

# **EFFECTS OF SUPPLIER SELECTION ON PROCUREMENT PERFORMANCE OF PUBLIC INSTITUTIONS A CASE STUDY OF KISII COUNTY, KENYA**

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## **Abstract**

*This study seeks to evaluate effects of supplier selection on procurement performance of public institutions taking a case study of public institutions in Kisii County, Kenya. This study was guided by three specific objectives which were: to determine the effect of tendering on procurement performance, to establish the effect of pre-qualification on procurement performance and to investigate the effect of single sourcing on procurement performance on public institutions. Achieving and sustaining operational excellence is more important than ever in today's challenging economic environment. The study was guided by three theories namely; Just-in-time theory, Kaizen theory and Theory of constraints. The study adopted a descriptive research design. The target population was 90 respondents. Simple random sample selection was used thus a sample size of 27 respondents. Descriptive statistics was used to summarize the data. Tables and other graphical presentations were used to present the data that was collected. Multiple regression and Content analysis method were applied to analyze the data. The study ascertained that procurement performance includes monitoring results, comparing to benchmarks and best practices, evaluating the efficacy and efficiency of the process, controlling for variances, and making adjustments to the process as necessary. The management on public institutions should therefore adopt tendering and prequalification supplier selection methods thus ensuring effective procurement performance.*

*Keywords: Pre-qualification, Tendering, Single Sourcing, Procurement performance, Monitoring*

## INTRODUCTION

Supplier selection from a global point of view encompasses the myriad activities used to evaluate the capabilities of potential suppliers and then to select them to configure a buyer's supply chain for long-term competitive advantage (Choi and Hartley, 1996; Vonderembse and Tracey 1999). Supplier selection is critical (Lao, Hong and Rao 2010) as firms become more and more dependent on their suppliers; the capabilities of those suppliers serve as key resources in the development of the buyer's own capabilities and performance. For example, Gonzalez and Quesada (2004) found that supplier selection was the most influential supply management process for achieving product quality. However, a firm's ability to create or enhance its own capability in a strategically important domain such as quality by leveraging supplier capabilities in quality may depend not only on its ability to select a capable supplier in the quality domain but also on its ability to successfully integrate the supplier into the firm's operations and network. Successful supplier selection is a source for competitive advantage; they affect competitive performance of public institutions positively if effectively selected. Although scant empirical research has examined the performance effects of supplier selection (Petersen, Handfield and Ragatz 2005 is a notable exception), several studies have investigated the effects of supplier integration. In some studies supplier integration is modeled as a construct separate from customer integration or internal integration (e.g., Scannell et al. 2000; Petersen et al. 2005; Swink, Narasimhan and Wang 2007), whereas in others it is subsumed into other integration constructs (e.g., encompassing internal and supplier integration; Maloni and Benton 2000; Nairn and Lalwani 2008). The global construct "supply chain" integration encompasses supplier integration, customer integration and internal integration.

The small number of studies on integration and the conflicting findings indicate that the verdict is still out as to whether integration improves procurement performance (Petersen et al. 2005) improving economy can be described as achieving the lowest possible costs. Improving efficiency is getting maximum output from available resources, and improved effectiveness is all about achieving objectives set. This can be achieved through improving the level of service to end users. e.g improving service standards, achieving budget targets and better relationship with internal customers and suppliers. A well managed and structured approach to supplier selection ensures that the suppliers have the skills and knowledge to do the job and that they are developed to their full potential. The institution will benefit from this through cost saving, improved quality, effectiveness and efficiency. i.e. financial costs, mitigating delay costs e.g. when work cannot be done because of lack of equipment necessary for the job and reputational costs. Effective supplier selection can also ensure that suppliers understand the aims,

objectives and strategies which will cascade into their personal aims and objectives. From a practitioner standpoint, the issue of selection and its relationship to integration in fostering buyer capability has become increasingly important (Monczka, Trent and Handfield 1998; Krause et al. 2001). Consider the case of Sun Microsystems which has repeatedly tapped into the expertise of Imation, a well-known developer of tape storage technology, to obtain leading-edge product and process technologies (leading to numerous enhancements to Sun's products). In early 2006, the companies announced a partnership agreement to develop and launch an extension to drive platform and their strategic collaboration continues to expand (Carter and Carter 2008). The study's approach is patterned after Ray et al. (2004), who suggest a business process level unit of analysis for examining competitive advantage. Quality-and cost-based supplier selection, as well as subsequent supplier integration, are critical supply management processes (Narasimhan, Jayaram and Carter 2001; Lao et al. 2010).

