

Supplier Management Practices and Performance of Private Hospitals in Nairobi City County, Kenya

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Purpose: This research confirmed that there was a robust relationship amongst supplier management practices and performance of private hospitals in Nairobi City County, Kenya. The focused areas were; supplier engagement, supplier segmentation, supplier risk management and supplier development respectively, where the researcher anchored the following concepts in this study; resource-based view theory, grey system theory, game theory, and fuzzy set theory. This research realistically used descriptive research design.

Keywords: Supplier Engagement, Supplier Segmentation, Supplier Risk Management and Supplier Development on Performance of Private Hospitals

1.1 Introduction:

Worldwide due to augmented demand for enhanced services in the public and private hospitals, there is necessity to meritoriously manage suppliers. Upsurge in supplier management augment supply chain performance in the health institutes. Interrelationships amongst the suppliers in the supply chain wants to be accomplished to augment service delivery, augments endurance and communal sense of value inside the whole association. However, supply chain performance of public entities in the thought of the stakeholders has a lot of gray areas ranging from supplier management practices which takes too long thus causing delays in procurement of properties and services. Most régime organizations, procurement of properties and services have been negatively affected by various factors that lead to delays in procurement and procurement of sub-standard or unwanted goods and services. Service industries like hospitals for example, experience of patients plays a crucial role in rating and assessment and ranking of quality of services offered in these facilities. Quality in health service comes in terms of newer technology, effective medication, and qualified staff to and adequate patient ratio, effectiveness, affordability and efficiency of service delivery (Sarang, Bhasin, Verma & Joshi, 2018). According to Ganiyu, Yu, Xu, and Providence (2020), State of universal arena supply chain survey steered displays how Front-runners are poignant gaining of the pack. They are couture their supply chains to customer wants and exploiting in next cohort capabilities while possession the emphasis on supply chains that are equally debauched and well-organized. Their structure assimilates the supplier management tasks, which are, determining purchasing strategies, supplier selection, collaboration, and supplier management. Furthermore, they experiential that there are nonstop enhancement progression to improve the SRM structure. They include the following aspects: competency of the supplier to undertake the tasks required; capacity of the supplier to meet the purchaser's total needs; commitment of the supplier to the customer in terms of quality, cost driving and service; control systems in relation to inventory, costs, budgets, people and information; cash resources and financial stability; cost commensurate with quality and service; and, consistency such as the ability of the supplier to deliver consistently and, where possible, improve levels of quality and service

1.2 Resource Based View Theory

Resource-Based View theory was established by Barney's in 1991. According to Barney (1991) the resource based view scrutinizes the relationship amongst a firm's internal features and performance'. Edifice the resource based view empower firms to regulate their core aptitudes which are also critical for the creation of the latter. This theory will be adopted since suppliers are considered resources to the institutions. RBV believes that a firm's resources and capabilities are its most important assets. So the primary concern of RBV is about obtaining access to another firm's core competencies to gain competitive advantage. According to Conner and Prahalad (1996) suppliers can be regarded as resources in case they are "adequately guaranteed to a firm". With these assumptions they clearly follow the extended resource based view, e.g. the relational view as mentioned in Dyer & Singh (1998), implying, resources can also be obtained through inter-firm connection from the external environment. They proceed by setting suppliers in context with the four

resource attributes, mentioned in Barney (1991), and required to achieve a competitive advantage. Following his logic, suppliers can be argued to contribute to a competitive advantage in case they offer valuable products. It is argued, that within an industry only few suppliers exist which offer valuable resources, being a preferred customer of them can have a contribution to a competitive advantage of the firm, which supports the focus of the resource based view (Conner & Prahalad, 1996).

