

# Sustainable Procurement And Organizational Performance West Pokot County In Kenya.

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**Purpose:** The core drive of the study was to regulate the relationship amongst sustainable procurement and organization performance of West Pokot County Kenya. The study was directed by the next research objectives; policy commitments management, financial spending management, procurement risks management and stakeholder expectations management correspondingly.

**Keywords:** Policy commitments management, financial spending management, procurement risks management and stakeholder expectations management & organization performance of West Pokot County.

## 1.1 Introduction

The term ‘Supply Chain Management’ is comparatively new. It first give the idea in logistics prose in 1982 as a list management methodology with a highlighting on the supply of raw materials. Around 1990, researchers first labeled SCM from a theoretical perspective to elucidate how it fluctuated from more old-style approaches to managing the movement of materials and the related flow of information (Goodhue et al., 2017). A heavy force behind SCM is the acknowledgement that sub-optimization happens if each association in a supply chain endeavors to augment its own results rather than to assimilate its goalmouths and doings with other officialdoms to augment the results of the chain. SCM emphases on the management of relations. We describe SCM as shadows: SCM is the unified planning, co-ordination and control of all business procedures and doings in the supply chain to bring superior consumer value at less price to the supply chain as entire whilst nourishing requirements of other participants in the supply chain (Gogtay & Thatte, 2017).

### 1.1.1 Hegelian Dialectic Theory

Hegelian dialectic theory was thought to be relevant in this study in order to understand the effect of policy commitments management on performance of West Pokot County in Kenya, hence it gives a theoretical background of this study. According to Dicksen (1996), the Hegelian dialectic theory, an institute exists in a ecosphere that is shaped by striking forces, proceedings or even values that deny one another that pursue to control and control. Subsequently, change transpires in an association when contradictory forces shooter enough power to not only confront but to also overwhelm the status quo. The two forces that are opposed to each other can be designated as proposition representing the fame quo and anti-thesis which signify a new situation. In respect to procurement policy regulatory framework, many policies and rearrangement has been assumed to control and control procurement procedures in a bid to augment transparency and accountability. Therefore, the Hegelian dialect theory forms a vital basis for the study of the influence of policy commitment on structural performance since most of the research discoveries indicate a positive correlation amongst procurement policy framework and structural performance (Grant, 1996).

### 1.1.2 Theory of Budgeting

Theory of Budgeting was thought to be relevant in this study in order to understand the effect of financial spending management on performance of West Pokot County in Kenya, hence it gives a theoretical background of this study. Theory of Budgeting was hypothesized by Verne Lewis in 1952. Lewis contends that analysts ought to focus on augmentations of public disbursement, at the boundary, since ‘this is the opinion of balance at which a supplementary expenditure or any purpose would harvest the same return’. Assumptions show that the relative value of these increments can then be assessed in terms of their ‘relative efficiency in achieving a common objective’. It is the task of politicians to determine this common impartial and assess the relative helpfulness of substitute applications of public spending in achieving this goal (Dicksen (1996).

### **1.1.3 Stakeholder Theory**

Stakeholder Theory was thought to be relevant in this study in order to understand the effect of procurement risks management on performance of West Pokot County in Kenya, hence it gives a theoretical background of this study. The stakeholder theory by Freeman (1994) is a theory of structural management and profitable ethics that speeches morals and values in handling an organization. A Stakeholder Approach classifies and models the collections which are shareholders of a corporation, and both describes and indorses methods by which organization can give due esteem to the welfares of those groups. In the old-style view of a company, the stockholder view, only the owners or stockholders of the company are significant, and the company has a obligatory fiduciary duty to put their needs first, to increase value for them (Grant, 1991). Stakeholder theory instead contends that there are other parties involved counting employees, customers, suppliers, financiers, communities, governmental bodies, political groups, trade associations, and trade unions (Grant, 1996).

## **2.1 Policy Commitments Management**

According to Karungani and Ochiri (2017) investigated on the effect of policy and regulatory framework on organizational performance. The discoveries of the research display that policy and regulatory framework within the procurement sector shows a very significant role in refining organizational performance. The exploration also revealed that policy and regulatory framework led to improvement in organizational performance by creating a level of playing field for organizations engaged in the procurement field. Policy and regulatory framework also led to enhancement in transparency, openness, enhanced ethical standards, neutrality as well as refining decision creation (Mutai & Osoro, 2021). Additionally, employees' commitments were found to have effects on the organizational performance in the study area. Thus, recommendations have been provided to increase commitment by designing motivational package, and establishing sustainable regular training program in the company. According to Muinde and Mukulu (2020), examined the level of efficiency of human resource management does and its impact on employees' gratification in the banking sector of Jordan. It has been decided from the research results that the most significant consequence of human resource policy on administrative performance is the employees' contribution in decision creation.