Procurement performance involves allocation of sufficient resources financial, personnel, time, and establishing a chain of command or organizational structure. It involves assigning responsibility of specific tasks or processes to specific individuals or groups. It also involves managing the process. This includes monitoring results, comparing to benchmarks and best practices, evaluating the efficacy and efficiency of the process, controlling for variances, and making adjustments to the process as necessary. Procurement performance is an on-going, never-ending, integrated process requiring continuous reassessment and reformation (Olson et al. 2005).

### **Statement of the Problem**

Clear established process for selecting suppliers and extending the existing suppliers has been observed to be very important while selecting suppliers to ensure procurement performance (Shanmugan and Bourke, 2001). Thus, if the supplier selection process is not done effectively, the capabilities of suppliers which serve as key resources in the development of the operations' own capabilities and performance will be negatively affected, e.g. in achieving product quality which depicts the picture of the organization to its clients and users rather than the failure by the on procurement performance of public institutions; this study sought to fill the existing research gap by conducting a study evaluating effects of supplier selection on procurement performance of public institutions taking a case study of public institutions in Kisii County.

The specific objectives of the study were:

- i. To determine the effect of pre-qualification on procurement performance of public institutions
- ii. To establish the effect of tendering on procurement performance of public institutions

- iii. To investigate the effect of single sourcing on procurement performance of public institutions

### **Limitations of the study**

The study used questionnaires as the only instrument for collecting data. The researcher did not have much control on the respondents in regard to the information they filled in the questionnaires. The respondents were not willing to give full information in fear that it could leak to their competitors.

### **THEORETICAL FRAMEWORK**

Theoretical review comprises formulated theories and prepositions about concepts and relationships. The researcher aimed to show how the study in question is related to the theoretical background. The researcher may also choose to deal with a few selected concepts from a particular theory (Mugenda & Mugenda 2003).

#### **Just in time Theory**

Just in time (JIT) is a production strategy that strives to improve a business' return on investment by reducing in-process inventory and associated carrying costs.(Goran Svensson, 2001) Just in time is a type of operations management approach which originated in Japan in the 1950s. It was adopted by Toyota and other Japanese manufacturing firms, with excellent results: Toyota and other companies that adopted the approach ended up raising productivity (through the elimination of waste) significantly. To meet JIT objectives, the process relies on signals or (Kanban Kanban) between different points, which are involved in the process, which tell production when to make the next part. Kanban are usually 'tickets' but can be simple visual signals, such as the presence or absence of a part on a shelf. Implemented correctly, JIT focuses on continuous improvement and can improve a manufacturing organization's return on investment, quality, and efficiency. To achieve continuous improvement key areas of focus could be flow, employee involvement and quality (John T. Dalton, 2013).

JIT relies on other elements in the inventory chain as well. For instance, its effective application cannot be independent of other key components of a lean manufacturing system or it can end up with the opposite of the desired result. In recent years manufacturers have continued to try to hone forecasting methods such as applying a trailing 13-week average as a better predictor for JIT planning; however, some research demonstrates that basing JIT on the presumption of stability is inherently flawed. The philosophy of JIT is simple: the storage of unused inventory is a waste of resources. JIT inventory systems expose hidden cost of keeping

inventory, and are therefore not a simple solution for a company to adopt it. The company must follow an array of new methods to manage the consequences of the change. The ideas in this way of working come from many different disciplines including statistics, industrial engineering, production management, and behavioral science. The JIT inventory philosophy defines how inventory is viewed and how it relates to management (Goran Svensson, 2001).

