discussion**

Data was presented in form of frequency tables, because data is easily interpreted and understood in their forms (Mugenda & Mugenda, 2003). Descriptive statistics was Presented in measures like the mean, median and standard deviation. Data was analyzed using simple and multiple linear regression based on model (i) to analyze the effects of selected procurement practices on supply chain performance. Multiple linear regression was used to analyze the general objective i.e. model (ii).

The simple regression model was;

$$Y = a + \beta X + e \dots \dots \dots (i)$$

Where Y= Supply chain performance of TSAKWT.

a = the constant/Y-intercept

X= Independent variable

$\beta$ = coefficient for the independent variables

e= error term.

The Multiple regression model was;

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

..... (ii)

Where;

a = the constant/Y-intercept

X= Independent variables

$\beta$ = coefficient for the independent variables

e= error term.

$\beta_i, i = 1, 2, 3, 4$  = Beta coefficients

$X_1$  = Supplier relations

$X_2$  = Contract Management

$X_3$  = E-procurement

$X_4$  = Procurement Planning.

### **3.12 Diagnostic Tests**

#### **3.12.1 Normality test**

The normality test serves to ascertain whether the residual confounding variable within the regression model adheres to a normal distribution. The research conducted a Kolmogorov- Smirnov test which suggests that for the data to be normal, the p-values must be greater than 0.05 at 95% confidence level and if that is the case then it is concluded that the data is normally distributed

#### **3.12.2 Multicollinearity**

Multicollinearity refers to the correlation among independent variables within a regression model. Linear regression models rely on the premise that the independent variable exhibits no multicollinearity. This presupposes that no independent variable can be articulated as a linear function of another independent variable. The examination of multicollinearity was conducted through the application of the variance inflation factor.

#### **3.12.3 Linearity test**

Standard multiple regression is capable of precisely estimating the relationship between dependent and independent variables, provided that these relationships exhibit linear characteristics. Should the association between independent variables and the dependent variable deviate from linearity, the outcomes of the regression analysis will likely under-represent the authentic relationship. The study employed an ANOVA test, utilizing a statistical package for social sciences to assess linearity.

#### **3.12.4 Homoscedasticity.**

Homoscedasticity signifies that the dependent variable exhibits a uniform level of variability across all values of the independent variables. A homoscedasticity test is performed to assess the variance of residuals in the utilized regression model. If the variance of the error term is equivalent, one can infer the existence of a normal distribution. The lack of consistent variability among the values of the independent variables is termed heteroscedasticity. The Levine test was utilized to evaluate homogeneity.

#### **3.13 Ethical Consideration**

The researcher received a permission letter from the Directorate of Graduate Studies. A research permit was obtained from the National Commission for Science, Technology and Innovation (NACOSTI), and consent from respondents was secured through an informed consent letter addressed to the respective divisions, housing project, and trade shop. Respondents were guaranteed the confidentiality of their data, which would be utilized exclusively for academic reasons, with access restricted to authorized personnel only.

## CHAPTER FOUR

### RESEARCH FINDINGS AND DISCUSSION.

#### 4.1 Introduction

This chapter delineates the findings and discourse of the analysis in accordance with the study objectives.

#### 4.2 Reliability

The results in Table 4.1 indicate that Cronbach's Alpha for the study variables.

**Table 4. 1: Reliability**

Procurement practices	Cronbach's Alpha	Items	Results
Supplier Relations	0.751	6	Reliable
Contract Management	0.823	6	Reliable
E-Procurement	0.752	6	Reliable
Procurement Planning	0.759	6	Reliable
Supply Chain Performance	0.771	7	Reliable

**Source: Field data (2025)**

The Cronbach's Alpha for the study variables was 0.771, exceeding 70%, hence demonstrating the reliability of the instruments. A value of 0.7 or higher is widely regarded as the optimal indicator of reliability (Mugenda & Mugenda, 2003).

#### 4.4 Response Rate

In this study 84 questionnaires were distributed to the respondents through drop and pick method.

**Table 4.2: Response Rate**

<b>Response</b>	<b>Frequency</b>	<b>Percent (%)</b>	<b>Cumulative percentage (%)</b>
Responsive	60	71.4	86.5
Unresponsive	24	28.5	100
Target	84	100.0	

**Source: Field data (2025)**

Out of the targeted 84 respondents, 60 respondents filled and returned the questionnaires. Therefore, the response rate was 71.4% as in Table 4. 5. According to Kothari, (2014) a response rate of 70% and above is impressive and recommended for generalization of study findings to a larger population.

#### **4.5 Period of time the salvation army has been operational.**

Table 4.3 delineates the data about the duration of the Salvation Army's operational existence.

**Table 4.3: Period of time the salvation army has been operational**

<b>Time (yrs)</b>	<b>Frequency</b>	
<b>Percent (%)</b>		
5 to 10yrs	2	3.3
10 to 20yrs	52	90.0
Above 20yrs	6	10
Total	60	100

**Source: Field data (2025)**

Of the 84 respondents, 52 (61.9%) reported that the Salvation Army has been functioning for 10 to 20 years, 6 (7.1%) confirmed that it has been operational for over 20 years, and 2 (2.4%) stated that it has been operational for 5 to 10 years. Consequently, the majority of respondents indicated that the Salvation Army had been functioning for

10 to 20 years (52%). The Salvation Army Kenya West Territory has been using procurement techniques since its inception. These findings are in line with a study carried out by Hiday, Hudha and Akmad, (2015) who found out that procurement practices were adopted by faith-based organizations for the period they had been operational.

#### **4.6 Highest level of education.**

Table 4.4 presents the findings on the highest level of education.

**Table 4.4 Highest level of education.**

<b>Level of education</b>	<b>Frequency</b>	<b>Percent (%)</b>
Diploma	44	73.3
Bachelor's Degree	11	18.3
Master's degree	4	6.7
Post graduate	1	1.7
Total	60	100

**Source: Field data (2025)**

Out of 84 respondents 44 (73.3%) indicated that The Salvation Army Kenya West Territory respondents have diplomas ,11 (18.3%) affirmed that the respondents have bachelor's degree, 4 (6.7%) indicated that the respondents have a master's degree and 1(1.7%) have a PHD. Therefore, majority of the respondents stated that they have a diploma (73. 3%). These indicated the salvation army Kenya West Territory has employees who have a broad and deep level of academic attainment hence conversant with procurement practices. These findings are in line with a study carried out by Bowman (2011) who found out that competency level positively influence procurement practices in FBOs, improving supply chain performance.

#### 4.7 Appreciating the role of procurement practices.

Table 4.5 presents the findings whether The Salvation Army Kenya West Territory appreciates the role of procurement practices.

**Table 4.5 Appreciating the role of procurement practices.**

<b>Response</b>	<b>Frequency</b>	<b>Percent (%)</b>
Yes	60	100
No	0	0
Total	60	100

**Source: Field data (2025)**

Out of 60 respondents 60 (100%) indicated that procurement practices are appreciated. These indicated the salvation army Kenya West Territory appreciates procurement practices which in turn helps in negotiating better terms with suppliers, reduce purchase costs, and optimize spending. By leveraging volume discounts and strategic sourcing, organizations can achieve substantial cost savings. These findings are in line with a study carried out by Kiswili and Noor, (2020) who found out that implementing procurement practices led to economic success.

#### 4.8 The Salvation Army Kenya West Territory embracing procurement practices

Table 4.6 presents the findings whether The Salvation Army Kenya West Territory has embraced procurement practices.