### **2.1.1 Financial Spending Management**

According to Muinde and Mukulu (2020), assessed the stimulus of financial planning practices on performance of designated county governments in Kenya, a study of designated counties. A descriptive research design was adopted. From the discoveries the study recognized that the policy makers gained information of the financial sector dynamics and the answers that are suitable; they therefore acquired leadership from this study in scheming suitable policies that controlled the public finance. The study also established that the head of the county budget is head of the budget department. The study ascertained that policy makers would obtain information of the financial sector dynamics and the replies that are suitable; they therefore acquired leadership from this study in designing suitable policies that control the public finance (Mutai & Osoro, 2021).

### **2.1.2. Procurement Risks Management**

According to Muinde and Mukulu (2020), examined the association of risk management practices with five groups of product development program performance. The results demonstration that six categories of risk management practices are greatest actual: Develop risk management skills and resources; Tailor risk management to and assimilate it with new product expansion; Quantify impacts of risks on your main objectives; Support all dangerous decisions with risk management results; Monitor and assessment your risks, risk mitigation actions, and risk management process; and Create transparency regarding new product expansion risks. The data shows that the risk management performs are directly associated with outcome measures in the first three categories better-quality decision making, program steadiness and problem disentangling. There is also indication that the risk management does indirectly comrade with the remaining two categories of consequence measures scheme and product accomplishment. Additional research is needed to designate the exact apparatuses through which risk management applies influence NPD program accomplishment (Mutai & Osoro, 2021).

### **2.1.4 Stakeholder Expectations Management**

According to Muinde and Mukulu (2020), established the relationship amongst stakeholder involvement in planned management and performance of British American Investments Company Limited (BAICL) using descriptive research design. The study well-known that stakeholder participation in the firm's planned management procedure led to clarity in association direction, coherence in organizational decision making, augmented ability to effectively deal with market instability, improved coordination of administrative activities, real communication, increased operational competence and employees' productivity, healthier operational cost management, creation of ground-breaking products and services, enhanced product and service quality, increased output, better resource utilization and increased aptitude to handle the ever cumulative rivalry in the market place (Mutai & Osoro, 2021).

According to Muinde and Mukulu (2020), they decided that stakeholder participation in planned management in BAICL had helped augment the firm's performance as charities and suggestions given by the stakeholders knowledgeable crucial decision making of the firm in dangerous areas such as financing, investment, expansion, restructuring, strategic alliances and company management. The

study optional that the management of BAICL should develop mechanisms to evaluate the success of and encounters of shareholder participation in the company's planned management procedure so as to safeguard that the stakeholders of the company are at all times meaningfully engaged in the firm's strategy planning and decision making. The study further recommended that the Government of Kenya and key industry players should not only come up with a mechanism/legislation that will streamline the insurance industry's operating environment, but also put up mechanisms for having such policies fully implemented (Mutai & Osoro, 2021).

### 2.1.5 Organizational Performance of West Pokot

Organizational performance is the actual output or outcomes of an institution and its intended outputs or goals and objectives. Organizational performance can be measured through reduction in cost, quality of goods/services delivered, productivity, lead time (Mutai & Osoro, 2021). Most critical factor for effective management is Performance Measurement (PM) and that identifying and measuring the influence of Supply Chain Management (SCM) on it enhances the organizational performance. However, the subject of performance does not receive sufficient motivation in supply chain management research. The indicators of performance of an organization can be financial targets attained and satisfaction of labour-force. On the same note, organization performance could also be estimated based on institutions effectiveness and efficiency (Muinde and Mukulu (2020).The study established that stakeholder involvement in the firm's strategic management process led to clarity in organization direction, coherence in organizational decision making. The study further recommended that the Government of Kenya and key industry players should not only come up with a mechanism/legislation that will streamline the insurance industry's operating environment, but also put up mechanisms for having such policies fully implemented (Mutai & Osoro,2021).

### Research Methodology

This study employed descriptive survey research design because, it helps in gathering information about the characteristics, actions and opinions of a large group of a target population. This research design was suitable because the researcher seeks to collect the information from West Pokot County Kenya.