Inventory is seen as incurring costs, or waste, instead of adding and storing value, contrary to traditional accounting. This does not mean to say JIT is implemented without awareness that removing inventory exposes pre-existing manufacturing issues. This way of working encourages businesses to eliminate inventory that does not compensate for manufacturing process issues, and to constantly improve those processes to require less inventory. Secondly, allowing any stock habituates management to stock keeping. Management may be tempted to keep stock to hide production problems. The Just-in-Time inventory system focuses in having the right material, at the right time, at the right place, and in the exact amount, without the safety net of inventory.

### **Theory of constraints**

Theory is an overall management philosophy introduced by Eliyahu M. Goldratt in his 1984 book titled *The Goal*, that is geared to help organizations continually achieve their goals. Goldratt adapted the concept to project management with his book *Critical Chain*, published 1997. An earlier propagator of the concept was Wolfgang Mewes in Germany. The underlying premise of theory of constraints is that organizations can be measured and controlled by variations on three measures: throughput, operational expense, and inventory. Inventory is all the money that the system has invested in purchasing things which it intends to sell or use. Operational expense is all the money the system spends in order to turn inventory into throughput. Throughput is the rate at which the system generates money through sales. Before the goal itself can be reached, necessary conditions must first be met. These typically include safety, quality, legal obligations, etc. For most businesses, the goal itself is to make money. However, for many organizations and non-profit businesses, making money is a necessary condition for pursuing the goal. Whether it is the goal or a necessary condition, understanding how to make sound financial decisions based on throughput, inventory, and operating expense is a critical requirement. Theory of constraints is based on the premise that the rate of goal achievement by a goal-oriented system (i.e., the system's throughput) is limited by at least one constraint. The argument by *reductio ad absurdum* is as follows: If there was nothing preventing a system from achieving higher throughput (i.e., more goal units in a unit of time), its throughput would be infinite — which is impossible in a real-life system. Only by increasing flow through the

constraint can overall throughput be increased. Assuming the goal of a system has been articulated and its measurements defined, the steps include; the identification of the system's constraint(s), deciding how to exploit the system's constraint(s), subordinating everything else to the above decision(s) and elevating the system's constraint(s). The five focusing steps aim to ensure ongoing improvement efforts are centered on the organization's constraint(s). In the TOC literature, this is referred to as the process of ongoing improvement (POOGI). A constraint is anything that prevents the system from achieving its goal. There are many ways that constraints can show up, but a core principle within TOC is that there are not tens or hundreds of constraints. There is at least one but at most only a few in any given system. Constraints can be internal or external to the system. An internal constraint is in evidence when the market demands more from the system than it can deliver. If this is the case, then the focus of the organization should be on discovering that constraint and following the five focusing steps to open it up (and potentially remove it). An external constraint exists when the system can produce more than the market will bear. If this is the case, then the organization should focus on mechanisms to create more demand for its products or services. Constraints can be in the form of; Equipment i.e the way equipment is currently used limits the ability of the system to produce more salable goods/service, People: Lack of skilled people limits the system. Mental models held by people can cause behavior that becomes a constraint and Policy: A written or unwritten policy prevents the system from making more. The concept of the constraint in Theory of Constraints is analogous to but differs from the constraint that shows up in mathematical optimization. In TOC, the constraint is used as a focusing mechanism for management of the system. In optimization, the constraint is written into the mathematical expressions to limit the scope of the solution (X can be no greater than 5). Organizations have many problems with equipment, people, policies, etc. (A breakdown is just that – a breakdown – and is not a constraint in the true sense of the TOC concept) The constraint is the limiting factor that is preventing the organization from getting more throughput (typically, revenue through sales) even when nothing goes wrong.