**Table 4.6 The Salvation Army Kenya West Territory embracing procurement practices.**

<b>Response</b>	<b>Frequency</b>	<b>Percent (%)</b>
Yes	60	100
No	0	0
Total	60	100

**Source: Field data (2025)**

Out of 60 respondents 60 (100%) indicated that procurement practices have been embraced. These indicated The Salvation Army Kenya West Territory embraces procurement practices which in turn helps cost saving, quality improvement and risk management. These findings are in line with a study carried out by Johnson *et al* (2011) who found out that procurement function enhances efficiency and competitiveness.

#### **4.9 Most Practiced Activity.**

Table 4.7 presents the findings on the most practiced activity.

**Table 4.7 Most Practiced Procurement Practices.**

<b>Procurement practices</b>	<b>Frequency</b>	<b>Percent (%)</b>
Supplier Relations	17	28.3
Contract management	30	50.0
Electronic procurement	2	3.3
Procurement planning	11	18.3
Total	60	100

**Source: Field data (2025)**

Out of 60 respondents 30 (50.0%) indicated contract management, 17(28.3%) indicated supplier relations, 11(18.3%) indicated procurement planning and 2(3.3%) indicated electronic procurement. Therefore, majority of the respondents stated that contract

management is the most practiced at a response rate of 50.0%. These indicated The Salvation Army Kenya West often practices contract management which aids in performance monitoring, dispute resolution and operational efficiency which improves supply chain performance.

#### 4.10 Descriptive Statistics.

##### 4.10.1 Supplier Relation Practices and Supply Chain Performance

Table 4.8 presents statistics on effect of Supplier Relation Practices on Supply Chain Performance.

**Table 4.8 Effects of supplier relations on supply chain performance.**

Supplier Relations practices	SD	D	FA	A	SA
	1	2	3	4	5
Our organization interacts with suppliers to enhance mutual benefits.	1 (1.7%)	7 (11.7%)	15 (25.0%)	27 (45%)	10 (16.7%)
Suppliers are assessed basing on their performance.	1 (1.7%)	6 (10%)	22 (36.7%)	27 (45.0%)	4 (6.7%)
Suppliers are involved in decision-making processes related to supplies.	3 (5.0%)	3 (5.0%)	17 (28.3%)	35 (58.3%)	2 (3.3%)
The organization invest in training and supporting suppliers to improve their operational capabilities	7 (11.7%)	20 (33.3%)	13 (21.7%)	16 (26.7%)	4 (6.7%)
Our organization assesses the suppliers qualitatively and quantitatively.	1 (1.7%)	2 (3.3%)	23 (38.3%)	22 (36.7%)	12 (20.0%)
Our organization classifies suppliers based on specific criteria to identify the most important suppliers to engage in supplier relations management.	1 (1.7%)	11 (18.3%)	36 (60.0%)	12 (20.0%)	0 (0.0%)

**Source: Field data (2025)**

Respondents were asked their opinion on whether their organization interacts with suppliers. Results in Table 4.8 indicate that 1(1.7%) strongly agreed, 7(11.7%) disagreed, 15(25.0%) fairly agreed, 27 (45.0%) agreed and 1(1.7%) strongly disagreed. From the response, majority of the respondents agreed that their organization interacts with suppliers leading to improved collaboration, innovation and risk mitigation which in turn reduces operational cost level hence improved supply chain efficiency.

Respondents were also asked their opinion on whether their suppliers are assessed basing on their performance. Results in Table 4.8 indicate that 1(1.7%) strongly agreed, 6(10.0%) disagreed, 22(36.7%) fairly agreed, 27 (45.0%) agreed and 4(6.7%) strongly disagreed. From the response, majority of the respondents agreed that their organization assesses their suppliers basing on their performance which leads to quality assurance, cost saving, innovation and improvement hence improved supply chain efficiency.

They were further asked their opinion on whether their suppliers are involved in decision making processes related to supplies. Results in Table 4.8 indicate that 35 (58.3%) agreed while 3(5.0%) strongly disagreed, that their organization involves suppliers in decision making processes related to supplies. From the response, majority of the respondents agreed that their organization involves suppliers in decision making processes related to informed decision making, streamlined communication and enhanced responsiveness which improves supply chain efficiency. In addition, they were asked their opinion on whether the organization invests in training and supporting suppliers to improve their operational capabilities. Results in Table 4.8 indicate that 20(33.3%) disagreed while 4(6.7%) strongly agreed, that their organization invests in

training and supporting suppliers to improve their operational capabilities organization. From the response, majority of the respondents disagreed that their organization invests in training and supporting suppliers to improve their operational capabilities this can lead to quality issues and increased errors and rework which may undermine supply chain performance.

Respondents were asked their opinion on whether the organization assesses their suppliers qualitatively and quantitatively. Results in Table 4.8 indicate that 23(38.3%) fairly agreed while 1(1.7%) strongly disagreed, that their organization assesses the suppliers qualitatively and quantitatively. From the response, majority of the respondents fairly agreed that their organization assesses the suppliers qualitatively and quantitatively which brings about a greater strategic alignment and better negotiation leverage improving supply chain performance.

Lastly, participants were queried regarding their views on whether the business categorizes suppliers according to specific criteria to discern the most critical suppliers for engagement in supplier relations management. Table 4.8 reveals that 36 respondents (60.0%) moderately agreed, while 1 respondent (1.7%) strongly disagreed, that their firm categorizes suppliers according to particular criteria to identify the most significant suppliers for supplier relations management. The majority of respondents concurred that their organization categorizes suppliers according to specific criteria to identify the most significant suppliers for supplier relationship management, thereby facilitating effective resource allocation and enhancing decision-making, which ultimately improves supply chain performance.

These findings correspond with the research conducted by Stephen, Kwamena, and Rotimi (2020), which shown that supplier relationship practices significantly impact the performance of private hospitals in Ghana. The findings correspond with those of Kiarie, Mburu Ngugi, and Karanja (2021), who evidenced a positive influence of supplier relationship methods on the performance management of manufacturing firms in Kenya.

#### 4.10.2 Contract management and supply chain performance.

Table 4: 9 presents statistics on effect of Contract management and supply chain performance

**Table 4.9 Effects of contract management of supply chain performance.**

Contract Management practices	SD	D	FA	A	SA
	1	2	3	4	5
The average time taken from contract initiation to contract finalization is reasonable.	3 (5.0%)	4 (6.7%)	19 (31.7%)	31 (51.7%)	3 (5.0%)
Our organization has a systematic process for tracking contract renewal dates	3 (5.0%)	7 (11.7%)	17 (28.3%)	28 (46.7%)	5 (8.3%)
We proactively engage with clients/vendors well in advance of contract expiration dates to discuss renewal terms	0 (0.0%)	1 (1.7%)	26 (43.3%)	25 (41.7%)	8 (13.3%)
Our organization has streamlined processes to minimize delays in the contract lifecycle.	2 (3.3%)	13 (21.7%)	17 (28.3%)	24 (40.0%)	4 (6.7%)
The organization evaluate the level of contract compliance within your organization.	1 (1.7%)	1 (1.7%)	25 (41.7%)	24 (40.0%)	9 (15%)
Our organization manages contract execution and creation to maximize operational performance.	2 (3.3%)	4 (6.7%)	17 (28.3%)	31 (51.7%)	6 (10.0%)