Therefore, the resource based contributes to the decision about the supplier portfolio by considering the relationship between buyer and supplier as the mean to achieve a competitive advantage. Suppliers are seen as valuable resources themselves or as the source to access them, and by becoming their preferred customer, firms do not only gain preferential treatment but also the ability to distance competitors which do not have the same status, that eventually can lead to a superior competitive position (Conner & Prahalad, 1996). This study is therefore thought to be relevant to this study in order to understand the consequence of supplier engagement on performance of Private hospices in Nairobi City County, Kenya, henceforward it stretches a hypothetical contextual of this study.

1.2.2 Grey System Theory

According to Liu, S Liu and Lin (1998), Grey system, initially established on the foundation of grey gangs, is a vital approach for unravelling hitches which encompass uncertainties and aims at supervision structures with mysterious or inadequate information. Now, on the surroundings of grey associations “grey” means deprived, imperfect or indeterminate information. Thus, the structures which absence information are denoted to as incompetence (Gu & Xu, 1999). A grey system is a structure which encompasses both identified and indefinite unidentified. According to the theory, the information is categorized into three groups. This grouping depends on the gradation of information gained. It is thought to be white when it is entirely assured; black when it is meticulously unidentified and grey when it is inadequate. The grey theory is a new and diverse attitude which handles the vagueness of a structure (Gu & Xu, 1999).

Supplier segmentation at interval can be puzzling and it can be linked as a grey structure. The prominence of the traits and the ratings of qualities can be articulated in grey figures which elasticities the springiness to express verdicts more straightforwardly (Liu et al., 1998). The theory of Grey Structure cogitates the succeeding dynamics in determining on the best supplier; actuality of key issues imperative to the customer, the figures of issues are inadequate and countable and can be directly accredited to prospective suppliers, in dependability of issues and issue expandability. The theory Grey Structure applies the standard of sequence comparability to create a grey relative. An assessment matrix may be established to facilitate this procedure. Suppliers are segmented by selecting a goal and increment the values of all assessment issues based on the features of materials to be attained grounded on demand designs (Gu & Xu, 1999). In a supplier segmentation atmosphere, this theory can be functional in assessment of dangerous performance parts by the procuring bodies. This theory is vital to this study meanwhile the benchmarks of segmenting the concert of the supplier is very serious because if the performance of the supplier is decent then such suppliers are selected. This theory stretches standards that can be rummage-sale in segmenting suppliers. Thus hospice’s procurement purpose can use this structure when segmenting their vendors. The theory nosedives to give clarifications to doubts that may ascend when segmenting vendors. This study is therefore thought to be relevant to this study in order to understand the result of supplier segmentation on performance of Private hospices in Nairobi City County, Kenya, henceforth it stretches a theoretical contextual of this study.

1.2.3 Game Theory

Game theory is largely attributed to the work of mathematician John von Neumann and economist Oskar Morgenstern in the 1940s and was developed extensively by many other researchers and scholars in the 1950s (Morton & Davis, 1997). Game Theory usually contains three rudimentary basics: the set of troupes, the strategy interplanetary and the payoff tasks. Game theory is alienated into two portions; non-supportive game theory and supportive game theory. Models in non-supportive game theory envisage each player in the game progresses his own unprejudiced and does not take maintenance of the consequence of his decisions on others. In comparison, cooperative game theory presumes that players can make binding agreements. Whatever the sort of the overall willing, the chase of balance and constancy of the supply chain is typically the final goal henceforth equilibrium is formed. Nash symmetry is a silhouette of tactics such that each actor's stratagem is an optimal reply in reply to the other actors' stratagems (Schwalbe & Walker, 2001).

The implication of financial limitation in sharing inventory risk can be studied with the aid of game theory the provider being the leader. The game brings about the provider always preferring the consignment mode, taking full products on hand risk. Using non-cooperative as well as cooperative game theory the buyer or seller could benefit more from a cooperative framework than a non-cooperative one (Morton & Davis, 1997). Similarly, the balance of the strategies of two rivaling retailers are investigated after the production cost of the manufacturer is interrupted. Despite its applicable functions, game theory isn't without criticism. It's been pointed out that game theory can help only so much if you're trying to predict realistic behavior. Every action, good or bad, can be rationalized in the name of self-interest. A constant difficulty with game theory modeling is defining, limiting, isolating or accounting for every set of factors and variables that influence strategy and outcome. There's always an X-factor that simply cannot be accounted for (Schwalbe & Walker, 2001).