### **Kaizen Theory**

Kaizen is a Japanese word, commonly translated to mean 'continuous improvement'. Kaizen is a core principle of quality management generally, and specifically within the methods of Total Quality Management and 'Lean Manufacturing'.(W. Edwards Deming ) Originally developed and applied by Japanese industry and manufacturing in the 1950s and 60s, Kaizen continues to be a successful philosophical and practical aspect of some of the best known Japanese corporations, and has for many years since been interpreted and adopted by 'western'

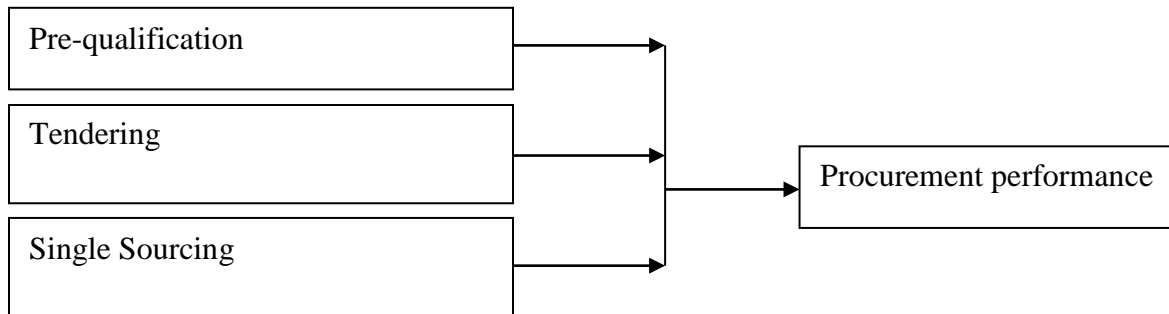
organizations all over the world. Kaizen is a way of thinking, working and behaving, embedded in the philosophy and values of the organization. Kaizen should be 'lived' rather than imposed or tolerated, at all levels. Key concepts of Kaizen are every is a key word in Kaizen: improving everything that everyone does in every aspect of the organization in every department, every minute of every day, evolution rather than revolution: continually making small, 1% improvements to 100 things is more effective, less disruptive and more sustainable than improving one thing by 100% when the need becomes unavoidable and everyone involved in a process or activity, however apparently insignificant, has valuable knowledge and participates in a working team or Kaizen group. Everyone is expected to participate, analyzing, providing feedback and suggesting improvements to their area of work. Every employee is empowered to participate fully in the improvement process: taking responsibility, checking and co-coordinating their own activities. Management practice enables and facilitates this and every employee is involved in the running of the company, and is trained and informed about the company. This encourages commitment and interest, leading to fulfillment and job satisfaction (Maurer, Robert, 2012).

Like any methodology however, poor interpretation and implementation can limit the usefulness of Kaizen practices, or worse cause them to be counter-productive. Kaizen is unsuccessful typically where: Kaizen methods are added to an existing failing structure, without fixing the basic structure and philosophy; Kaizen is poorly integrated with processes and people's thinking, training is inadequate, executive/leadership doesn't understand or support Kaizen and employees and managers regard Kaizen as some form of imposed procedure, lacking meaningful purpose. Kaizen works best when it is 'owned' by people, who see the concept as both empowering of individuals and teams, and a truly practical way to improve quality and performance, and thereby job satisfaction and reward. As ever, such initiatives depend heavily on commitment from above, critically: to encourage and support Kaizen, and to ensure improvements produce not only better productivity and profit for the organization, but also better recognition and reward and other positive benefits for employees, whose involvement drives the change and improvement in the first place (Dinero, Donald, 2001).

### **Conceptual Framework**

Conceptual framework, according to (Mugenda and Mugenda, 2003), refers to a conceptualization of the relationship between variables in the study and it is shown graphically or diagrammatically. It is the researchers' own position on the problem and gives direction to the study. It may be an adaptation of a model used in a previous study, with modifications to suit the inquiry.

Figure 1. Conceptual Framework



### Research Gaps

A good number of researchers have done studies on factors affecting procurement practices in both public and private entities. In public learning institutions, Kenyanya, et al., (2010) looked at the influence of public procurement regulations on procurement practices in public secondary schools. Karioki (2010) did a research on the assessment of procurement procedures in public secondary schools. Achola (2010) researched on effectiveness of procurement quality assurance mechanism in enhancing performance of procurement in public universities. Arani (2012) researched on role of procurement practices on internal customer satisfaction in public secondary schools. These previous studies affirm that the role played by the procurement department in public institutions cannot be underestimated, however there are some loopholes in the process, resulting to poor delivery of services to their internal customers. This study was specifically focusing on supplier selection processes and address how it influences procurement performance.