**Source: Field data (2025)**

Respondents were queried regarding their assessment of the reasonableness of the average duration from contract beginning to contract finalization. Results in Table 4.9 demonstrate that 31 (51.7%) concurred, while 3 (5.0%) strongly disagreed that the average duration from contract inception to finalization is fair. The majority of respondents concurred that the typical duration from contract commencement to

finalization is reasonable, enhancing negotiations and reducing errors, hence improving supply chain efficiency. They were also inquired about their perspective on whether our firm possesses a systematic method for monitoring contract renewal dates. Table 4.9 reveals that 28 respondents (46.7%) concurred, while 3 respondents (5.0%) strongly disagreed with the existence of a systematic method inside their business for monitoring contract renewal dates. The majority of respondents indicated that their business employs a systematic procedure for monitoring contract renewal dates, which enhances budgeting and financial planning while preventing unintended expirations, hence improving supply chain efficiency. Respondents were asked their opinion on whether the organization has a systematic process for tracking contract renewal dates. Results in Table 4.9 indicate that 28 (46.7.0%) agreed while 3 (5.0%) strongly disagreed that their organization has a systematic process for tracking contract renewal dates. From the response, majority of the respondents agreed that their organization has a systematic process for tracking contract renewal dates which improves budgeting and financial planning and helps to avoiding unintended expirations enhancing supply chain efficiency. Respondents were asked their opinion on whether the Organization Proactively engage with clients/vendors well in advance of contract expiration dates to discuss renewal terms. Results in Table 4.9 indicate that 25 (41.7.0%) agreed while 1 (1.7%) strongly disagreed that their organization Proactively engage with clients/vendors well in advance of contract expiration dates to discuss renewal terms. From the response, majority of the respondents agreed that their organization Proactively engage with clients/vendors well in advance of contract expiration dates to discuss renewal terms. This allows time for evaluation and avoids service interruptions enhancing supply chain efficiency.

Respondents were asked their opinion on whether the Organization has streamlined processes to minimize delays in the contract lifecycle. Results in Table 4.9 indicate that 24(40.0%) agreed while 2(3.3%) strongly disagreed that their organization has streamlined processes to minimize delays in the contract lifecycle. From the response, majority of the respondents agreed that their organization has streamlined processes to minimize delays in the contract lifecycle. This allows for cost efficiency and risk mitigation enhancing supply chain efficiency. Respondents were asked their opinion on whether the Organization evaluate the level of contract compliance within the organization. Results in Table 4.9 indicate that 25(41.7%) fairly agreed while 1(1.7%) strongly disagreed that their organization evaluates the level of contract compliance within their organization. From the response, majority of the respondents agreed that their organization evaluates the level of contract compliance within their organization. This allows for contract value maximization and improved decision-making improving supply chain efficiency.

Lastly, respondents were asked their opinion on whether the Organization evaluate the level of contract compliance within the organization. Results in Table 4.9 indicate that 31(51.7%) agreed while 2(3.3%) strongly disagreed that their organization manages contract execution and creation to maximize operational performance. From the response, majority of the respondents agreed that their organization manages contract execution and creation to maximize operational performance. Which in turn contributes to efficiency and reduce lead improving supply chain efficiency.

The findings are in accord with Danson and Mugecha, (2024) who revealed that contract management has a significant impact on procurement performance in metropolitan

county governments in Kenya. They are also similar to those of Muinde and Mathias, (2022) who found out that contract management influence the performance of public universities in Kenya.

#### 4.10.3 Electronic procurement and Supply chain performance

Table 4: 10 presents statistics on effect of electronic procurement and supply chain performance.

**Table 4.10 Effects of electronic procurement on supply chain performance.**

Electronic Procurement practices	SD	D	FA	A	SA
	1	2	3	4	5
Our organization uses internet-based information and communication technologies to carry out individual or all stages of the procurement process	8 (13.3%)	9 (15.0%)	22 (36.7%)	19 (31.7%)	2 (3.3%)
Our organization receives, and evaluates tenders (bids or proposals) through electronic means	9 (15.0%)	14 (23.3%)	20 (33.3%)	15 (25.0%)	2 (3.3%)
Our organization procures its products from suppliers online	14 (23.3%)	9 (15.0%)	22 (36.7%)	14 (23.3%)	1 (1.7%)
Our organization transfers money and funds electronically, through the internet or electronic devices	8 (13.3%)	9 (15.0%)	8 (13.3%)	22 (36.7%)	13 (21.7%)
Our organization serves procurement function to its customers online.	10 (16.7%)	9 (15.0%)	23 (38.3%)	16 (26.7%)	2 (3.3%)
Our organization sets purchase requirements/specifications online.	10 (16.7%)	11 (18.3%)	22 (36.7%)	17 (28.3%)	0 (0.0%)

**Source; Field data (2025)**

Respondents were asked their opinion on whether their organization uses internet-based information and communication technologies to carry out individual or all stages of the

procurement process. Results in Table 4.10 indicate that 22(36.7%) fairly agreed while 2(3.3%) strongly agreed that their organization uses internet-based information and communication technologies to carry out individual or all stages of the procurement process. From the response, majority of the respondents agreed that their organization uses internet-based information and communication technologies to carry out individual or all stages of the procurement process Which in turn contributes to increased efficiency and automation. Improving supply chain performance,

Respondents were also asked their opinion on whether their organization receives, and evaluates tenders (bids or proposals) through electronic means. Results in Table 4.10 indicate that 20(33.3%) fairly agreed while 2(3.3%) strongly agreed that their organization receives, and evaluates tenders (bids or proposals) through electronic means. From the response, majority of the respondents agreed that their organization receives, and evaluates tenders (bids or proposals) through electronic means. Which in turn contributes to increased efficiency, transparency and enhanced accuracy improving supply chain performance. They were further asked their opinion on whether their organization procures its products from suppliers online Results in Table 4.10 indicate that 22(36.7%) fairly agreed while 1(1.7 %) strongly agreed that their organization procures its products from suppliers online. From the response, majority of the respondents agreed that their organization procures its products from suppliers online. Which in turn contributes to better price comparison, saves cost and time.

Respondents were asked their opinion on whether their organization transfers money and funds electronically, through the internet or electronic devices. Results in Table 4.10 indicate that 22(36.7%) agreed while 8(13.3%) strongly disagreed that transfers money

and funds electronically, through the internet or electronic devices. From the response, majority of the respondents agreed that their organization transfers money and funds electronically, through the internet or electronic devices which ensures speed and efficiency and reduces paper work enhancing supply chain performance.

Respondents were asked their opinion on whether their organization serves procurement function to its customers online. Results in Table 4.10 indicate that 23(38.3%) fairly agreed while 2(3.3%) strongly agreed. From the response, majority of the respondents agreed that their organization serves procurement function to its customers online improving transparency and decision making, enhancing supply chain performance.

Respondents were asked their opinion on whether their organization sets purchase requirements/specifications online. Results in Table 4.10 indicate that 22(36.7%) fairly agreed while none of the respondents strongly disagreed. From the response, majority of the respondents agreed that their organization sets purchase requirements/specifications online which brings about improved accuracy, enhanced supplier communication and easier updates and modification enhancing supply chain performance.

The findings are in accord with a study done by Abubakar (2024) who revealed that e-procurement implementation in Nigeria has notably enhanced supplied chain performance by streamlining processes, reducing costs and improving transparency. Waithaka and Kimani (2021) also had similar findings where they revealed that e-procurement is positively related with supply chain performance of county governments of Kenya.

#### 4.10.4 Procurement Planning and Supply Chain Performance.

Table 4: 11 presents statistics on effect of Procurement Planning and Supply Chain Performance.