In the context of this study, supply chain associates might be understood as companies in a game well-defined by multiple goals, restraints and inconsistent targets, distribution communication networks, incomes, information, logistic systems and customer anxieties, but also facing common hazards. The primary purpose of using the game theory in supply chain risk management is to consider possible supply chain disruptions and design mitigating strategies (Schwalbe & Walker, 2001). Therefore, this theory is ideal in examining effect of supplier risk management on performance of Private hospitals in Nairobi City County, Kenya. This study is therefore thought to be relevant to this study in order to understand the consequence of supplier risk management on performance of Private hospices in Nairobi City County, Kenya, henceforth it stretches a hypothetical contextual of this study.

1.2.4 Fuzzy Set Theory

In 1979, Gottwald introduced fuzzy set theory to handle with the fuzziness and uncertainty which is intrinsic to human verdict in pronouncement making procedures using philological rapports and gradations of membership. Supplier development is habitually multi-criteria verdict delinquent which, in authentic business milieus, might have to be deciphered in the non-appearance of accurate information. In edict to do this, the verdict procedure of purchasing could be modeled and organized in accurate way. A sum of journalists advocate using a fuzzy set theory to model doubt and inexactitude in supplier development. In short, FST suggestions a scientifically exact way of modeling imprecise predilections, for instance situation bulks of performance notches on standards. Purely itemized, FST styles it imaginable to statistically designate statements for instance standard X having a heaviness of around 0.8. FST can be joint with other systems to progress the eminence of the last outfits (Bellman & Geertz, 1973).

In the actual life, sundry result complications have indistinct and unfixed data; thus, models founded on such information flop short to epitomize hitches correctly and precisely. Therefore, a verdict progression must permit structure models on uncertain and unlimited information. 1979, According to Gottwald (1978), he solemnized fuzzy sets theory grounded on the knowledge that the key basics of human intelligent were not algebraic but philological variables to switch glitches with inexact and imperfect data. Fuzzy sets theory shapes a model of vagueness in ordinary language interrelated to human sensitivities and idiosyncratic judgments, assistances to construe qualitative bounds, and couriers the vagueness of language with suitable exact tools (Bellman & Geertz, 1973). Fuzzy circles are the circles whose rudiments have gradations of membership. Supplier development is amongst the wildest emergent parts of management. Most establishments are endlessly looking for the most appropriate supplier to progress economic adeptness (Gottwald, 1978). Marvel of globalization and express development of logistics, at the alike time, is in minutiae accessible in thus this theory is significant to this training as it will assistance in talking the tough multi-criteria verdict making difficult that necessitates concentrating on a number of issues in supplier development. Criticism of this theory is that it solitary tourist attractions the tiresome supplier assortment procedure but flops to bounce latitude to alleviate on those trials. This scholarship is consequently thought to be applicable to this study in order to comprehend the consequence of supplier development on performance of Private hospices in Nairobi City County, Kenya, henceforth it stretches a hypothetical contextual of this study.

2.1 Supplier Engagement

There is broad consensus in sustainable supply chain management research that corporations need to extend sustainability programs to their suppliers to significantly improve sustainability outcomes (Areri & Gekara, 2019). Engagement starts prior to employing a prospective supplier. Engaged suppliers perform at a much higher level, compared to disengaged suppliers. Knowing they are regarded as valued partners encourages engaged suppliers to bring passion and interest to their retail partners. This often leads to growth and innovation for the retailer. There are opportunities to engage suppliers to measure and report their carbon emissions. Through engagement and partnerships, organizations and their suppliers can identify risks and opportunities and better manage them together to align their goals. Many companies continue to have a lack of supplier engagement which results in limited available reported data (Andersen & Gadde, 2018).