### RESEARCH METHODOLOGY

This research problem was studied through the use of a descriptive research design. According to (Cooper and Schindler 2003), a descriptive study is concerned with finding out the what, where and how of a phenomenon. This study therefore was able to generalize the findings to all the institutions. The target population composed of 90 procurement staff, from five public institutions in Kisii County, namely; Kisii University, Kisii County Assembly, Kisii County Executive, Gusii Institute of Technology and Kisii Referral Hospital. The study selected at random, various procurement staff taking 30% as evidenced by (Mugenda & Mugenda, 1999)



thus giving a sample size of 27 respondents. The questionnaire were carefully designed and tested with a few members of the population for further improvements. The questionnaire had both open and close-ended questions. The study administered the questionnaire individually to all respondents of the study using a drop and pick later method. A pilot study to pretest and validate the questionnaire was carried out. Cronbach's alpha methodology, which is based on internal consistency, was used. Cronbach's alpha measures the average of measurable items and its correlation. The Cronbach's alpha estimated value was 0.7. Content validity employed by this study was a measure of the degree to which data was collected using a particular instrument represented a specific domain or content of a particular concept. The study selected a pilot group of 10 individuals from the target population to test the reliability of the research instrument. Before processing the responses, the completed questionnaires were edited for completeness and consistency. Quantitative data collected was analyzed by the use of descriptive statistics using SPSS and presented through percentages and frequencies. The information was displayed by use of bar charts, graphs and pie charts and in prose-form.

## EMPIRICAL RESULTS AND DISCUSSION

Descriptive statistics was used to discuss the findings of the study. The study targeted a sample size of 27 respondents from which 26 filled in and returned the questionnaires making a response rate of 96.3%, this response rate was satisfactory to make conclusions for the study as Cooper and Schindler (2003), states that a response rate of between 30 to 80% of the total sample size can be used to represent the opinion of the entire population.

### Pre-Qualification

Table 1: Influence of choice of prequalification supplier selection criteria on lead time of goods/services

Extent	Frequency	Percentage
Very great extent	6	23.1
Great extent	13	50.0
Moderate extent	5	19.2
Little	2	7.7
<b>Total</b>	<b>26</b>	<b>100</b>

The study sought to determine the extent to which choice of pre-qualification supplier selection criteria influence lead time of goods/services, from the findings, most of the respondents as shown by 50.0% indicated to a great extent, 23.1% of the respondents indicated to a very great

extent 19.2 % of the respondents indicated to moderate extent whereas 7.7% of the respondents indicated to a little extent. This is an indication that choice of pre-qualification supplier selection criteria influence lead time of goods/services in public institutions in Kisii County to a great extent, the finding above concurs with the study findings by Lao et al, (2010), that there are various benefits associated with an effective pre-qualification process such as mitigation against poor supplier performance or performance failures. The benefits typically include sourcing from suppliers that provide high standards of product and service levels whilst offering sufficient capacity and business stability. Pre-qualification can help customers and suppliers identify and remove hidden cost drivers in the supply chain. Associated challenges with pre-qualification include resource and cost commitments in establishing and maintaining a robust and effective system, challenges with specifying and gathering meaningful and relevant information, data integrity, scorecards that do not get at the root causes of supplier problems, and subjective or inconsistent scoring which may result in inaccurate assessment. Thus, management commitment to and support of a pre-qualification process is essential. Some of the challenges associated with pre-qualification may be mitigated by the use of appropriate tools. For simple projects a spreadsheet can be used. But as evaluations become more complex or more frequent data management and data integrity issues become significant. Some products provide functionality for combining both initial selection and ongoing evaluation and benchmarking.