**Table 4.11 Effect of Procurement Planning and Supply Chain Performance.**

Procurement Planning practices	SD	D	FA	A	SA
	1	2	3	4	5
Our organization ensures timeliness of procurement	4 (6.7%)	3 (5.0%)	14 (23.3%)	36 (60.0%)	3 (5.0%)
Our organization adheres to the procurement plans	3 (5.0%)	2 (3.3%)	22 (36.7%)	24 (40.0%)	9 (15.0%)
Our organization ensures the planning process is complete before the actual procurement.	1 (1.7%)	1 (1.7%)	23 (38.3%)	26 (43.3%)	9 (15.0%)
Our organization implements budgets prepared by user departments	1 (1.7%)	1 (1.7%)	18 (30.0%)	26 (43.3%)	14 (14.3%)
The current procurement process is effective in meeting the organizational needs.	0 (0.0%)	7 (11.7%)	16 (26.7%)	33 (55.0%)	4 (6.7%)
Our organization ensures there are no delays in the procurement process.	3 (3.3%)	6 (10%)	23 (38.3%)	22 (36.7%)	6 (10%)

**Source; Field data (2025)**

Respondents were asked their opinion on whether their organization ensures timeliness of procurement. Results in Table 4.11 indicate that 36(60.0%) agreed while 4(6.7%) strongly disagreed. From the response, majority of the respondents agreed that their organization ensures timeliness of procurement which improves supplier relations, aids in inventory management and increases agility improving supply chain performance. Respondents were also asked their opinion on whether their organization adheres to the

procurement plans. Results in Table 4.11 indicate that 24(40.0%) agreed while 3(5.0%) strongly disagreed. From the response, majority of the respondents agreed that their organization adheres to the procurement plans which leads to improved planning and efficiency, efficient resource allocation and timeliness in delivery enhancing supply chain performance.

Respondents were asked their opinion on whether their organization ensures the planning process is complete before the actual procurement. Results in Table 4.11 indicate that 26(43.3%) agreed while 1(1.7%) strongly disagreed. From the response, majority of the respondents agreed that their organization ensures the planning process is complete before the actual procurement which leads to improved supplier selection, enhanced project timeliness and strategic sourcing opportunities improving supply chain performance. Respondents were asked their opinion on whether their organization implements budgets prepared by user departments. Results in Table 4.11 indicate that 26(43.3%) agreed while 1(1.7%) strongly disagreed. From the response, majority of the respondents agreed that their organization implements budgets prepared by user departments which leads to increased accuracy and relevance, improved resource allocation and great engagement and ownership improving supply chain performance. Respondents were asked their opinion on whether their current procurement process is effective in meeting the organizational needs. Results in Table 4.11 indicate that 33(55.0%) agreed and none of the respondents disagreed. From the response, majority of the respondents agreed that their current procurement process is effective in meeting the organizational needs which in turn ensures timely delivery,

quality assurance and better financial management improving supply chain performance.

Respondents were asked their opinion on whether their organization ensures there are no delays in the procurement process. Results in Table 4.11 indicate that 23(38.3%) fairly agreed while 3(3.3%) strongly disagreed. From the response, majority of the respondents agreed that their organization ensures there are no delays in the procurement process which in turn improves operational efficiency, ensures timely project completion and better inventory management enhancing supply chain performance. The findings are in accord with a study done by Udoba and Mwalukasa, (2025) who revealed that procurement planning has a positive effect on procurement performance. They are also similar to those of Chebet, (2024) who found out that procurement planning has a significant positive effect on Public Technical Vocational Educational Training Institutions in South Rift Region in Kenya.

**4.10.5 Relationship between Procurement practices and Supply Chain Performance of The Salvation Army Kenya West Territory.**

**Table 4.12 Relationship between Procurement practices and Supply Chain Performance**

Procurement Planning practices	SD	D	FA	A	SA
	1	2	3	4	5
Incorporation of supplier training programs has reduced lead-time improving supply chain performance	4 (6.7%)	16 (26.7%)	25 (41.7%)	15 (25.0%)	0 (0.0%)
Involving suppliers in decision-making processes related to supplies has an effect on operational cost level.	3 (5.0%)	3 (5.0%)	17 (28.3%)	35 (58.3%)	2 (3.3%)
Proactively engaging with clients/vendors well in advance of contract expiration dates to discuss renewal terms has an effect on operation cost level	1 (1.7%)	1 (1.7%)	17 (28.3%)	32 (53.3%)	9 (15.0%)
Streamlined processes to minimize delays in the contract lifecycle has an effect on operational cost level.	0 (0.0%)	5 (8.3%)	13 (21.7%)	32 (53.3%)	10 (16.7%)
Contract management system effectiveness reduces lead-time	0 (0.0%)	1 (1.7%)	15 (25.0%)	35 (58.3%)	9 (15.0%)
E-procurement reduces lead-time and operational cost level.	2 (3.3%)	33 (55.0%)	11 (18.3%)	1 (1.7%)	13 (21.7%)
Procurement planning reduces operational cost level and lead-time.	0 (0.0%)	1 (1.7%)	9 (15.0%)	34 (56.7%)	16 (26.7%)

**Source: Field data (2025)**

Respondents were asked their opinion on whether their organization incorporates supplier training programs to reduce lead-time improving supply chain performance.

Results in Table 4.12 indicate that 25(41.7%) fairly agreed while 4(6.7%) strongly

disagreed. From the response, majority of the respondents agreed that their organization incorporates supplier training programs to reduce lead-time improving supply chain performance. Respondents were asked their opinion on whether their organization involving suppliers in decision-making processes related to supplies has an effect on operational cost level. Results in Table 4.12 indicate that 35(58.3%) agreed while 3(5.0%) strongly disagreed. From the response, majority of the respondents agreed that involving suppliers in decision-making processes related to supplies has an effect on operational cost level.

Respondents were asked their opinion on whether their organization proactively engages with clients/vendors well in advance of contract expiration dates to discuss renewal terms has an effect on operation cost level. Results in Table 4.12 indicate that 32(53.3%) agreed while 1(1.7%) strongly disagreed. From the response, majority of the respondents agreed that their organization proactively engages with clients/vendors well in advance of contract expiration dates to discuss renewal terms has an effect on operation cost level. Additionally, they were asked their opinion on whether streamlined processes to minimize delays in the contract lifecycle has an effect on operational cost level. Results in Table 4.12 indicate that 32(53.3%) agreed while none of them disagreed. From the response, majority of the respondents agreed that streamlined processes to minimize delays in the contract lifecycle has an effect on operational cost level.

Respondents were asked their opinion on whether contract management system effectiveness reduces lead-time. Results in Table 4.12 indicate that 35(58.3%) agreed while none of them disagreed. From the response, majority of the respondents agreed

that contract management system effectiveness reduces lead-time. They were also asked their opinion on whether contract management system effectiveness reduces lead-time. Results in Table 4.12 indicate that 33(55.5%) agreed while 1(1.7%) disagreed. From the response, majority of the respondents agreed that e-procurement reduces lead-time and operational cost level. Lastly, they were asked their opinion on whether procurement planning reduces operational cost level and lead-time. Results in Table 4.12 indicate that 34(56.7%) agreed while none of them disagreed. From the response, majority of the respondents agreed that planning reduces operational cost level and lead-time.

## 4.11 Inferential Statistics

### 4.11.1 Diagnostic Tests.

The study conducted four essential diagnostic tests to assess the normality, multicollinearity, linearity, and homoscedasticity of the residuals in the models, which are prerequisites for executing linear regression analysis.

#### 4.11.1.1 Normality Test

The study tested for normality using Kolmogorov-Smirnov test as shown in table 4.13.

**Table 4.13: Tests of Normality**

	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Supplier relations	.149	60	.200	.950	60	.016
Contract management	.148	60	.078	.962	60	.062
E-Procurement	.112	60	.200	.948	60	.013
Procurement Planning	.130	60	.147	.974	60	.221
SC performance	.191	60	.000	.905	60	.000

a. Lilliefors Significance Correction; **Source: Field data (2025)**

For the data to be normal, the p-values must be greater than 0.05 at 95% confidence level and if that is the case then it is concluded that the data is normally distributed. Results indicated that the p-values were greater than 0.05 suggesting that the data is normally distributed. Consequently, the null hypothesis was rejected.

