INFLUENCE OF SUPPLIER RELATIONSHIP MANAGEMENT ON PROCUREMENT PERFORMANCE. A CASE STUDY OF ZARUQ STORES

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A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF MANAGEMENT AND LEADERSHIP IN PARTIAL FULFILMENT FOR THE AWARD OF THE DEGREE OF MANAGEMENT AND LEADERSHIP OF THE MANAGEMENT UNIVERSITY OF AFRICA

JULY, 2017
DECLARATION

Declaration by the student

This research project is my original work and has not been presented to any other examination body. No part of this research should be introduced without my consent or that of Management University of Africa

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

ABDULLAHI ABDI MOAHMED

Declaration by the Supervisor

This research project has been submitted for examination with my approval as the appointed University Supervisor

Sign  …………………………………………..Date………………………………

DR. PAUL MACHOKA
DEDICATION

I dedicate this project to my family for continuous encouragement in the course of my studies and completion of this research project.
ACKNOWLEDGEMENT
I wish to express my gratitude and appreciation to all my lectures at management university of Africa with special tribute to my supervisor Dr. Paul Machoka who guided me through this research project to make it a success. To my employer Mr. Hassan Ahmed who has always supported me. My colleagues, my siblings and all my friends for always helping me in my academics.
ABSTRACT
The purpose of the study aim was to investigate the influence of supplier relationship management on procurement performance. The specific objectives of the study was to identify how value measurement affect procurement performance, technology, organization structure and collaboration affect procurement performance. The study findings are of great significance to Zaruq stores and the future researchers. Review of the literature provided explanation to the researcher the theoretical rationale of the problem which was being studied. The research design used for the study was descriptive one. The target population was 52 respondents, which formed the sample size of 26 respondents. The research study adopted census sampling technique. The data was collected by use of questionnaires, secondary data and annual reports and analyzed quantitatively and qualitatively. The results of analysis was presented in tables, graphs and charts. The study found out that value measurement affect procurement performance, majority of respondents who were 75% answered Yes as compared to 25% who answered No. Technology was indicated to affect procurement performance by 80% of the respondents who answered Yes as compared to as compared to 20% who answered No. Organization structure was indicated to affect procurement performance which was indicated by 85% of the respondents who answered Yes as compared to 15% who answered No. Collaboration greatly affect procurement performance as indicted by 92% of the respondents who answered Yes as compared to 8% of the respondents who answered No. The study concluded that value management was largely used by organizations to measure procurement performance. Technology was not very well utilized by the organization to carry out procurement activities which led to low efficiency hence negatively affecting procurement performance. The organization structure determined how efficient the procurement function conducted its activities, a complex organization structure led to inefficiency in procurement activities. The study recommended that organizations should adopt value measurement a performance measure as a way of identifying suppliers. The organization should integrate procurement activities with modern technology to improve performance of the procurement department.
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<th>Description</th>
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<tr>
<td>ICT</td>
<td>Information and Communication Technology</td>
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<tr>
<td>ROI</td>
<td>Return on Investment</td>
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<td>SFOM</td>
<td>Strategic Focused Outcomes Model</td>
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<td>SRM</td>
<td>Supplier Relationship Management</td>
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DEFINITION OF OPERATIONAL TERMS

Organization structure- A structure that defines activities like task allocation, conation and supervision which are directed toward achieving organizational goals.

Supplier Collaboration- Refers to the buyer and seller relationship where they can work together.

Technology- Refers to the collection of techniques, methods, skills, and process used in the production of goods or services.

Value Measurement- Refers to the tools that helps financial planners to identify and define value structure; Identify and define risk structure; Identify and – cost structure; Begin documentation.
CHAPTER ONE

INTRODUCTION

1.0 Introduction
This introductory chapter focuses on the background of the study, statement of the problem, objectives of the study, research questions, and significance of the study, limitations, scope of the study.

1.1 Background of the Study
Supplier Relationship Management (SRM) has a major impact on cost reduction and the industrial enterprises performance optimization. SRM is the approach to manage how the organization interacts with the supply and product of the organization. SRM can be used as the sourcing policy-based design for operational and strategic procurement processes and supplier management configuration. SRM encompasses the discipline of strategic planning, managing, interacting with the organizations that are third party which supply goods and/or services to the firm so as to ensure maximum value of interaction. SRM encompasses creating more close, collaborative relationships with suppliers so as to uncover and to realize the new value and to reduce the failure risk (Buffington, Good & Lambert, 2007).

In many ways, SRM ensures effective CRM. Just as the organizations interact in multiple ways for a given time with their client and also interacting with the suppliers through negotiation of contracts, logistics management, procurement, delivery and product design collaboration. SRM definition starts with the recognition of various interactions with the suppliers that are independent and discrete, instead they can be accurate and useful thought which comprise of the relationship. Thiss should be coordinated across functional and the business unit touch-points, and on the entire lifecycle of the relationship lifecycle (Athanasopoulou, 2009).

SRM allows consistency to the approach and the defining set of behaviors which fosters the trust for some time. Effectiveness SRM does not require to institutionalize other ways to collaborate with suppliers who are important, also can be active dismantling the current practices and
policies which impede effective collaboration and put the limit potential value which is obtained from the key SR. SRM should allow changes that are reciprocal in the policies and processes at the suppliers. SRM and the supply chain functions should be key to define SRM models of the governance, this may include an agreed framework for governance jointly agreed which is clear at the expense of some top suppliers (Flynn, Huo & Zhao, 2010).

Effectiveness of the governance need to comprise of the designation of the sponsors who are senior executive at suppliers, customers and relationship managers who are dedicated. In a competitive marketplace which is increasing, the firm seeks a new method that enhances a competitive advantage. In modern times, purchasing has become a strategic function and the key factor in the competitive positioning. Consolidation of the firms within the industries, suppliers relationship is becoming even more critical in the future purchasing activities. The forms are realizing that the collaborative businesses relationship can improve the organization ability in responding to the new business environments through allowing businesses focus on their core business function and to reduce the costs of business (Giannakis, 2007).