Low engagement is particularly problematic in the context of supply chain sustainability efforts. Given the complexity of the transformation towards sustainable business practices, supply chain sustainability requires all partners' initiative and creative problem-solving capabilities and a commitment to iterative, continuous improvements (Amengual et al., 2019). This vastly expanded role concept calls for a high level of supplier engagement. Suppliers, their managers and employees are called to invest their 'full selves', physically, cognitively, and emotionally in the task (Kahn, 2019). Without supplier engagement, without their willingness to invest and actively contribute to sustainability efforts, redefinition of buyer-supplier relationships around collaboration rather than fiat and (limited) compliance is unlikely to occur (Nyile et al., 2021).

According to Omide et al., (2022) observed that a shared interest in understanding supplier personnel's attitudes towards environmentally sustainable practices in the supply chain, and in exploring interventions for influencing attitudes as a first step towards boosting supplier engagement in environmental sustainability initiatives. 'Enabling' formalization used to engage suppliers in sustainability efforts would have a positive effect on suppliers' perception of the benefits of formal arrangements, the importance of sustainability in their supply chain, and the quality buyer-supplier relationships, while a 'coercive' formalization would have a negative effect. The timing of an engagement relationship with suppliers is different for each firm. Their capacities and needs must be assessed very well before any such decision is made. He carried out a study to analyze the effect of integrating suppliers as early as possible in the supply chains of companies (Bw'obegi & Osoro, 2023).

The decision to enter into partnerships with suppliers, early is seen as a good strategy in terms of social sustainability. However, companies should not forget that their main objective is to have a sustainable economic and financial activity. Therefore, it is important to assess the potential impacts of this type of strategy, such as if the firm has the necessary internal knowledge or needs a relationship with suppliers based on knowledge sharing (Ongeri & Osoro, 2021). Companies have a close relationship with suppliers to improve their competitiveness and take advantage of their resources and skills. Any firm that wants to survive in the current markets must be very competitive and bet on innovation. said that more and more companies are betting on the exploitation of the resources and capabilities of their business partners. However, these partnerships, if not well established and continuously monitored, can cause problems of flexibility and coordination (Masindano et al., 2018).

2.2 Supplier Segmentation

Supplier relationship management agendas represent an asset of period and resources. Thus, not all vendors succeeds for the same equal of presence in such a package. Firms should therefore deliberately examine respectively supplier to regulate which suppliers are greatest located to deliver the utmost return to the firm through faster partnership, other than having a 'one size fits all' stratagem for supplier management (Miocevic & Crnjak-Karanovic, 2018). Supplier segmentation signifies a step amongst supplier selection and supplier relationship management, and assistances regulate dissimilar clusters of suppliers based on their likenesses. A company's aptitude to tenaciously segment suppliers in such a way as to comprehend the assistances of both the arms-length as healthy as the spouse models may be the key to upcoming competitive benefit in supply chain management and thus signifies a tactical tactic for companies with a great quantity of suppliers (Bw'obegi & Osoro, 2023).

According to Moore (2019), contends that affiliation with selective supplier's outcome in mutual rewards such as plummeting whole cost, improve customer gratification, springiness to cope with vicissitudes, productivity development and long-term competitive rewards in the marketplace. According to Njagi and Kinoti (2018), numerous governments now necessity to distinguish between its suppliers in command to grip the diversity, density and heterogeneity in the supply dishonorable. Manufacturing company's transactions with a varied diversity of suppliers with dissimilar levels of status and which necessitates disparity handling that will determination a firm to its viable edge. Segmentation permits firms to transaction with each segment distinctly from another. Bodily proximity, revenue level or career of folks to be segmented is approximately of the issues to deliberate in segmentation (Moore, 2019). Studies show that companies benefit from engaging segmentation of suppliers. Additional, he requested that subsequently a firm has imperfect human, monetary and technical resources, it necessity assign these selectively on those supplier relationships from which it supposes to produce the uppermost reoccurrence. Other writers approve and say that by handling its supplier relations, firms can attain competitive gain. One approach of doing that is to categorize suppliers rendering to their worth adding competences in instruction to identify diverse types of supplier associations (Miocevic & Crnjak-Karanovic, 2018).