**4.11.1.2 Test for Multicollinearity**

Variance inflation factors (VIFs) and their reciprocals were computed for each independent variable to evaluate multicollinearity (tolerances).

**Table 4.14: Test for Multicollinearity**

<b>Model</b>		<b>Collinearity Statistics</b>	
		<b>Tolerance</b>	<b>VIF</b>
1	SR	.735	1.142
	CM	.804	1.106
	EP	.823	1.160
	PP	.956	1.038

**Source: Field data (2025)**

The standard guideline stipulates that the Variance Inflation Factors (VIFs) should not surpass 10. All VIFs are below 2, indicating that none of the independent variables examined contravene the assumption.

### 4.11.1.3 Linearity Test.

#### 4.11.1.3.1 Supply chain performance and supplier relations.

An ANOVA test was conducted to assess the linearity of supplier relations and supply chain performance, yielding a p-value of 0.165, which exceeds 0.05, so indicating a linear relationship.

**Table 4.15 Supplier relations**

		<b>Sum Squares</b>	<b>of df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
Between groups	(Combined)	7.432	14	.531	2.284	.018
	Linearity	2.979	1	2.979	12.813	.001
	Deviation from linearity	4.453	13	.343	1.474	.165
Within groups		10.461	45	.232		
Total		17.893	59			

**Source: Field data (2025)**

#### 4.11.1.3.2 Supply chain performance and contract management.

An ANOVA test was conducted to assess the linearity of supplier relations and supply chain performance, yielding a p-value of 0.164, which above 0.05, so demonstrating a linear relationship.

**Table 4.16 Contract Management.**

		Sum of Squares	df	Mean Square	F	Sig.
Between groups	(Combined)	7.416	16	.463	1.902	.048
	Linearity	2.079	1	2.079	8.531	.006
	Deviation from linearity	5.337	15	.356	1.460	.164
Within groups		10.477	43	.244		
Total		17.893	59			

**Source: Field data (2025)**

#### 4.11.1.3.3 Supply chain performance and electronic procurement.

An ANOVA test was conducted to assess the linearity of supplier relations and supply chain performance, yielding a p-value of 0.074, which above 0.05, so demonstrating a linear relationship.

**Table 4.17 Electronic procurement.**

		Sum of Squares	df	Mean Square	F	Sig.
Between groups	(Combined)	8.336	19	.439	1.837	.052
	Linearity	.895	1	.895	3.748	.060
	Deviation from linearity	7.441	18	.413	1.730	.074
Within groups		9.556	40	.239		
Total		17.893	59			

**Source: Field data (2025)**

#### 4.11.1.3.4 Supply chain performance and procurement planning.

An ANOVA test was conducted to assess the linearity of supplier relations and supply chain performance, yielding a p-value of 0.604, which above 0.05, so indicating a linear relationship.

**Table 4.18 Procurement Planning.**

		<b>Sum Squares</b>	<b>of df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
Between groups	(Combined)	8.389	17	.493	2.181	.020
	Linearity	5.236	1	5.236	23.139	.000
	Deviation from linearity	3.153	16	.197	.871	.604
Within groups		9.504	42	.226		
Total		17.893	59			

**Source: Field data (2025)**

#### 4.11.1.4 Homoscedasticity

The Levin test was employed to assess the homogeneity of variance.

**Table 4.19 Test of Homogeneity of Variances**

		<b>Levene</b>			
		<b>Statistic</b>	<b>df1</b>	<b>df2</b>	<b>Sig.</b>
Supplier relations	Based on Mean	2.150	10	43	.041
Contract management	Based on Mean	1.516	10	43	.167
E procurement	Based on Mean	.869	10	43	.569
P planning	Based on Mean	1.369	10	43	.227

**Source; Field data (2025)**

The probability value for supplier relations was 0.041, which is below 0.05, indicating a lack of homogeneity. The probability value for contract management was 0.167, exceeding 0.05, indicating homogeneity. The probability value for electronic procurement was 0.569, beyond 0.05, which indicates homogeneity. Finally, procurement planning exhibited a probability value of 0.227, exceeding 0.05, which signifies homogeneity.

#### 4.12 Simple regression analysis.

##### 4.12.1 Supplier relations and supply chain performance

From Table 4.20 at 95% confidence level SR account for 16% of variation in SCP. This is indicated by an  $R^2$  value of 0.166.

**Table 4.20 Model summary**

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.408 <sup>a</sup>	.166	.152	.50709

Predictors: (Constant), SR. **Source; Field data (2025)**

#### ANOVA<sup>a</sup>

Table 4.24 indicates that the P-value for supplier relations is 0.001, which is below the 0.05 threshold at a 95% significance level. This signifies that the model is suitable for examining the correlation between supplier relations and supply chain performance (SCP). Therefore,  $H_{01}$  is rejected as there is a positive and significant relationship between supplier relations and supply chain performance.

**Table 4.21 ANOVA**

<b>Model</b>		<b>Sum of Squares</b>	<b>Df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
1	Regression	2.979	1	2.979	11.584	.001 <sup>b</sup>
	Residual	14.914	58	.257		
	Total	17.893	59			

. Predictors: (Constant), SR, b. Dependent Variable: Supply chain performance (operation Cost level and lead time). **Source; Field data (2025)**

### **Regression Coefficients**

From Table 4.22, the regression equation will be;

$$SCP = 2.315 + 0.385x_1$$

Assuming all variables remain constant at zero, the unit change in the p-value will be 2.315. An increment of one unit in SR will yield a corresponding rise of 0.385 in SCP. The results align with the studies of Emon and Siam (2024), Kosgei and Gitau (2016), and Hiday, Hudha, and Akmad (2015), which indicated that supplier interactions adversely impact supply chain performance.

**Table 4.22 Regression coefficient**

Model		Unstandardized		Standardized		
		Coefficients		Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.315	.407		5.695	.000
	supplier relations	.385	.113	.408	3.403	.001

Dependent Variable: SC performance. **Source; Field data (2025)**

**4.12.2 Contract management and supply chain performance.**

From Table 4.23 at 95% confidence level SR account for 11.6% of variation in SCP.

This is indicated by an R<sup>2</sup> value of 0.116.

**Table 4.23 Model Summary**

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.341 <sup>a</sup>	.116	.101	.52216

Predictors: (Constant), CM. **Source; Field data (2025)**

**ANOVA.**

Table 4.24 indicates that the P-value for contract management is 0.008, which is below the 0.05 threshold at a 95% significance level. This signifies that the model is suitable for examining the correlation between contract management and SCP. Consequently, HO<sub>2</sub> is rejected due to the existence of a positive and strong correlation between contract management and supply chain performance.

**Table 4.24 ANOVA**

<b>Model</b>		<b>Sum of Squares</b>	<b>Df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
1	Regression	2.079	1	2.079	7.623	.008 <sup>b</sup>
	Residual	15.814	58	.273		
	Total	17.893	59			

. Predictors: (Constant), CM, b. Dependent Variable: Supply chain performance (operation Cost level and lead time) **Source; Field data (2025)**

### **Regression coefficient.**

From Table 4.25, the regression equation will be;

$$SCP = 2.744 + 0.268x_1$$

If all components remain constant at 0, the unit change in the p-value will be 2.744. An increment of one unit in CM will yield a 0.268 increase in SCP. The results align with the studies of Rashid (2019), Klijn, and Koppenjan (2018), which indicate that contract management positively influences supply chain performance.