Organizational performance encompasses how the organization work to achieve the market-oriented goals and financial goals. Short-term objectives of the SRM are aimed at increasing the productivity and to minimize the goods and the time cycle. The goals that are long term are aimed at increasing market share and the profits to every member in the supply chain. Organizational initiative, like SRM need to aim at enhancing performance in the organization. Various studies have showed that organizational performance use both market and financial criteria which includes return ROI, margin on profits sales, the market share growth, market share, the ROI growth, the sales growth, and the position which is competitive (Flynn, Huo & Zhao, 2010).

1.1.1 Profile of Zaruq Wholesalers
Zaruq wholesalers is one of the leading stores in Kenya, which started operation in 1996, the store deals with the distribution of fast moving consumer goods in major parts of the country. The stores currently employs 100 employees on permanent and temporary basis. The store plans to open major outlet across the East African region.
1.2 Problem Statement
In today’s market which is competitive, organizations are focusing on scarce resources on strategies that are most likely to lead to organization success. SRM is increasing becoming important to assuring this success. The outsourcing is becoming a profitable and a common phenomenon which necessitates more comprehensive and critical understanding of the buyer / supplier relationship. SRM is significant to the organization which could cause problems if not well handled. Poor output quality due to faulty specifications, delayed in deliveries, raw materials duplication and continuous threats during litigation by th suppliers as a result of delayed payments is a regular occurrence.

Contractual relationships have been hypothesized to have a significant effect on the performance of organizations but many firms that have engaged in contractual relationships with their suppliers have been found to still suffer from losses either owing to litigation costs or from failure of suppliers to meet conditions stipulated. Firms engaged in vertical integration on the other hand despite benefiting from reduced lead times in the supply chain have been found not self-sustaining owing to the concentration of the company’s efforts in a number of areas that are not core areas of operations. The value of this relationship therefore has been questioned with gains from this relationship hardly being quantifiable. Consequently some firms have preferred partnerships where the buyers and the suppliers collaborate through good will but the benefits of these relationships have hardly been studied and consequently its benefits have not been ascertained. It is therefore against the study background aimed to assess the effects of the supplier relationship management on procurement performance.

1.3 Objectives of the Study
1.3.1 General Objective
To determine the influence of supplier relationship management on procurement performance.

1.3.2 Specific Objectives
i. To find out the effect of value measurement on procurement performance
ii. To establish the effect of technology on procurement performance
iii. To identify the effect of organization structure on procurement performance
iv. To establish the effect of collaboration on procurement performance
1.4 Research Questions
   i. How does value measurement affect procurement performance?
   ii. To what extent does technology affect procurement performance?
   iii. How does organization structure affect procurement performance?
   iv. To what extent does collaboration affect procurement performance?

1.5 Significance of the Study
1.5.1 Government Institutions
The findings of this study are resourceful to government institutions since they will understand the influence of supplier relationship management on procurement performance. This study could be used as an initiation for those who are interested to conduct a detailed and comprehensive study in relation to supplier relationship management on procurement performance.

1.5.2 Researchers
This area of study will add to the pool of knowledge on the under researched area on influence of supplier relationship management on procurement performance. Future researchers will have a reference point from the information gathered that will contribute to understanding the factors as well as contributing to subsequent studies. It forms a basis for and stimulates research in order to develop a better understanding influence of supplier relationship management on procurement performance.

1.6 Limitations of the Study
1.6.1 Lack of Cooperation
The study encountered various shortcomings; the issues of lack of cooperation from the targeted respondents was a major limitation since it made it difficult to collect data which was highly sensitive. So as to overcome this, the researcher explained to the respondents the significance of the study on how they benefited which made them to fully cooperate with the researcher.

1.6.2 Limited Scope
The study was directed by four objectives, which may fail to give the required information on the influence of supplier relationship management on procurement performance. The objectives de-
ny the study an opportunity to cover a broad perspective and explore further on the area under the study. The study suggested further research to be conducted on influence of supplier relationship management on procurement performance.

1.7 Scope of the Study
The study focused on Zaruq stores. The study gave emphasis on the influence of supplier relationship management on procurement performance. The study was carried out on January 2017 to June 2017. The study targeted top management and junior staff of Zaruq stores.

1.8 Summary
This chapter contained the background of the study where the researcher concluded that supplier relationship management is of great importance to every organization and if not handled with care the organization, will face numerous problems. Delay in delivering, output quality which is poor, as a result of specifications which are faulty, raw materials which are duplicating and continuous litingation threats by suppliers as a result of delay in payingt, occurs regularly. It is therefore against this background that the study aimed to assess the effects of the SRM on procurement performance.
CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction
The chapter shows the literature review which comprises review of theoretical literature, the chapter ends with a critical review of the study and the research that this study will seek to fill.

2.2 Theoretical Framework
2.2.1 Theory of Constraints
Constraints theory was introduced by Eliyahu Goldratt in his 1984 book titled Goal, which is based on the management philosophy. The theory is geared towards helping the organization to continue achieving their goals. Goldratt also adapted the project management concept with his book the Critical Chain, which was published in the year 1997. The theory of constraints (TOC) views the manageable system being limited to achieve more of its goal through constraints that are very small in number. At least one constraints exist which is TOC uses the process to identify constraints, restructuring throughout the organization surrounding it. The theory of constraints (TOC) an idiom which is common the chain that is not stronger as compared to the link which is the weakest." Implies that organization and vulnerable process since the weak person or the part which can mostly damage and breaking them or which has at adverse affects on the results (Athanasopoulou, 2009).

Theory of constraints (TOC) underlying the premise of the constraint which institutions are controlled and measured through variation through the three measures: operating expense, throughput and inventories. Operational expense involves money spent by the system to turn inventory into throughput. Inventory encompasses the money invested in system which invested through the purchase of things intended for sale. Throughput is the rate system that earns money by selling. Before reaching the objective, it necessary to meet the conditions. These typically include quality, safety and legal obligations (Buffington et al., 2007).