According to Ominde *et al.* (2022), guarantee continued accomplishment, management necessity vigorously monitor development and reread the stratagems if performance is acceptable, serious stratagems such as segmentation, is supreme. Grey System smears the code of series comparability to make a grey relation. Wagner and Bode (2018), they detected that segmentation of supplier is effortlessly done by means of four quadrants of product, planned, normal or key. These quadrants act as grey relative in the grey structure theory. Supplier segmentation permits firms to effortlessly poster suppliers and used them when they require (Moore, 2019). Grey system theory therefore assistances in easy documentation of suppliers through segmentation.

2.3 Supplier Risk Management

Supplier risk exists for an organization when supply market behavior and the organization's dealings with suppliers, create outcomes which harm company reputation, capability, operational integrity and financial viability' (Rotich & Ochiri, 2018). According to Sarang et a. (2018) identifies these procurement risks as; a company's dependency on a supplier, unanticipated price volatility of raw material, supplier quality problems, supply chain disruptions, unanticipated price volatility through currency exchange rates, supplier bankruptcy, legal/regulatory issues and supplier dependency on a firm. Risk management is in adjacent contact with supplier management since suppliers are likewise a basis of menace. Supplier risk management is the application of stratagems to accomplish both every day and extraordinary threats along the supply chain grounded on incessant risk evaluation with the unbiased of plummeting susceptibility and safeguarding endurance. Supply chain involve many risks, nevertheless, supply chain have proven instrumental in improving efficiency within many industries (Bw'obegi & Osoro, 2023). These risks can be product failure, disruption, regulatory risk, reputational risk, legal risk, supplier size, financial risk and competitive risk. Supply risk management practices are the measures taken including changes to behaviors, procedures and controls which remove procurement risks or reduce them to what is considered to be an acceptable level (Masaku et al., 2018). In this study, supplier risk management was measured by risk identification, risk assessment and dual sourcing. As numerous creativities are seeing and aiming performance improvement opportunities in their supply chain system, there is a necessity to classify menaces and develop tactical actions to alleviate or eradicate such unforeseen penalties in the supply chain.

According to Ochieng (2018), he recommended the necessity for creativities to have progressive and supportable methods in justifying supply chain dangers. His optional outline that initiatives can use to alleviate supply chain menaces in their deliberate commercial processes developing satisfactory and actual caring supply chain plans. Menaces occasionally proposal positive outcomes but in

overall, it is related with undesired consequences. Menace can be labeled as a possible variation in predictable consequences; this variation can moreover be anticipated outcome or undesired consequence. This impression of menaces is revealed by many scholars in the supply chain menace supervision arena who agree to the information that supply chain menaces are generally related with the chance of loss, impairment and undesired consequences. According to Ominde et al., (2022) risks associated with suppliers are delivery schedule, poor quality, prices, and non-delivery. Risk Management efforts to alleviate the disturbances in supply chains via a well-organized and prearranged tactic by classifying probable supply chain menaces lengthways several associations or knobs inside the supply chain system of an innovativeness. The tactics are executed to alleviate the contrary penalties of supply chain susceptibility. According to Onger and Osoro (2021), they harangued that handling with supply chain menaces necessitates tolerable and actual supply chain menace management stratagems.