### 1.3 Policy Commitment Management

Respondents were asked to give their responses in regard to policy commitment management in a five point Likert scale where SA=Strongly Agree, A=Agree, N= Neutral, D=Disagree, and SD= Strongly Disagree. Results obtained were presented in Table 1.1 below:

Respondents were asked to give their opinion on the variable policy commitment management. Since table 1.1 the respondents unanimously agreed that policy commitment management ensured performance of and periodic review in West Pokot County viable (M=3.741, SD=1.0606); Through real time basis assessment the County has been able to make rational decisions on priority and non-priority projects (M=3.831, SD=.9201); willingness to share information assessment has contribution to the quality and innovation of the planning team (M=3.901, SD=.9006); assessment of quick, frequent and accurate information transfer in policy commitment management it is important to put in place and maintain procurement record/ register (M=4.059, SD=.8250); The management of West Pokot County implements performance of to prevent fraud in supplier evaluation (M=3.839, SD=1.3019); and policy commitment management enhances performance of at West Pokot County (M=3.564, SD=.8016). These findings concur with the findings of Nyile *et al.* (2022) who observed that clear description of policy commitment management, an enhance effective performance of .

**Table 1.1: Policy commitment management**

Statement	Mean	Std. Dev.
My County ensures conformance of supplier information Sharing through Real time basis	3.3741	1.0606
Through Willingness to share information my County has been able to make decisions on	3.831	.9201
Responsiveness of supplier has contribution to performance of West Pokot County	3.901	.9006
By Quick, frequent & accurate information transfer		
It is important to put in place policy commitment management	4.059	.8250
The management of my County implements supplier Information sharing	3.839	1.3019
Policy commitment management enhances performance of at West Pokot County	3.564	.8016

### 3.1 SUPPLIER PROCUREMENT RISK MANAGEMENT

The obtainable in table 1.2 show that respondents agree that: System has effect on performance of West Pokot County in Kenya (M=3.803, SD=.7801);supplier procurement risk management on performance of West Pokot County city County in Kenya (M=3.409, SD=.8233); Number of risk formulate on performance of West Pokot County city County in Kenya (M=4.601, SD=.7835); Procurement risk management is noteworthy when you want to performance of West Pokot County (M=4.601, SD=.6908); risk management augments our performance of West Pokot County city County (M=3.594, SD=.7023); and through evaluation, the organization is able to identify problems and find solutions in a timely manner to ensure high quality of the goods and services delivered (M=4-.009, SD=.7047).

The findings concurs with the finding of Boit and Osoro (2021), who argued that it is critical to Procurement risk management frequently and at regular intervals after award to safeguard that the supplier is as long as the goods and services on timetable and within the procurement plan , and that quality morals remain being met, particularly for the highest-risk and most multifaceted risks. Evaluating post-award performance involves several goings-on to safeguard that the distribute of services meets the terms of the contract. These include identifying performance criteria, such as key performance gauges, at the time of contract formulation, and providing adequate monitoring resources and a capable workforce for overseeing contractor evaluation, by so doing performance of West Pokot County was improve communication a mong .

**Table 1.2: Supplier Procurement risk management**

Statement	Mean	Std. Dev.
Our County conduct risk management on performance of West Pokot County in Kenya	3.803,	.7801
Our County review supplier risk on performance of West Pokot County in Kenya	3.409	.8233
Through County review of Number of risks Plans on performance of		

West Pokot County in Kenya	4.601	.7835
Procurement risk management on performance of West Pokot County in Kenya	4.601	.6908
Supplier risks affects performance of West Pokot County in Kenya	3.594	.7023
Through supplier risk on performance of West Pokot County in Kenya	4.106	.7047

**Model Goodness of Fit**

Regression examination was used to inaugurate the strengths of relationship amongst the performance of West Pokot County (dependent variable) and the forecasting variables; policy commitment management, financial spending management, Procurement risk management and stakeholder expectation management (Independent variables). The consequences displayed a correlation rate of (R) of 0.764 which depicts that there is a good linear dependence between the independent and dependent variables. This finding is in line with the findings of Ongeru and Osoro (2021). They observed that this also to depict the significance of the regression analysis done at 95% confidence level. This implies that the regression model is significant and an thus be used to evaluate the association between the dependent and independent variables. This finding is in line with the findings of Ittmann (2018), who observed that analysis of variance statistics examines the differences between group means and their associated procedures.

**Table 4.15: Model Goodness of Fit**

R	R2	Adjusted R	Std. Error of the Estimate
0.764	0.784	0.731	0.065

With an R-squared of 0.783, the model shows that policy commitment management, financial spending management, Procurement risk management and stakeholder expectation management an contribute up to 78.4% on performance of West Pokot County, while 20.6% this variation is explained by other indicators which are not inclusive in this study or model. A measure of goodness of fit synopses the discrepancy between observed values and the values anticipated under the model in question. This discovery is in line with the answers of Mwakubo and Ikiara (2007).

**Summary**

This study recapitulates discoveries based on each specific objective of the study. The specific objectives of the study were to: aspects touching supply relationship management on performance of West Pokot County in Kenya; assess the role of policy commitment management, financial spending management, and Procurement risk management and stakeholder expectation management on performance of West Pokot County in Kenya in supplier relationship management within the supply chain practices worldwide..

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