The supply chain solution aims to creating flow of supplies inorder to ensure greater availability and so as to eliminate wastes which includes surpluses that impacts negatively on have a
negative impact on organizational performance. Because a chain equaaly strong as the weak link, TOC can be used to identify the weaknesses in a supply chain and therefore get the solutions for the same. Relationship management and particularly supplier relationship is a vital element in completing the supply chain. It is therefore important to ensure that relationships are managed well, such that there is no weak link within the supply chain as a result of poor relationships (Chang, Chiang & Pai, 2012).

2.2.2 Commitment Trust Theory
The commitment-trust theory of relationship management is based on two fundamental factors which are trust and commitment which are fundermental for a relationship to succeed. The theory was first mentioned by Denscombe (2010) in his book “Customer Relationship Management and Relationship Marketing”. Relationship marketing encompasses forming the bonds with suppliers through honouring commitements and meeting needs. Diageo (2011) suggested that instead of chasing procfits that are short-term, businesses follow the principles of marketing relationship so as to forge a long-lasting bonds with the suppliers. This results to suppliers trusting the businesses. The mutual loyalty enables both parties to fulfill their individual needs. Enz & Lambert (2012), has defined trust as confidence on both parties in a relationship on which the the other party can be able to do something risky or harmful.

The businesses develops the trust through standing for their promises. Commitment trust involves the long-term desire in maintaining the valued partnerships. Eyaa & Ntayi (2010) has concluded that the desire causes a business to invest critically develop and maintain the relationships with the customers. Through a the series of activities aimed at relationship-building, the commitment by suppliers is shown. According to Enz & Lambert (2012) the results of a relationship based on trust and commitment which are cooperative behaviors which allows all the parties that fulfills their needs. The buyers do not only get the products and services they pay for, they also feel valued.

2.2.3 Socio-Economic Theory of Compliance
Flynn et al., (2010) propounded the compliance to the theory of socio-economic throug integration of economic theory with psicology theories and sociology to moral obligation account and influence of social determinants of the decisions which are individuals through compliance.
Hughes & Wadd, (2012) also concluded that perspectives which are psychological provides the basis for failure or success of compliance in the organization. According to Lyons (1986), the theory of legitimacy postulated that disclosure of the practices to the stakeholders is the responsibility of the organization, more so the private and justifying its bounderies societal existence. The theory, focuses on interactions and the relationships between the sicierty and the organization. This enables a superior and sufficient lens to understand systems of procurement in the government (Hughes & Wadd, 2012).

2.3 Empirical Review
2.3.1 Value measurement

The provided information by the supplier performance was used in improving the whole supply chain. The objective of an effective evaluation of system performance is providing metrics which can be understood, measurable and focuses on the real value results added for the buyer and vendor (Mwirigi & Fred, 2011). Supplier relationship management can deliver advantage that is competitive through harnessing the talent and the ideas from the key partners supply in supply chain and can translate into the products and the services offering for customers at the end (Tate, Ellram & Brown, 2009).

A tool for performance monitoring and identify areas to improve is a joint, and two-way performance scorecard. Balanced scorecard may include mixture of the quantitative and the qualitative measures, which includes key participant who perceive the quality relationships. These key performance indicators (KPIs) can be shared between suppliers, customers and reviewed jointly which reflects on the fact that there was a two-way relationship and collaborative, and performance which is strong on both sides was required for the success (Mwirigi & Fred, 2011). Advancement of the organization organizations conducts a 360 degree scorecard, where the strategic suppliers can also be questioned for the responses on the performance, where findings can be built in the scorecard.

Practices of the organization which are leading is can tracking the specific supplier relationship managementsaving which generat an individual suppliers level, and also the aggregated level of supplier relationship management program, through the procurement benefit measurement systems. Which exists. Measuring of financial impact is a big challenge. There are numerous ways
that supplier relationship management may contribute performance financially. These includes saving cost (e.g., favored pricing for customers, improvement of designs, delivery of service for greater efficiency and manufacturing); Revenue opportunities increment (e.g., joint efforts to develop innovative products, to gain the early or access exclusively the supplier innovative technology, packaging, features, etc. avoid stock-out by joint forecasting of demand); and management improvement risk (Stock, 2010).

2.3.2 Technology
Sharing information with the partners in supply chain is important for the success of supply chain. Sharing of information is defined by Ling & Ling (2012) as “information which is frequently updated among the stakeholder in the supply chain for effectiveness of supply chain.” In unpredictable and dynamic world, the organization’s has the capability in accessing the right informing at the right time which may hold a key to sustainability and longevity (Martinez, 2009).

An effective communication which is two-way can be demonstrated in the literature as important to the success of SR Hughes & Wadd (2012) by creating knowledge that is rich. Giannakis (2007) discussed the importance of information sharing in the organization due to the necessity to provide the organization data to the partners in the supply chain partners to ensure “operational connectivity” for the occurrence of the activity. The firm partners who are strategic should provide one another with data landscape such as forecast, inventory levels, production runs, sales promotion strategy, marketing plans and feedbacks to the suppliers from the supplier evaluation with the aim of reducing the uncertainty between one another and proper planning for business needs (Flynn et al., 2010).

Supplier relationship management encompasses broad suite of the capabilities which facilitates the collaboration, transaction execution, sourcing and the monitoring the performance between the organization and the partners trading. SRM may leverage on modern technology capabilities aimed at integrating and enhancing the process which is supplier oriented along supply chain such as source-to-contract, design-to-source and procure-to-pay. SRM may involve streams lining the communication and the processes between suppliers and buyers and use of software applications which may enable the processes which can be managed in a more efficient and effective manner (Enz & Lambert, 2012).
Supplier relations management software may vary between vendors if the capabilities are offered. The five key tenets of SRM systems include Integration, Visibility, Collaboration, Automation and optimization. Automating the transaction process between the organization and intergrating suppliers may provide view of supply chain which may span in multiple processes, departments and software applications for the external partners and internal use. Visibility; of the processes and information flow between and within the organization. Views can be customised by the roles and aggregate through one portal. Collaborating through sharing of information and the ability of the suppliers’ to input direct information into the organizations information system for supply chain. By optimizing the process of decision making through an enhanced tools for analyzing, i.e. analytical process and warehousing (Eyaa & Ntayi, 2010).