2.4 Supplier Development

According to Ochieng (2018) supplier development broadly refers to “any determination by a ordering firm to progress a supplier's performance and abilities to encounter the ordering firm's dumpy and long-term supply wants” Consumers can brand use of a wide variety of supplier development performs to progress a supplier's performance and competences. According to Rotich and Ochiri (2018), they harangued that supplier development might be self-possessed of such happenings from a procurement firm as goalmouth location, supplier evaluation, supplier technical sustenance, performance dimension, supplier exercise, and other connected happenings. This usual of does surrounding straight involvement designates a multidimensional countryside of supplier development. Supplier development is also unspoken as the procedure of occupied solitary to solitary with other suppliers to progress their effectiveness to the benefit of the purchasing institute. Supplier development is about generating a new capability or competency in suppliers. Supplier development is aimed at enhancing the level of transparency between the entity and its suppliers, ensuring that there is an interlink between the firm and its suppliers, lowering the lead times, enhancing the quality and ensuring there is responsiveness in the supply chain systems. Sole benefit of supplier development among others includes competitive advantage (Ochieng, 2018).

Supplier development would clue to enhancement in the entire added value from the supplier in query in rappsorts of quality of product or service obtainable, commercial progressions and performance, enhancements in clue times and transfer to total performance of the ordering firm (Ochieng, 2018). Supplier development is usually assumed with prevailing suppliers that can be, and decide to existence, better-quality. Suppliers can be branded in esteem of supplier development in three methods; they are, existence developed, on grasp as a potential for development or, recognized as not existence worth the asset of development. Today, greatest firms have determined to supplier development performs (Bw'obegi & Osoro, 2023). This is with a goal of refining their production competence and cumulative competitive benefit. Research institutes have absorbed on supplier development plans and sightsee how these creativities impact on consumer and supplier performance. Determinations to scrutinize the use of convinced supplier development actions have been useless. This is since the experiences and exertion done by numerous researchers are evocative and case study in countryside. Greatest of these studies put much stress on usually used supplier development does in both US and EC (Sari, 2018).

There is not at all solitary tactic to supplier development nonetheless it is usually satisfactory that it can be assumed at three levels such as; rudimentary, reasonable and advance level, according to the equal of firm participation and application intricacy such as; skill, time, and resources obligatory to perform effectively a particular action. There is agreement amongst that an essential pre-requisite to supplier development and the development of slightly procuring and supply management stratagem, is that procuring and supply management specialists should examine, assess and escalate their personal government's corporate purposes and corporate needs beforehand boarding on supplier development (Seçkin & Sen, 2018).

2.5 Performance of Private Hospitals

The objective of private hospital is to realize and keep up high performance which leads to organization's growth and progress (GoK, 2019).). According to Seçkin and Sen (2018), they observed that performance measures are tools that help us to understand, manage and improve what organizations do. Performance refers to how well an organization has achieved its set objectives and goals for a given period. It is a powerful mechanism for prioritizing organizational goals and attaining them. Performance measurement acts as a surrogate for organizational phenomena, for it indicates the level of the efficiency and effectiveness in the organization operations, functions and processes. Measurement of organizational performance is done to ensure employees are meeting objectives, staff are motivated, budget priorities are determined, comparison is done in relation to competitors' activities, individual and organizational objectives are aligned and plans for performance improvement are formulated among others (Bw'obegi & Osoro, 2023).

According to Seuring and Müller (2018) explained that measurement of performance should aid an organization in understanding and assessing worth received from employees and suppliers, value from stakeholders, how efficient procedures in an organization are, and strategic assets of an organization. Based on the above mentioned issues, it can be said that measurement of performance plays the

role of diagnostic, monitoring and coordination. Thus, there should be well placed goals, strategies and performance variables. It is essential for every organization for it enables the organization to gauge their efficiency and effectiveness of the external and internal processes by the use of the specific metric of measurement (Onger & Osoro, 2021).