**Table 4.25 Regression coefficient.**

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.744	.346		7.927	.000
	Contract management	.268	.097	.341	2.761	.008

Dependent Variable: SC performance. **Source; Field data (2025)**

#### 4.12.3 Electronic procurement and supply chain performance.

From Table 4.26 at 95% confidence level SR account for 5.0% of variation in SCP. This is indicated by an R<sup>2</sup> value of 0.050.

**Table 4.26 model summary**

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.224 <sup>a</sup>	.050	.034	.54134

Predictors: (Constant), EP. **Source; Field data (2025)**

#### ANOVA.

The P-value for electronic procurement, as indicated in Table 4.27, is 0.086, exceeding the 0.05 threshold at a 95% significance level. This signifies that the model is unsuitable for examining the relationship between electronic procurement and sustainable supply chain practices. Consequently, HO3 is acceptable due to the favorable although

insignificant correlation between electronic procurement and supply chain performance.

**Table 4.27 ANOVA**

<b>Model</b>		<b>Sum of Squares</b>	<b>Df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
1	Regression	.895	1	.895	3.055	.086 <sup>b</sup>
	Residual	16.997	58	.293		
	Total	17.893	59			

. Predictors: (Constant), EP, b. Dependent Variable: Supply chain performance (operation Cost level and lead time) **Source; Field data (2025)**

**Regression coefficient.**

From Table 4.28, the regression equation will be;

$$SCP = 3.275 + 0.140 x_1$$

If all components remain constant at 0, the unit change in the p-value will be 3.275. An increment of one unit in EP will yield a 0.140 increase in SCP. The results align with Banye (2022) and Withaka and Kimani (2021), who discovered that electronic procurement has a positively insignificant effect on supply chain performance.

**Table 4. 28 Regression coefficient.**

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.275	.243		13.501	.000
	Electronic procurement	.140	.080	.224	1.748	.086

Dependent Variable: SC performance. Source; Field data (2025)

#### 4.12.4 Procurement planning and supply chain performance.

From Table 4.29, at 95% confidence level SR account for 29.3% of variation in SCP.

This is indicated by an R<sup>2</sup> value of 0.293

**Table 4. 29 Model Summary**

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.541 <sup>a</sup>	.293	.280	.46714

Predictors: (Constant), PP. Source; Field data (2025)

#### ANOVA

Table 4.30 indicates that the P-value for purchase planning is 0.000, which is below the 0.05 threshold at a 95% significance level. This signifies that the model is suitable for examining the relationship between procurement planning and SCP. Therefore, HO<sub>4</sub> is rejected as there is a positive and significant relationship between procurement planning and supply chain performance.

**Table 4.30 ANOVA**

<b>Model</b>		<b>Sum of Squares</b>	<b>Df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
1	Regression	5.236	1	5.236	23.994	.000 <sup>b</sup>
	Residual	12.657	58	.218		
	Total	17.893	59			

Predictors: (Constant), PP, b. Dependent Variable: Supply chain performance (operation

Cost level and lead time). **Source; Field data (2025)**

#### **Regression coefficient.**

From Table 4.31, the regression equation will be;

$$SCP = 2.116 + 0.436 x_1$$

If all components remain constant at 0, the unit change in the p-value will be 2.116. An increment of one unit in PP will yield a 0.436 increase in SCP. The results align with the studies of Miriti (2018), Fattahi (2021), and Changalima, Mushi, and Mwaiseje (2021), which demonstrated that purchase planning positively and significantly influences supply chain performance.

**Table 4.31 Regression coefficient.**

		Unstandardized Coefficients	Standardized Coefficients			
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.116	.325		6.508	.000
	Procurement planning.	.436	.089	.541	4.898	.000

Dependent Variable: SC performance. **Source; Field data (2025)**

#### 4.10 Multiple regression analysis.

An  $R^2$  of 0.584 signifies that roughly 58.4% of the variability in supply chain performance, as assessed by operational cost levels, is elucidated by fluctuations in procurement patterns. 41.6% of the variability in SCP can be attributed to causes beyond the purview of this study.

**Table 4.32: Model summary.**

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.784 <sup>a</sup>	.584	.293	.46298

Predictors: (Constant), SR, CM, EP, PP. **Source; Field data (2025)**

#### 4.10.2 ANOVA

The results of the ANOVA in Table 4.32 indicates that procurement practices significantly affect supply chain performance at 95% confidence level given a p-value of 0.000 which is not greater 0.05.

**Table 4.33 ANOVA<sup>a</sup>**

<b>Model</b>		<b>Sum of Squares</b>	<b>Df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
1	Regression	6.103	4	1.526	7.118	.000 <sup>b</sup>
	Residual	11.789	55	.214		
	Total	17.893	59			

a. Predictors: (Constant), SR, CM, EP, PP

b. Dependent Variable: Supply chain

performance (operation Cost level and lead time). **Source; Field data (2025)**

The F statistics of the ANOVA implies that there is a significant relationship between procurement practices and SCP. An F value of 7.118 is greater than the critical value (2.35 at 4 degrees of freedom). The procurement practices significantly explained the variation in procurement performance at 5% level of significance given an ANOVA table 4.33 with a p-value 0.000 which is less than 0.05.

### 4.10.3 Multiple Regression coefficient.

**Table 4.34 Regression coefficient**

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	1.619	.438		3.697	.001
	Supplier relations	.316	.164	.335	1.930	.059
	Contract management	-.194	.147	-.247	-1.315	.194
	Electronic procurement	.076	.076	.122	1.009	.317
	Procurement planning	.389	.128	.483	3.039	.004

a. Dependent Variable: SC performance. **Source; Field data (2025)**

From Table 4.34, the regression equation will be;

$$SCP = 1.619 + 0.316x_1 - 0.194x_2 + 0.076x_3 + 0.389x_4$$

If all components remain constant at 0, the unit change in the p-value will be 1.619. An increment of one unit in SR will yield a corresponding rise of 0.316 in SCP. A one-unit rise in CM will lead to a -0.194 change in SCP. An increment of one unit in EP will yield a 0.076 increase in SCP, whereas a one-unit increase in PP will lead to a 0.389 increase in SCP

#### 4.11 Summary of Hypotheses Testing

Table 4.35 presents a summary of the hypotheses evaluated in relation to the study objectives.

**Table 4.35: Hypotheses**

No.	Hypothesis	P-value	P-value	Results
Ho <sub>1</sub>	Supplier relations has no significant effect on supply chain performance of The Salvation Army Kenya West Territory.	0.001 <	0.05	Rejected
Ho <sub>2</sub>	Contract management has no significant effect on supply chain performance of The Salvation Army Kenya West Territory.	0.008 <	0.05	Rejected
Ho <sub>3</sub>	Electronic Procurement has no significant effect on supply chain performance of The Salvation Army Kenya West Territory.	0.086 >	0.05	Accepted
Ho <sub>4</sub>	Procurement planning has no significant effect on supply chain performance of The Salvation Army Kenya West Territory.	0.000 <	0.05	Rejected

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**Source; Field data (2025)**

The multiple regression results indicated that supplier relations, contracts management, and procurement planning had p-values below 0.05, signifying a significant impact on supply chain performance. In contrast, electronic procurement exhibited p-values exceeding 0.05, suggesting an insignificant effect on supply chain performance.

## CHAPTER FIVE

### SUMMARY, CONCLUSION AND RECOMMENDATIONS

#### 5.1 Introduction

The chapter presents the summary, conclusion, recommendations, study limitations and areas for further study.

#### 5.2 Summary of the Findings

The purpose for this study was to analyze the effects of procurement practices on Supply Chain performance of The Salvation Army, Kenya West Territory. Both descriptive and inferential data analysis techniques were employed. The data indicate that a majority of The Salvation Army officers (pastors), comprising 73.3% of respondents, had a diploma, suggesting that most are proficient in procurement techniques and actively engage in them. The data indicated that The Salvation Army has been functioning for 10 to 20 years, with a response rate of 52 (86.7%), signifying that procurement standards have been implemented. All respondents concurred that they adopted procurement procedures, with contract management being the most prevalent, evidenced by a response rate of 30 (50.0%).