Emerging ICT plays a critical role in management of public financet through promotion of comprehensive, greater and transparent information throughout the institutions of the government. As a result, Intergrated Financial Management Systems (IFMIS introduction can be promoted as the core component of the financial reforms in the public in various developing countries like Kenya. Many procurement processes in public sector in Kenya which are still manual in the internet by only being used for web browsing and e-mails. Factors affecting slow adoption includes poor infrastructure, poor infrastructure, lack of awareness, limited legislation and top management support, lack of technical standards, integration with internal systems or solutions, integration with internal systems or solutions, costs associated with adapting web-enabled purchasing system and lack of cooperation on the part of suppliers (Diageo, 2011).

### 2.3.3 Organization Structure

Organizational structure shows coordination, task allocation and supervision which are directed towards achieving the organization goals. The organization need to be flexible, efficient, caring and innovative so as to achieve a competitive advantage which is sustainable. Organization structure is also seen as the as the viewing glass or the perspective which the individual can see environment in the organization (Chang et al., 2012). SRM does not have a model at an organizational level, elements which are structural and are relevant in various contexts: the team in SRM which is formal or corporate level office; the aim of the group is coordination and facilitating
SRM activities across the business units and the functions. SRM spreads across the functions which require good combination of the technical, commercial and interpersonal skills. Formal relationships managers or the role of supplier account manager; individuals like those often sits within units of businesses which interacts frequent with the suppliers, or can filled through the procurement category managers department (Denscombe, 2010).

The roles may be dedicated positions, full-time, although SRM responsibilities can be part of the broader roles which depends on the importance and the complexity of SR. SRM managers can understand their suppliers’ strategic goals and business and can be able to see issues from point of view of supplier’s while they balance the organization priorities and requirements. Executive sponsors; and for strategic supplier relationships which is complex then across-functional steering committee can do (Giannakis, 2007). The individuals can comprises of strong linking between strategies in SRM and the strategies which are overall for the business. They serve at determining the relative prioritization in the organization goals which vary and may impact on the suppliers, and may be a body for resolution of disputes (Hughes & Wadd, 2012).

The advantage main of the organization structure is that the functional group has got a complete control over the segment of a project. Enforcing in this may lead to the application of the standards across the projects (Ling & Ling, 2012). Disadvantages of organizations which are cross functional are flexibility, speed and communication when trying to attempt projects which are cross–functional. The work is divided between a functional organization between the departments. Department heads may have questions passed among the departmental heads for the approval, this may cause delays. In addition, responsibilities of managing the projects can be shared between functional managers which may lead to lack of ultimate responsibility for project management (Martinez, 2009).

2.3.4 Collaboration

Supplier relationship management in practice aims at expanding the scope how the key suppliers interact beyond the traditional transactions of buying and selling with the aim at encompassing the activities which are joint that are predictable on the shifting in the perspectives and a the changing how relationships are managed. This can or cannot lead to investment that is significant. The activities may include, more disciplined, research and development which is joint,
systematic, and information sharing, often expanded, and joint forecasting of demand and process re-engineering (Ling & Ling, 2012).

The collaboration of operations may include forecast development and sharing, operational planning of information which is shared, joint capacity management system and link order management system. Collaborating strategically may include sharing basic technologies, shared production engineering, align customer requirements, develop joint capital expenditures and development of joint market entry strategies and (Tate et al., 2009). The commitment is referred to as the beliefs which a partner in business has relationships that is ongoing on each other and relationship that is continuous, guaranteeing higher and trying maintaining commitments to the long relationships the limited helps leading to performance improvement in procurement among organizations (Kwon, 2004).

Michel et al., (2008) argued that the commitments have been a critical factor in integrating supply chain since an effectiveness of planning depends on shared information between the partners which is an important element for integration which is successful making and high performance in procurement. Information sharing can in certain circumstances is required to the financial disclosure protected and various operational partners who are likely to be the competitors to the market and the future competitors. The expectations are that the supply chain partners cannot misuse information which is confidential. Mwirigi & Fred (2011) argued that relationship commitment between buyer and seller is key concept in different transaction between partners and the company which are considered when improving performance in procurement of the firm. Developing a relationship which is long lasting, commitment and supporting action in the transactions through the parties are requirements which improves the procurement performance of the organization.

Communication, Commitment, Trust, and mutual goals are an integral part of ensuring effectiveness of SRM. The element impacts positively on performance of the organizational. They do not only ensure cost reduction, but also enhance efficiency through collaboration when engaging with the suppliers but will also aimed strengthening the involvement of the supplier's in the entire organization.
strategy (Mwirigi & Fred, 2011). Martinez, (2009) proposed that the communication dimensions of can function hand in hand to a combination which is specific and based on the channels conditions. They phrase “communication collaborative strategies,” which are most likely to happen in supportive climates, relation structures and symmetrical power. As in Giannakis (2007), collaborative communication can be referred to as the effort to communicate with emphases on indirect influence formality, strategy and the feedbacks in unison.

Mwirigi & Fred, (2011) investigated the SRM and performance of supply chain in the alcoholic beverage industry in Kenya. The objectives which are specific of the study was to determine the impact of SRM on performance in supply chain in beverage alcoholic industry in Kenya; to establish the extent of supplier relationship management in alcoholic beverage industry; and to determine the challenges faced in implementing supplier relationship management in alcoholic beverage industry in Kenya. Descriptive design was adopted to describe the SRM impact on performance of organizational. The population and the sample was the staff in the procurement department from the beverage alcoholic industries. The analysis used regression which was used in determining the variables relationships. The conclusion by the study was that the alcohol beverage firms were embracing collaborative relationships with the suppliers aimed at improving the performance in supply chain. Supplier relationship management depended largely on the four major aspects. Suppliers engagements but also strengthening the involvement of supplier’s as the overall organization strategy (Mwirigi & Fred, 2011).