Organizations should establish complete systems of concise performance measures to sustain competitiveness especially in management of the supply chain. It is vital to determine the performance metrics that will audit plans and carry out corrective actions if there is a disparity with planned outcome (Nyile et al., 2021). It is extensively documented that in instruction to contest and endure, corporations obligation pursue, accumulation and uphold associations with accomplished suppliers and comprehend the supreme worth through such associations. According to Ominde et al. (2022), they recommends that virtuous supplier association and development agendas, permit for governments to augment their procurement performance. Structural performance jerks from purchasing competence and efficiency in the procurement purpose in instruction to modification from animation responsive to being proactive to comprehend set performance purposes. It is extensively documented that in command to contest and survive, corporations necessity seek, shape up and uphold dealings with proficient suppliers and comprehend the supreme value through such associations.

According to Ochieng (2018) some of the key indicators of performance are production efficiency, improved quality of service, reduced customer complaints, decreased cost, reduced cycle time, improved workflow and compliance with environmental and industry regulations and requirements. He claims that performance in all the areas of an organization is one way or the other can be affected by the kind of supplier relationship management strategies adopted by a firm. Bearing in mind that the competitive advantage in most industries is based upon its network of suppliers, it behoves the companies to have an influence over its suppliers in ways that touch on degree and intensity; performance is grounded upon the supply base thus the only way out is the designing, set up and management of the entire network of suppliers (Rotich & Ochiri, 2018).

3.1 Research Methodology

The study assumed a descriptive research design. Descriptive research design was intended to find pertinent and precise evidence regarding the present status of a phenomenon and whenever conceivable to lure valid universal inferences from the truths revealed in this study (Rahi, 2017). It describes the characteristics of the population under study and is concerned with the concept. Sampling technique was purposive random technique as respondents had the same experience, skills and characteristics (Osoro, Muturi, & Ngugi, 2016).

3.1.1 Supplier Engagement

Respondents were asked to give their opinion on the variable supplier information sharing. From table 1.1, the respondents unanimously agreement that supplier engagement ensured performance of private hospitals and periodic review in Nairobi County viable ($M=3.821$, $SD=1.1381$); Through Documents the processes assessment the county has been able to make rational decisions on priority and non-priority projects ($M=3.702$, $SD=.8035$); Systems and communication approaches assessment has contribution to the quality and innovation of the planning team ($M=3.864$, $SD=.8103$); assessment of building highest trust and accountability in supplier engagement it is important to put in place and maintain procurement record/ register ($M=4.162$, $SD=.8504$); The management of Nairobi County implements performance of private hospices to avert scam in supplier evaluation ($M=3.807$, $SD=1.510$); and supplier engagement augments performance of private hospices at Nairobi County ($M=3.639$, $SD=.8001$). These discoveries remained in line with the discoveries of Onger and Osoro (2021), they detected that vibrant narrative of supplier information distribution, can augment real performance of private hospices.

Table 1.1: Supplier Engagement

Statement	Mean	Std. Dev.
My county ensures conformance of supplier engagement		
through documenting the processes	3.820	1.1381
Through systems and communication approaches my county		
has been able to make decisions on private hospital	3.3702	.8835
Responsiveness of Built highest trust and accountability		
to performance of private hospitals in Nairobi County	3.3864	.8103
By Quick, frequent & accurate information transfer		
it is important to put in place supplier engagement	4.162	.8504
The management of my county implements supplier engag.	3.807	1.510
Supplier engagement enhances performance		
of Private at Nairobi City County	3.639	.8001