## Tendering

Table 2: Influence of choice of tendering supplier selection criteria on lead time of tendered goods/services

<b>Extent</b>	<b>Frequency</b>	<b>Percentage</b>
Very great extent	5	19.2
Great extent	15	57.7
Moderate extent	4	15.4
Little	2	7.7
<b>Total</b>	<b>26</b>	<b>100</b>

The study sought to determine the extent to which choice of tendering supplier selection criteria influence lead time of tendered goods/services, from the findings, most of the respondents as shown by 57.70% indicated to a great extent, 19.2% of the respondents indicated to a very great extent 15.4 % of the respondents indicated to moderate extent whereas 7.7% of the respondents indicated to a little extent. This is an indication that choice of tendering supplier

selection criteria influence lead time of tendered goods/services in public institutions in Kisii County to a great extent, the finding above concurs with the study findings by Lysons et al, (2006), that negotiated tenders allow the terms of the contract to be negotiated with one or more suppliers without prior publication of a tender notice, but the negotiation procedure is only available in certain defined circumstances such as where, because bids were irregular or unacceptable, no suitable supplier has been found by open or restricted tender procedures, Where such procedures have resulted in no tender being received, Where the required product is manufactured purely for research and development or experimental purposes, where, for technical or artistic reasons, or the existence or exclusive rights, there is only one supplier. In public purchasing, procedures are usually codified within standing orders that usually prescribe a cash limit above which tenders must be invited, the forms of contracts to be used and to whom and under what circumstances responsibility for the evaluation of tenders may be delegated, such as to senior officers. Open tendering procedure begins with the issuing of a public advertisement inviting tenders, then tender documents are issued to those responding to the document normally includes a letter of invitation and instruction to tenders, a pricing document, specification and or schedule of rates, contract conditions and a pre-addressed tender return label.

### Single Sourcing

Table 3: Influence of choice of single sourcing supplier selection criteria on lead time of goods/services

<b>Extent</b>	<b>Frequency</b>	<b>Percentage</b>
Very great extent	8	30.8
Great extent	10	38.5
Moderate extent	5	19.2
Little	3	11.5
<b>Total</b>	<b>26</b>	<b>100</b>

The study sought to determine the extent to which choice of single sourcing supplier selection criteria influence lead time of goods/services, from the findings, most of the respondents as shown by 38.5% indicated to a great extent, 30.8% of the respondents indicated to a very great extent 19.2 % of the respondents indicated to moderate extent whereas 11.5% of the respondents indicated to a little extent. This is an indication that choice of single sourcing supplier selection criteria influence lead time of goods/services in public institutions in Kisii County to a great extent, the finding above concurs with the study findings by Handfield and

Bachtel, (2001), that a single source purchase is one where there are multiple sources of supply, but for specific reasons the item or service must be purchased from a specified vendor. An order will not be placed without proper documentation, including a written quotation from the awarded vendor. The competitive bidding requirement can be waived for an equipment purchase or services with an aggregate value when the product or service is available from only one non-contract supplier, thereby exempting the purchase from the otherwise required competitive bid policy of the public institution. Many governments publish quite stringent regulations that must be adhered to before single sourcing can be authorized. With small companies, single sourcing is quite common and is an inherent weakness of running a small business. It is rarely cost effective to purchase the same small set of product requirements from more than one vendor. Combined with the fact that small orders are not particularly important to a large vendor, this puts the small company at a disadvantage in any purchaser/vendor relationship, in this situation, it is imperative that the small company has an excellent supplier relationship and takes on more vendors as soon as the company has expanded enough to make this a viable proposition.