Mwirigi & Fred (2011) conducted a study with the aim of establishing the SRM roles in the smaller firms growth in Kenya. The research targeted small enterprises who borrow loans from FAULU Kenya. So as to understand the SRM among the forms respondents, the study examined various relationships. The study found out that SRM has an important role in SMEs growth. They in many ways contribute to firms. The study findings indicated that there was strong relationship which is sustainable between the customers and its enterprises on one hand, and the suppliers on the other hand. This may contribute to the growth and the speed of the profitability and transactions.
2.4 Conceptual Framework

**Independent Variable**

- Financial Accounting Information

**Dependent Variable**

- Procurement performance
  - Procurement efficiency
  - Competitive buying
  - Skilled staff

Source: Researcher, (2017)

**Figure 2.1: Conceptual Framework**

### 2.4.1 Value Measurement

The value measurement has great effect on procurement performance. The organization hopes to identify better suppliers through evaluating the performance of suppliers. Performance can be characterized as exceptional, reducing risk, supplier communication improvement, and managing the partnership based on the analysis of the reported data. The performance on the other hand can be the efficiency and effectiveness of SRM solutions. This helps achieve the organization objectives.

### 2.4.2 Technology

Technology greatly affects the procurement performance in the organization. Suppliers are critical and an integral part in SCM and management of suppliers, which is an important part of the strategies in the organization. By having information that is right on performance of suppliers and supplier’s has become imperative. The effectiveness of the communication in the inter-organization could be characterized as genuine, frequent and the involvement of personal contacts between selling personnel and buying.
2.4.3 Organization Structure

Organization structure has an effect on procurement performance. How procurement department and other departments interact interaction between procurement department is very important. The organization different structures which depends on the objectives to be achieved. The organization structures allow direct allocation of allocation of the responsibilities for various functions and the processes to various entities which includes the branches, departments, workgroups and individual (Diageo, 2011).

2.4.4 Collaboration

Collaboration greatly affect procurement performance. Buyers and suppliers commitments can contribute to the desired result in developing a stable relationship, the willingness in making sacrifices which are short-term and maintaining the relationships, the confidence in the relationship stability, and relationship in investments which leads to procurement performance. Strategic focused outcomes model (SFOM) categorize THE collaborations into three. These includes collaborations in the that include activities which includes co-branding, shared merchandising, distribution channel management and joint selling.

2.5 Research Gaps

The literature review confirms that allot has been gone on buyer supplier relationships. But little has been done on buyer-supplier relationships on performance of the organization. This is therefore important in carrying out research regarding buyer-supplier relationships on organizational performance. Research aimed at developing the framework to measure the relationship between performance and integration which incorporates various aspects of the integration and explicit takes into considerations the influence of the business conditions. The study also aims at empirically investigating the above relationships through conducting survey among the suppliers. Based upon previous parts, the questionnaires were developed by the study which were used to a higher extent the items and the derived questions from the earlier works.

The past studies explained in theoretical review demonstrated an effort towards identifying the influence of supplier relationship management on procurement performance. Though this was conducted by different researchers with different views an effective conclusion was not arrived at, their studies involved suggestions and assumptions which could not be relied upon in times of
identifying the influence of supplier relationship management on procurement performance. All the past researchers focused on the service delivery in general but they failed to clearly identify the exact factors, the information obtained failed to cover much of the areas under concern.
CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This chapter describes the type and source of data, the target population and sampling methods and the techniques that was used to select the sample size. It also describes how data was collected and analyzed.

3.2 Research Design

The design was descriptive one that ensured collections and descriptive analysis of data from the population of study. Descriptive design defined by Peil, (2005) as a Research design that reports and determines how things are and it attempted at describing things which are attitudes, values, possible behaviors and the characteristics. A descriptive research adopted for this research. Zikmund (2010) has defined a case study as the intensive, the study of single unit aimed at generalizing across the larger sets of the units. The researcher therefore considers the case study to be ideal since data was gathered from Zaruq stores.

3.3 Target Population

The target population comprises of top management, middle level management and junior staff and the target population of the study was as follows:

Table 3.1 Target Population

<table>
<thead>
<tr>
<th>Category</th>
<th>Target Population</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Staff</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Middle Staff</td>
<td>10</td>
<td>19</td>
</tr>
<tr>
<td>Support staff</td>
<td>40</td>
<td>76</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>52</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Author (2017)
3.4 Sample and Sampling Technique
Census was used. Census was adopted to obtain a sample which was representative of the population. A sample involves obtaining a proportion of the targeted population that was selected by the use of some systematic form. It enables the generalization of the population which has a margin of the error which is statistically determined (Mugenda and Mugenda, 2003). The sample size was as follows:

3.5 Data Collection Procedures
3.5.1 Questionnaires
The questionnaires were the main data collection instruments for primary data from the targeted residents. Open ended and closed ended questions were used. Questions that are close ended ensured that the answers given answers were relevant. Clear questions were used to phrase the research so as to make clear the dimensions the way in where respondents were analyzed. Questions which were open ended provided the space with explanations that were relevant by the respondents. This gave respondents freedom in expressing how they felt. The method was seen as an effective way in which the study created confidentiality. The researcher presence was necessary since the questionnaires are self-administered.

3.5.2 Reliability and Validity
According to Jackson (2009), validity is an indication of how sound your research is. More specifically, validity applies to both the design and the methods of your research. Construct validity method was used to determine the validity of the questionnaire. Construct validity ensured the degree at which the test measures on the intended hypothetical construct. The researcher was able to determine the validity through asking series of the questions, and they often looked for answers in research as of the others. Dependable measurement for research was required. Measurements are normally reliable to an extent which has a reoutation and any other random influence that makes the measurements which are different from one occasions to another or the circumstances to circumstances are sources of the measurement errors. The reliability (Gay) is the degree at which the test is inconsistently measured whatever it measured. The errors of the measurement which can affect the reliability were errors which are random and the errors of the measurement that may affect the validity which are constant errors or systematic. The test-retest was employed in determining the correlation (Cronbach, 1990).
3.6 Data Analysis Methods
The primary data was processed by first editing it to detect possible errors; the questions were coded. Both qualitative and quantitative data analysis techniques used in analyzing data so as to bring out the dependent and independent variables relationships. Qualitative data was processed and analyzed through identification of main themes from the in-depth interviews as per study objectives. The next step was the classification of responses according to objectives. The responses were then integrated into the themes using verbatim reports and frequency the theme occurred. Qualitative and quantitative techniques were used to analyze data. Qualitative method involved content analysis and evaluation of text material. Quantitative method involved the use of tables and charts.
CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS

4.0 Introduction
This chapter explains data analysis, presentation and interpretation of the research findings. The chapter gives an account of the processes, techniques and procedures applied to analyze, present and interpret the data gathered using the questionnaires. The chapter begins by explaining the analysis of response rate and describes the quantitative techniques adopted to analyze and present the research findings.