##### 5.2 .1 Supplier Relations.

The regression coefficient for supplier relations was 0.385, with a p-value of 0.001, which is less than 0.05. This supports the descriptive statistics and indicates that supplier relations exert a statistically significant negative impact on operational cost levels, whereby a unit increase in the number of supplier evaluations results in a reduction of costs by 0.385. This resulted in the dismissal of the null hypothesis,

indicating that supplier relations significantly influence the supply performance of The Salvation Army Kenya West Territory at a 5% level of significance.

### **5.2.2 Contract management.**

The analysis of contract management reveals a regression coefficient of 0.268, accompanied by a p-value of 0.008, which is less than the significance threshold of 0.05. This supports the descriptive statistics and demonstrates that effective contract management exerts a positive and significant influence on lead-time, whereby a unit increase in contract management practices corresponds to a reduction in cost levels by 0.268. Consequently, the null hypothesis positing that contract management exerted no significant influence on the supply chain performance of The Salvation Army Kenya West Territory was dismissed at a 5% level of significance.

### **5.2.3 E-procurement**

The analysis of the third variable, electronic procurement, revealed a regression coefficient of 0.140 and a p-value of 0.086, which exceeds the 0.05 threshold. This finding aligns with the descriptive statistics and suggests that electronic procurement exerts an insignificant positive influence on the level of operational costs. The null hypothesis positing that electronic procurement exerted no significant influence on the supply chain performance of The Salvation Army Kenya West Territory was upheld at a 5% level of significance.

### **5.2.4 Procurement Planning**

Descriptive statistics indicated that a majority of respondents (56.7%) concurred that procurement planning influenced both operational cost levels and lead-time. The regression coefficient of 0.436, accompanied by a p-value of 0.000, which is less than

0.05, substantiates the descriptive statistics and suggests that procurement planning exerts a significant positive influence on supply chain performance. A unit increase in procurement planning practices results in a reduction of operational cost levels and lead-time by 0.436. Therefore, the null hypothesis that procurement planning had no significant effect on supply chain performance of The Salvation Army Kenya West Territory was rejected at a 5% level of significance.

### **5.3 Conclusions**

Conclusions were derived from the outcomes of descriptive and inferential statistics employed in the study.

#### **5.3.1 Supplier relations**

A significant positive relationship was observed between supplier relations and the supply chain performance of The Salvation Army Kenya West Territory. Strengthening supplier relationship practices was associated with noticeable improvements in overall supply chain outcomes. Strong and well-managed supplier partnerships often lead to better negotiation outcomes, access to bulk purchase discounts, and overall cost efficiencies. Long-term collaborations can substantially reduce procurement costs and, in turn, enhance the operational effectiveness of supply chains within faith-based organizations.

#### **5.3.2 Contract management.**

The findings revealed a significant positive relationship between contract management and supply chain performance. This implies that improvements in contract management practices are closely associated with enhanced supply chain outcomes. Faith-based organizations (FBOs) are therefore encouraged to adopt and strengthen effective

contract management approaches to ensure optimal value creation and improved operational performance, minimize risks, and ensure that they operate efficiently and legally. By prioritizing these practices, FBOs can enhance their supply chain performance.

### **5.3.3 Electronic procurement**

The results revealed a slight negative relationship between electronic procurement and supply chain performance. Although regression analysis showed that e-procurement had some level of influence, this effect was not statistically significant. Nonetheless, it is recommended that The Salvation Army Kenya West Territory adopt and strengthen electronic procurement practices to improve efficiency, cost management, and strategic capability. By integrating technology effectively into procurement activities, faith-based organizations (FBOs) can substantially enhance the overall performance and responsiveness of their supply chains.

### **5.3.4 Procurement planning**

The study established a significant positive relationship between procurement planning and supply chain performance. Strengthening procurement planning practices was found to lead to marked improvements in supply chain outcomes. For faith-based organizations (FBOs), effective procurement planning is vital as it enhances efficiency, reduces costs, and reinforces the stability of supply chain operations. By prioritizing strategic planning, FBOs can achieve greater adaptability and resilience in an increasingly complex and dynamic operating environment.

## **5.4 Recommendations**

The study proposed the following recommendations based on the research findings.

### **5.4.1 Supplier relations.**

Even though majority of respondents agreed that supplier relationship would determine the performance of the supply chain, a minor percentage of respondents opposed this, by asserting that supplier relationship would not necessarily yield positive performance results. According to the inferential statistics, the supplier relations significantly negatively influenced the performance of the supply chain. In turn, it is suggested that faith-based organizations (FBOs) enhance their ties with suppliers to ensure that they can recognize and avert any possible risks. Forming a relationship with reliable suppliers stimulates the development of transparent communication regarding potential disruptions or difficulties in the functioning, and this aspect will enhance the overall supply chain productivity.

### **5.4.2 Contract management.**

As the few respondents who did not agree with the fact that contract management improves the performance of the supply chain indicated, it is advisable that faith-based organizations (FBOs) adopt efficient contract management systems. By doing so, they would be in a position to track the spending, reduce the unexpected expenses, and facilitate the effective use of resources. These steps will help to save significant costs and enhance the efficiency of operation over the years.

### **5.4.3 Electronic procurement.**

The results of the inferential and descriptive analyses revealed that the electronic procurement had a very low influence on the supply chain performance. There was a

disagreement among the majority of respondents regarding the notion that e-procurement practices are highly successful in facilitating the results of the supply chain. It is however suggested that faith-based organizations (FBOs) should embrace e-procurement solutions that foster transparency in financial dealings, facilitate proper monitoring of purchases, and facilitate easy analysis of data. The transparency of this kind not only reinforces control of the budget and adherence to the regulations, but also leads to the efficiency of the whole supply chain.

#### **5.4.4 Procurement Planning.**

The descriptive analysis showed that the majority of the respondents concurred with the prevalence of procurement planning practices by faith-based organizations (FBOs). The inferential statistical findings supported this observation as significant relationship existed between procurement planning and supply chain performance. Therefore, FBOs should consider procurement planning practices because an efficient procurement planning activities are able to eliminate delays and bottlenecks and support faster response time and increased fluidity in operations, thus, improving the performance of the supply chain.

#### **5.5 Areas for Further Studies**

Future studies to be carried out on procurement practices and supply chain performance using other practices such as inventory management, strategic sourcing, supplier selection procurement tendering among others. It is also remarkable that future studies to be conducted on effect of electronic procurement within different sectors—specifically manufacturing enterprises and county administrations—to validate whether the findings of this study hold true since the current study found out that electronic

procurement was insignificantly related to supply chain performance. Future studies could also expand the geographical scope beyond The Kenya West Territory.

### **5.6. Implications of the study.**

This study findings have implications to for supply chain performance theories, practice and policy. The gaps visible from the previous studies have been filled by the current study however, there still exists further gaps that future studies can fill. This study is of value to theory policy and practice. The study findings suggest that with proper implementation of selected procurement practices; there's a guarantee of improvement of the supply chain performance of an organization. The fact that supply chain has become a critical source of competition, these empirical findings are highly relevant. Academic understanding on selected procurement practices and supply chain performance was greatly advanced by this study which focused on faith-based organizations in The Salvation Army, Kenya West Territory. There's still a gap on procurement practices and supply chain performance of FBOs according to the existing literature. This study should serve as an appeal for researchers in FBOs to produce more studies on selected procurement practices and supply chain performance.