## Procurement Performance

Table 4: Extent supplier selection methods compliment procurement performance

<b>Extent</b>	<b>Frequency</b>	<b>Percentage</b>
Very great extent	7	26.9
Great extent	12	46.2
Moderate extent	4	15.4
little extent	2	7.7
No extent	1	3.8
<b>Total</b>	<b>26</b>	<b>100</b>

The study sought to determine the extent to which supplier selection methods compliment procurement performance in public institutions in Kisii County, from the findings, most of the respondents as shown by 46.2% indicated to a great extent, 26.9% of the respondents indicated to a very great extent 15.4 % of the respondents indicated to moderate extent, 7.7% of the respondents indicated to a little extent whereas 3.8% of the respondents indicated no extent. This is an indication that choice supplier selection methods compliment procurement performance in public institutions in Kisii County to a great extent, the finding above concurs with the study findings by Olson *et al.*, (2005), that procurement performance involves allocation of sufficient resources financial, personnel, time, and establishing a chain of command or organizational structure. It involves assigning responsibility of specific tasks or processes to

specific individuals or groups; it also involves managing the process. This includes monitoring results, comparing to benchmarks and best practices, evaluating the efficacy and efficiency of the process, controlling for variances, and making adjustments to the process as necessary. Procurement performance is an on-going, never-ending, integrated process requiring continuous reassessment and reformation.

## **CONCLUSIONS**

From the findings the study established that pre-qualification is positively significant to influence procurement performance thus the study concludes that pre-qualification had a positive influence on procurement performance in public institutions in Kisii County.

The study established it is useful to consider pre-qualification it involve resource and cost commitments in establishing and maintaining a robust and effective system, challenges with specifying and gathering meaningful and relevant information, data integrity, scorecards that do not get at the root causes of supplier problems, and subjective or inconsistent scoring which may result in inaccurate assessment.

The study revealed that tendering procedure begins with the issuing of a public advertisement inviting tenders, then tender documents are issued to those responding to the document normally includes a letter of invitation and instruction to tenders, a pricing document, specification and or schedule of rates, contract conditions and a pre-addressed tender return label having a positive influence on procurement performance in public institutions in Kisii County. The study ascertained that procurement performance includes monitoring results, comparing to benchmarks and best practices, evaluating the efficacy and efficiency of the process, controlling for variances, and making adjustments to the process as necessary thus it is an on-going, never-ending, integrated process requiring continuous reassessment and reformation.

## **RECOMMENDATIONS**

Based on the findings, the study recommends that the management on public institutions should consider adopting tendering and prequalification supplier selection methods during procurement process. This will allow the management to create a comprehensive understanding that can be leveraged to influence stakeholders and create better decisions in ensuring effective procurement performance.

The study also recommends that is very crucial that the organization doesn't under rate single sourcing supplier selection when conducting a procurement process since this will help the organization to gather valuable information that will provide valuable insights in the

performance of procurement and the necessary input to find effective suppliers that will facilitate timely delivery of orders.

The study recommends that the management keeps on monitoring as well as re-assessing the whole process of procurement. This will help to identify whether the adopted counteractive supplier selection methods are making any acceptable difference.

The study recommends that the management keeps on adopting new supplier selection approaches since they are particularly critical for public institutions because of the role they play in relation to well performance of the whole procurement process.

## RECOMMENDATIONS FOR FURTHER STUDIES

This research had intended to determine the effects of supplier selection on procurement performance of public institutions taking a case study of public institutions in Kisii County, Kenya. Other researcher may focus on the relationship between procurement process and financial performance in public institutions in Kenya.

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## APPENDIX: QUESTIONNAIRE

### Pre-Qualification

To what extent does the choice of supplier selection criteria affect the lead time of goods/services

- Very great extent [ ]
- Great extent [ ]
- Moderate extent [ ]
- Little extent [ ]
- No extent [ ]

### Tendering

How does the choice of supplier selection criteria affect the lead time of goods/services

- Very great extent [ ]
- Great extent [ ]
- Moderate extent [ ]
- Little extent [ ]
- No extent [ ]

### Single Sourcing

To what extent does the choice of supplier selection criteria affect the lead time of goods/services

- Very great extent [ ]
- Great extent [ ]

- Moderate extent [ ]
- Little extent [ ]
- No extent [ ]

**Procurement Performance**

To what extent does a supplier selection method compliment procurement performance?

- Very great extent [ ]
- Great extent [ ]
- Moderate extent [ ]
- Little extent [ ]
- No extent [ ]