4.1. Presentation of Findings

4.1.1 Analysis of the Response Rate
To effectively identify and analyze the respondents who participated in the study, the analysis of the response rate was carried out as shown in the table and the figure below;

Table 4.1: Analysis of the Response Rate

<table>
<thead>
<tr>
<th>Category</th>
<th>Response</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Response</td>
<td>50</td>
<td>96</td>
</tr>
<tr>
<td>Non-response</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Total</td>
<td>52</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2017)
Table 4.1 and Figure 4.1 shows the relationship between the sample size and the actual number of respondents who actively participated in the study. The sample size represents the number of respondents who were issued with the questionnaires and the actual representative represents the number of respondents who filled and gave back the questionnaires. The table and figure thus shows that response rate percentage was; 96% responded and 4% did not respond.

Source: Author (2017)
4.2.2 Gender of Respondents

On gender the analysis was as follows;

Table 4.2: Gender

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>15</td>
<td>30</td>
</tr>
<tr>
<td>Male</td>
<td>35</td>
<td>70</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2017)

Fig 4.2: Gender

Source: Author (2017)

Table 4.2 and Figure 4.2 shows that majority of respondents were male which was 70% of the total response rate and 30% of the respondents who were female. This shows that there were more male than females who participated in the study since the organization is dominated by men.
4.2.3 Age of the Respondents

Table 4.3: Age of Respondents

<table>
<thead>
<tr>
<th>Category</th>
<th>Response</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>18-30yrs</td>
<td>20</td>
<td>40</td>
</tr>
<tr>
<td>31-40 yrs</td>
<td>22.5</td>
<td>45</td>
</tr>
<tr>
<td>41-50yrs</td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td>Above 51yrs</td>
<td>2.5</td>
<td>5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>50</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Author (2017)

Fig 4.3: Age of Respondents

Source: Author (2017)

Table 4.3 and Figure 4.3 shows that 45% of the respondents were in the age bracket of 31-40 years, 40% (18-30) years, 10% (41-50) years and 5% above 51 years which shows that majority of respondents in the organization were middle aged people who had the required knowledge on the influence of supplier relationship management on procurement performance.
4.2.4 Highest Education Level of Respondents

Table 4.4: Highest Education Level

<table>
<thead>
<tr>
<th>Category</th>
<th>Response</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secondary Level</td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td>College level</td>
<td>20</td>
<td>40</td>
</tr>
<tr>
<td>University level</td>
<td>25</td>
<td>50</td>
</tr>
<tr>
<td>Total</td>
<td>20</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2017)

Fig 4.4: Highest Education Level

Source: Author (2017)

Table 4.4 and figure 4.4 shows that 50% of the total responses were university graduates, 40% college level and 10% secondary level. This indicates that most respondents were knowledgeable and provided reliable information on the influence of supplier relationship management on procurement performance.
4.2.5 Working Experience of Respondents

Table 4.5: Working Experience of Respondents

<table>
<thead>
<tr>
<th>Category</th>
<th>Response</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below 1 year</td>
<td>2.5</td>
<td>5</td>
</tr>
<tr>
<td>1-5 years</td>
<td>10</td>
<td>20</td>
</tr>
<tr>
<td>6-10 years</td>
<td>20</td>
<td>40</td>
</tr>
<tr>
<td>11-20 years</td>
<td>7.5</td>
<td>15</td>
</tr>
<tr>
<td>21 years and above</td>
<td>10</td>
<td>20</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>50</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Author (2017)

Fig 4.5: Working Experience of Respondents

Source: Author (2017)

Table 4.5 and figure 4.5 shows 40% were in the working experience of (6-10) years, 20%(1-5) years, 20% 21 years and above, 15% (11-20) years and (5%) 21 below 1 year which shows that
most respondents had worked in the organization for a long time and provided the required information for the study.

4.2.6 To find out the effect of value measurement on procurement performance

Table 4.6: Effect of Value of Measurement

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>37.5</td>
<td>75</td>
</tr>
<tr>
<td>No</td>
<td>12.5</td>
<td>25</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2017)

Fig 4.6: Effect of Value of Measurement

Source: Author (2017)

Table 4.6 and figure 4.6 shows the effect of value measurement on procurement performance. Majority of respondents who were 75% answered Yes as compared to 25% who answered No.
which shows that value management greatly affected procurement performance as most organization were keen to measure whether the procurement process has value for money.

**Table 4.7: Extent of Value Management**

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very high extent</td>
<td>12.5</td>
<td>25</td>
</tr>
<tr>
<td>High extent</td>
<td>25</td>
<td>50</td>
</tr>
<tr>
<td>Low extent</td>
<td>7.5</td>
<td>15</td>
</tr>
<tr>
<td>Very low extent</td>
<td>5</td>
<td>10</td>
</tr>
</tbody>
</table>

**Total** 50 100

*Source: Author (2017)*

**Fig 4.7: Extent of Value Management**

*Source: Author (2017)*

Table 4.7 and figure 4.7 shows the extent of value management on procurement performance. Majority of respondents who were 50% indicated high extent, 25% very high extent, 15% low
extent and 10% very low extent, this shows that value management was largely used by organizations to measure procurement performance.