3.1.2 Performance of Private Hospitals

From the discoveries, respondents stood in settlement that performance of private hospices of Nairobi City County, Kenya is existence exaggerated by supplier management does, they provided 73.1%; once asked around Customer satisfaction and its consequence on procurement performance of Nairobi City County, Kenya they provided 80.9 %; Once the plaintiffs stood requested to show their equal of settlement on how Cost reduction touches performance of private hospices of Nairobi City County, Kenya they provided 18%; Once also the plaintiffs remained requested to demonstrate their equal of settlement on quality of services on performance of private hospices of Nairobi City County, Kenya they provided 79.8%; Substitute disagreement resolution procedure donates to menace management on performance of private hospices of Nairobi City County, Kenya they provided 52.6% and finished contract management, working performance slow by quality, suppleness, menace management on procurement performance of Nairobi City County, Kenya they provided 84.3%. The discoveries concurs with the discoveries of Nyile *et al.* (2021) they observed that some of the factors that contribute to inefficiency in public procurement as corruption, delayed payments, poor planning, statutory amendments, insufficient use supplier evaluation low public participation, and improper payment procedures negatively affects performance of private hospitals in Nairobi city County.

Table 1.2: Performance of Private Hospitals

Statements	Yes (%)	No (%)
Customer Satisfaction can touch performance of Private hospices in Nairobi City County, Kenya	73.1	26.9
Quality of good can touch performance of Private hospices In Nairobi City County, Kenya	80.9	9.1
Cost reduction can touch performance of Private hospices in Nairobi City County, Kenya	52.6	47.4
Quality of goods can touch performance of Private hospices In Nairobi City County, Kenya	79.8	21.2
Quality of supplies can touch performance of Private hospices In Nairobi City County, Kenya	52.6	47.4
performance of Private hospices in Nairobi City County, Kenya	84.3	15.7

3.1.3 Model Goodness of Fit

Regression analysis was used to start the strengths of association amongst the performance of private hospices of Nairobi (dependent variable) and the predicting variables; supplier information sharing, supplier segmentation, risk management and supplier development (Independent variables). The results showed a correlation value (R) of 0.724 which portrays that there is a decent linear dependence amongst the independent and dependent variables. This discovery is in line with the discoveries of Onger and Osoro (2021). They detected that this also to represent the implication of the regression analysis done at 95% confidence level. This implies that the reversion model is significant and can thus be rummage-sale to assess the meaning amongst the dependent and independent variables. This discovery agrees with the discoveries of Ochieng (2018), who detected that analysis of variance figures examines the variances amongst cluster means and their related processes.

Table 1.3 Model Goodness of Fit

R	R2	Adjusted R	Std. Error of the Estimate
0.724	0.797	0.761	0.065

a. Predictors: (Constants); supplier information sharing, supplier segmentation, risk management and supplier development

b. Dependent Variable: performance of private hospitals of Nairobi

With an R-squared of 0.797, the model demonstrations that supplier information sharing, supplier segmentation, risk management and supplier development can donate up to 79.7% on performance of private hospices of Nairobi County, while 20.3% this variation is explained by other indicators which are not inclusive in this study or model. A measure of goodness of fit synopsis the discrepancy between observed values and the values anticipated under the model in question. This finding is concurs with the findings of Bw’obegi and Osoro (2023).

3.1.4 Analysis of Variance (ANOVA)

From the results in table 1.4, analysis of variance figures was led to determine the variances in the means of the dependent and independent variables to display whether a relationship exists amongst the two. The P-value of 0.005 infers that performance of private hospices have a significant association with contract planning, contract administration, contract evaluation and dispute resolution which is significant at 5 % level of significance.

Table 1.4 ANOVA TEST

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	4.156	1	1.039	.441	.003
Residual	6.466	50	.541		
Total	10.612	51			

Conclusion

Consequently, from the previous, this study accomplishes that supplier engagement, supplier segmentation, supplier risk management and supplier development on performance of private hospices. Near Company collaboration implementation policy, Cooperative bargaining, substitute dispute steadfastness procedures, free appearance of concerns by complicated parties are among the synchronization issues that meaningfully prejudiced the performance of private hospices of Nairobi City County, Kenya. The discoveries accomplish that any county ought to drive to hold the finest performance of private hospices after refining supplier evaluation in Kenya. When public-private businesses is comprised through supplier engagement, supplier segmentation, risk management, and supplier development methinks to healthier performance of private hospices in Nairobi City County, Kenya.

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