### **Theoretical implications.**

This study connects a growing body of literature that shows the relationship between selected procurement practices and supply chain performance. Reviewed literature have revealed mixed findings on relationship between procurement practices and supply chain performance. While some studies reveal a positive and significant relationship between procurement practices and supply chain performance other studies indicated a negative and insignificant effect. The mixed findings have made it complex to

generalize theoretical impact from previous studies. However, basing on the findings, the current study has confirmed a positive and significant effect between procurement practices and supply chain performance of The Salvation Army Kenya West Territory.

The regression results prove that the theories supporting this study are true and relevant to the study since the estimated R square implied that the variation in supply chain performance is caused by selected procurement practices. Supplier relations, contract management and procurement planning are reciprocal dependencies in the sense that businesses depend on each to manage risks and enhance performance as stated in the General system theory. Another applicable theory to the study is the institutional theory that provides a framework for understanding how external institutional forces and internal organizational responses can collectively shape supply chain performance outcomes.

#### **Practice implications.**

The study looked into the extent at which FBOs have implemented the procurement practices to improve their supply chain performance. Most of the FBOs managers were surveyed for this study. This enabled them to fully comprehend procurement practices effect on supply chain performance and find ways to improve the processes that existed, as well as strengthen regulations that ensured systematic tracking of supply chain activities aimed at minimizing acquisition expenses and lead-time.

#### **Policy implications.**

The study will guide policy makes in FBOs and especially those in the NCKK on areas to streamline in the procurement function. The findings also form an essential framework for designing and executing supplier-related policies, contract management, electronic procurement and procurement planning to increase, for the purpose of minimization of cost and lead-time throughout the procurement processes and the broader supply chain system. The study also has a policy implication as an understanding of the procurement practices of FBOs which can inform policy discussions and regulatory frameworks related to supply chain transparency, accountability, and governance, particularly in sectors where FBOs play significant roles.

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## APPENDICES

### Appendix I: Letter of Introduction

Masinde Muliro University of Science and Technology.

P.O Box 190-50100

Kakamega, Kenya,

To: The Territorial Headquarters,

Dear Sir/Madam,

#### **RE: Request for data collection and participation**

I am Bulimo Yvonne Madegwa, a Master of Business Administration student at Masinde Muliro

University of Science and Technology. I am conducting a study entitled 'Procurement practices and supply performance of The Salvation Army Kenya West Territory. I have chosen your organization as it meets the characterized faith-based organizations appropriate for this study. The information obtained from your firms will be treated with confidentiality. I look forward to your assistance.

Yours faithfully,

Bulimo Yvonne.

+254717584816

## Appendix II: Study Questionnaires

Tick appropriately where possible. Your confidentiality will be highly maintained.

### SECTION A: GENERAL QUESTIONS (Tick where appropriate)

1. How long has The Salvation Army Kenya West Territory been operational?

Above 20 years  10 –20 years  5-10

years  Below 5 years

2. What is your highest level of education?

Diploma  Bachelor Degree

Master' Degree  Post-graduate

3. Do you appreciate the role of procurement practices?

Yes  No

4. Has The Salvation Army Kenya West Territory embraced procurement practices?

Yes  No

5. If yes, which one is the most practiced activity?

Supplier relations

Contract management

E-procurement

Procurement planning

**SECTION B: PROCUREMENT PRACTICES**

The following are procurement practices, indicate the extent to which each of them is applicable at The Salvation Army Kenya West Territory. (Tick where appropriate) Where

1= Strongly Disagree, 2 =Disagree, 3 =fairly agree, 4= Agree, 5= Strongly Agree

<b>SUPPLIER RELATION PRACTICES</b>	<b>SD</b>	<b>D</b>	<b>FA</b>	<b>A</b>	<b>SA</b>
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Our organization interacts with suppliers to enhance mutual benefits.					
Suppliers are assessed basing on their performance.					
Suppliers are involved in decision-making processes related to supplies.					
The organization invest in training and supporting suppliers to improve their operational capabilities					
Our organization assesses the suppliers qualitatively and quantitatively.					
Our organization classifies suppliers based on specific criteria to identify the most important suppliers to engage in supplier relations management.					
<b>CONTRACT MANAGEMT PRACTICES</b>	<b>SD</b>	<b>D</b>	<b>FA</b>	<b>A</b>	<b>SA</b>
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
The average time taken from contract initiation to contract					

finalization is reasonable.					
Our organization has a systematic process for tracking contract renewal dates					
We proactively engage with clients/vendors well in advance of contract expiration dates to discuss renewal terms					
Our organization has streamlined processes to minimize delays in the contract lifecycle.					
The organization evaluate the level of contract compliance within your organization.					
Our organization manages contract execution and creation to maximize operational performance.					
<b>ELECTRONIC-PROCUREMENT PRACTICES</b>	<b>SD</b>	<b>D</b>	<b>FA</b>	<b>A</b>	<b>SA</b>
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Our organization uses internet-based information and communication technologies to carry out individual or all stages of the procurement process					
Our organization receives, and evaluates tenders (bids or proposals) through electronic means					
Our organization procures its products from suppliers online					
Our organization transfers money and funds electronically, through the internet or electronic devices					

Our organization serves procurement function to its customers online.					
Our organization sets purchase requirements/specifications online.					
<b>PROCUREMENT PLANNING PRACTICES</b>	<b>SD</b>	<b>D</b>	<b>FA</b>	<b>A</b>	<b>SA</b>
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Our organization ensures timeliness of procurement					
Our organization adheres to the procurement plans					
Our organization ensures the planning process is complete before the actual procurement.					
Our organization implements budgets prepared by user departments					
The current procurement process is effective in meeting the organizational needs.					
Our organization ensures there are no delays in the procurement process.					

**SECTION C: Relationship between Procurement practices and Supply Chain Performance of The Salvation Army Kenya West Territory.**

<b>SUPPLY CHAIN PERFORMANCE</b>	<b>SD</b>	<b>D</b>	<b>FA</b>	<b>A</b>	<b>SA</b>
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Incorporation of supplier training programs has reduced lead-time improving supply chain performance					
Involving suppliers in decision-making processes related to supplies has an effect on operational cost level.					
Proactively engaging with clients/vendors well in advance of contract expiration dates to discuss renewal terms has an effect on operation cost level					
Streamlined processes to minimize delays in the contract lifecycle has an effect on operational cost level.					
Contract management system effectiveness reduces lead-time					
E-procurement reduces lead-time and operational cost level.					
Procurement planning reduces operational cost level and lead-time.					

**Appendix IV: List of Divisions and Districts of The Salvation Army Kenya West Territory.**

**DIVISIONS**

1. BUNGOMA
2. BUNYORE
3. CHEPTAIS
4. ELDORET
5. KAKAMEGA
6. KAPSABET
7. KIMILILI
8. KISUMU
9. KITALE
10. KOLANYA
11. LUGARI
12. MADZUU
13. MALAVA
14. MBALE
15. MIGORI
16. MOISBRIDGE
17. MUSUDZUU
18. SHIGOMERE
19. SIRISIA
20. TONGAREN
21. WEBUYE

**DISTRICTS**

1. BANJA
2. BOYANI
3. KWANZA
4. LUMAKANDA
5. MAUTUMA
6. SABATIA
7. CHWELE
8. GUSII
9. MUMIAS
10. SHAVIHIGA
11. SIKHENDU
12. TURKANA

**Source: The Salvation Army Kenya west territory 2024 first quarter edition war cry**

**APPENDIX V: THE SALVATION ARMY KENYA WEST TERRITORY MAP.**



**APPENDIX VI: PRACTISING LICENSE**

  
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