4.2.7 To establish the effect of technology on procurement performance

Table 4.8: Effect of Technology

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>40</td>
<td>80</td>
</tr>
<tr>
<td>No</td>
<td>10</td>
<td>20</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2017)

Fig 4.8: Effect of Technology

Table 4.8 and figure 4.8 above shows the effect of technology on procurement performance. The figure presents that most of the respondents who were 80% answered Yes as compared to 20% who answered No which shows that technology greatly affected how the organization conducted

Source: Author (2017)
procurement activities as the most organization had integrated procurement activities with technology.

Table 4.9: Rate of Technology

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very high</td>
<td>7.5</td>
<td>15</td>
</tr>
<tr>
<td>High</td>
<td>12.5</td>
<td>25</td>
</tr>
<tr>
<td>Low</td>
<td>25</td>
<td>50</td>
</tr>
<tr>
<td>Very low</td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>50</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Author (2017)

Figure 4.9: Rate of Technology

Table and figure 4.9 above shows the rate of technology on procurement performance. Majority of respondents who were 50% indicated low, 25% high, 15% very high and 10% very low, this
shows that technology was not very well utilized by the organization to carry out procurement activities which led to low efficiency hence negatively affecting procurement performance.

4.2.8 To identify the effect of organization structure on procurement performance

Table 4.10: Effect of organization structure

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>42.5</td>
<td>85</td>
</tr>
<tr>
<td>No</td>
<td>7.5</td>
<td>15</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2017)

Fig 4.10: Effect of Organization Structure

Source: Author (2017)

Table 4.10 and figure 4.10 shows the effect of organization structure on procurement performance, majority of respondents who were 85% answered Yes as compared to 15% who answered No which shows that organization structure has a major influence on the performance of
procurement function, collaborating between procurement department and other departments should influence how the organization functions.

**Table 4.11: Extent of Organization Structure**

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very high extent</td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td>High extent</td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td>Low extent</td>
<td>30</td>
<td>60</td>
</tr>
<tr>
<td>Very low extent</td>
<td>10</td>
<td>20</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2017)

**Figure 4.11 Extent of Organization Structure**

Source: Author (2017)

Table and figure 4.11 above shows the extent of organization structure on procurement performance, majority of respondents who were 60% indicated low extent, 20% very low extent, 10%
high extent and 10% very high extent which shows that the organization structure determined how efficient the procurement function conducted its activities, a complex organization structure led to inefficiency in procurement activities.

4.2.9 To establish the effect of collaboration on procurement performance

Table 4.12 Effect of Collaboration

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>32.5</td>
<td>65</td>
</tr>
<tr>
<td>No</td>
<td>17.5</td>
<td>35</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2017)

Fig 4.12: Effect of Collaboration

Table 4.12 and figure 4.12 above shows the effect of collaboration on procurement performance. Majority of respondents who were 92% answered Yes as compared to 8% of the respondents who answered No, this shows that collaboration had a major influence on procurement perfor-
mance since collaboration between buyers and suppliers aims at improving the quality of goods and services supplies to the organization.

Table 4.13: Rate of Supplier Collaboration

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very high</td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td>High</td>
<td>7.5</td>
<td>15</td>
</tr>
<tr>
<td>Low</td>
<td>22.5</td>
<td>45</td>
</tr>
<tr>
<td>Very low</td>
<td>15</td>
<td>30</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2017)

Figure 4.13 Rate of Supplier Collaboration

Table and figure 4.20 above shows the rate of supplier collaboration on procurement performance, majority of respondents who were 45% indicated low, 30% very low, 15% high and 10%
very high which shows that the organization did not take supplier collaboration very seriously which affected procurement performance.

4.3.1 Personal Information

On gender, majority of respondents were male which was 70% of the total response rate and 30% of the respondents who were female. On age, 45% of the respondents were in the age bracket of 31-40 years, 40% (18-30) years, 10% (41-50) years and 5% above 51 years. On highest education level, 50% of the total responses were university graduates, 40% college level and 10% secondary level. On working experience, 50% were in the working experience of (6-10) years, 20% (11-20) years, 15% (1-5) years, 5% below 1 year and (1%) 21 years and above.

4.3.2 Values Measurement

The effect of value measurement on procurement performance. Majority of respondents who were 75% answered Yes as compared to 25% who answered No. The extent of value management on procurement performance. Majority of respondents who were 50% indicated high extent, 25% very high extent, 15% low extent and 10% very low extent.

4.3.3 Technology

The effect of technology on procurement performance. The figure presents that most of the respondents who were 80% answered Yes as compared to 20% who answered No. The rate of technology on procurement performance. Majority of respondents who were 50% indicated low, 25% high, 15% very high and 10% very low.

5.2.3 Organization Structure

The effect of organization structure on procurement performance, majority of respondents who were 85% answered Yes as compared to 15% who answered No. The extent of organization structure on procurement performance, majority of respondents who were 60% indicated low extent, 20% very low extent, 10% high extent and 10% very high extent.

5.2.4 Collaboration

The effect of collaboration on procurement performance. Majority of respondents who were 92% answered Yes as compared to 8% of the respondents who answered No. The rate of supplier col-
laboration on procurement performance, majority of respondents who were 45% indicated low, 30% very low, 15% high and 10% very high.
CHAPTER FIVE

5.0 SUMMARY OF FINDINGS; CONCLUSION AND RECOMMENDATION

5.1 Introduction
This chapter discusses the research findings, conclusion and recommendations of the research study. The chapter explains the influence of supplier relationship management on procurement performance. Research questionnaires were answered from the study findings, conclusion of the study were drawn, recommended and suggested further study.

5.2 Summary of Findings
5.2.1 How does value measurement affect procurement performance?
The effect of value measurement on procurement performance. Majority of respondents who were 75% answered Yes as compared to 25% who answered No. The extent of value management on procurement performance. Majority of respondents who were 50% indicated high extent, 25% very high extent, 15% low extent and 10% very low extent.

5.2.2 To what extent does technology affect procurement performance?
The effect of technology on procurement performance. The figure presents that most of the respondents who were 80% answered Yes as compared to 20% who answered No. The rate of technology on procurement performance. Majority of respondents who were 50% indicated low, 25% high, 15% very high and 10% very low.

5.2.3 How does organization structure affect procurement performance?
The effect of organization structure on procurement performance, majority of respondents who were 85% answered Yes as compared to 15% who answered No. The extent of organization structure on procurement performance, majority of respondents who were 60% indicated low extent, 20% very low extent, 10% high extent and 10% very high extent.
5.2.4 To what extent does collaboration affect procurement performance?

The effect of collaboration on procurement performance. Majority of respondents who were 92% answered Yes as compared to 8% of the respondents who answered No. The rate of supplier collaboration on procurement performance, majority of respondents who were 45% indicated low, 30% very low, 15% high and 10% very high.

5.3 Conclusions

On gender, there were more male than females who participated in the study since the organization is dominated by men. On age, majority of respondents in the organization were middle aged people who had the required knowledge in on the SRM on the procurement of the performance. On education level, most respondents were knowledgeable and provided reliable information on the influence of SRM on procurement performance. On working experience, most respondents had have been in the organization for sometime and provided the required information for the study.

Value management greatly affected procurement performance as most organization were keen to measure whether the procurement process has value for money. Value management was largely used by organizations to measure procurement performance. Through supplier evaluation performance of suppliers the organization can be able to identify the exceptional performer among the suppliers or improve supplier communication, developmental needs, manage the partnership based on analysis of reported data and reduce risk.

Technology greatly affected how the organization conducted procurement activities as the most organization had integrated procurement activities with technology. Technology was not very well utilized by the organization to carry out procurement activities which led to low efficiency hence negatively affecting procurement performance. Information sharing contributes to the improvements in visibility between firms, production planning, inventory, product quality as well as creating easier transitions when engaging in new product development projects, encouraging commitments and cooperations and helping buyers and sellers to adapt to the process.

Organization structure has a major influence on the performance of procurement function, collaborating between procurement department and other departments should influence how the organization functions. The organization structure determined how efficient the procurement func-
tion conducted its activities, a complex organization structure led to inefficiency in procurement activities. The structure of an organization will determine the modes in which it operates and performs.

Collaboration had a major influence on procurement performance since collaboration between buyers and suppliers aims at improve the quality of goods and services supplies to the organization. The firm did not take supplier collaboration very seriously which affected procurement performance. Important variables for the performance of procurement success is commitment of partners in supply chain who are willing to commit their money for the achievement of success in a long-term through sacrifice of interest which are short-term.

5.4 Recommendations

5.4.1 Value Measurement

Organizations should adopt value measurement a performance measure as a way of identifying suppliers. The value measurement should ensure that the suppliers adhere to the quality standards in the organization. Values measurement should ensure that the organization does not fall into the risk of poor evaluation of suppliers. The organization should regularly the values measurement used on suppliers.

5.4.2 Technology

The organization should integrate procurement activities with modern technology to improve performance of the procurement department. Technology should reduce the cost of procurement activities and ensure efficiency. The organization should ensure that the organization integrate all procurement activities to go hand in hand with changing technology. Information technology should be used for information sharing which should contribute to the improvements in visibility between firms, production planning, inventory, product quality as well as creating easier transitions.

5.4.3 Organization structure

The organization should adopt a simplified organization structure which works well with the procurement department. The organization structure should ensure coordination and collaboration with the procurement department through clear lines of communication. The structure of an
organization should determine the modes in which it operates and performs. The performance of the procurement department should be due to an efficient organization structure.

5.4.4 Collaboration

Procurement departments should ensure there is efficient collaboration between the organization and the buyer. Collaboration between buyers and suppliers should aim at improve quality of goods and services supplies to the organization. The organization should aim at developing suppliers to work better with the organization.

5.5 Suggestion for Further Studies

The study was to identify the influence of supplier relationship management on procurement performance. The study findings narrowed into the four factors that influence of supplier relationship management on procurement performance. There are other factors that influence of supplier relationship management on procurement performance have not been identified in the study. Suggestion for further studies is therefore advisable to contribute towards identification of more other factors that influence of supplier relationship management on procurement performance
REFERENCES


Hughes, J. and Wadd, J. (2012) Getting the most out of SRM. *Supply Chain Management Review*. January/February, 22-29


APPENDIX I: QUESTIONNAIRE

Please tick the most appropriate response to questions.

SECTION A: GENERAL INFORMATION

1. Gender:
   - Male
     - □
   - Female
     - □

2. Indicate age bracket:
   - □ 18-30 yrs
   - □ 31-40 yrs
   - □ 41-50 yrs
   - □ Above 51 yrs

3. Highest Education Level
   - □ Secondary level
   - □ College level
   - □ University level
     - Any other please specify.................................................................

4. Working experience
   - □ Below 1 year
   - □ 1-5 years
   - □ 6-10 years
   - □ 11-20 years
   - □ 21 and above
SECTION B: VALUE MEASUREMENT

5. Does value measurement affect procurement process?
   Yes [ ]
   No [ ]

Explain...............................................................................................................................
............................................................................................................................................... 
............................................................................................................................................... 

6. If Yes, in 5 above, to what extent does value measurement affect procurement performance?
   Very high extent [ ]
   High extent [ ]
   Low extent [ ]
   Very low extent [ ]

SECTION C: TECHNOLOGY

7. Does technology affect procurement performance?
   Yes [ ]
   No [ ]

Explain your answer.
............................................................................................................................................... 
............................................................................................................................................... 
............................................................................................................................................... 

8. If Yes in 7 above, how do you rate technology on procurement performance?
   Very good [ ]

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SECTION D: ORGANIZATION STRUCTURE

9. Does organization structure affect procurement performance?

Yes [ ]

No [ ]

Explain ...........................................................................................................................................................
....................................................................................................................................................................

10. If Yes in 9 above, to what extent does organization structure affect procurement performance?

Very high extent [ ]

High extent [ ]

Low extent [ ]

Very Low extent [ ]

SECTION E: COLLABORATION

11. Does collaboration affect procurement performance?

Yes [ ]

No [ ]
12. If Yes in 18 above, how do you rate collaboration on procurement performance?

   Very good [   ]
   Good        [   ]
   Poor        [   ]
   Very poor   [   ]