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SUPPLIER INTEGRATION AND PROCUREMENT PERFORMANCE IN THE STATE DEPARTMENT FOR IMMIGRATION AND CITIZEN SERVICES IN NAIROBI, KENYA

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Abstract

The study sought to examine the effect of supplier integration on procurement performance in the state department. The study was anchored on grey systems theory. The study adopted explanatory research design in its approach. The target population was 90 respondents comprising procurement committee members and procurement actors in the five departments in the state department for immigration and citizens services in Kenya. The study adopted a census where all the 90 individuals were taken as respondents. Questionnaires were used for primary data collection. The questionnaire contained structured questions on a 5-point likert scale. The collected data was analyzed using the Statistical Package for Social Sciences (SPSS) for analysis. The descriptive analyses using frequencies, percentages, means and standard deviation values were used to summarize and organize data. Inferential statistics including correlation and regression were used. Correlation analysis was used to determine the nature of relationship between the variables while regression analysis was used to establish whether the independent variable affected the dependent variable. The descriptive findings indicated that respondents agreed that supplier integration affected procurement performance with a mean of 3.69 and standard deviation of 0.90. Correlation analysis revealed that supplier integration ($r = .578$, $p < .001$) had a positive and significant relationship with procurement performance. The regression results demonstrate that supplier evaluation ($\beta = .014$, $p < .001$)

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and procurement performance were positively related. The study concludes that supplier integration had positive relationships with procurement performance and recommends the Department to develop effective procedures for routinely communicating and disseminating information to suppliers during the procurement process.
Keywords; Supplier integration, procurement performance, state department, Kenya

INTRODUCTION

Supplier integration has become an important component of strategic procurement and supply chain management because organizations increasingly depend on coordinated relationships with suppliers to achieve operational efficiency, cost effectiveness, and reliable service delivery (Chumba et al., 2024). It involves collaboration between procuring entities and suppliers through information sharing, joint planning, coordinated purchasing activities, and continuous communication (Gudda et al., 2023). Effective supplier integration enables organizations to improve delivery schedules, minimize procurement delays, maintain quality standards, and respond to changing operational requirements. Baisaa et al. (2025) established through a systematic review that supply chain integration generally contributes positively to organizational performance, although the relationship varies across contexts.

In the public sector, supplier integration is particularly important because procurement activities involve public resources and directly influence institutional efficiency and service delivery (Kiloli & Chege, 2023). Government departments require dependable suppliers to provide information technology equipment, office supplies, security-related materials, maintenance services, and other essential resources. Strong supplier relationships can facilitate timely deliveries, improve communication, reduce misunderstandings, and strengthen accountability throughout the procurement cycle (Arusei & Musau, 2020). In Kenya, public institutions operate within a regulatory environment that emphasizes transparency, fairness, competition, and accountability in public purchasing. Research by Muhando et al. (2025) examined supply chain integration in county governments in western Kenya, highlighting the relevance of integration to procurement performance in public institutions.

The State Department for Immigration and Citizen Services in Nairobi performs important government functions associated with immigration administration and the provision of citizen services. These responsibilities require reliable procurement systems capable of supporting daily operations and ensuring that essential goods and services are available when needed (State Department for Immigration and Citizen Services [SDICS], 2023). Supplier integration may influence procurement performance through information exchange, supplier

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collaboration, coordinated planning, and responsiveness to institutional requirements. Procurement performance can be assessed using indicators such as cost management, procurement lead time, quality compliance, delivery reliability, and adherence to procurement plans. Therefore, examining supplier integration in this department is important for understanding how supplier relationships can contribute to efficient resource utilization, operational continuity, and improved public service delivery.

Statement of the problem

Public procurement is expected to deliver value for money, timely acquisition, and quality goods and services, yet achieving these objectives depends partly on how effectively procuring entities coordinate with suppliers (Arusei & Musau, 2020). Weak information exchange, limited joint planning, delayed communication, or inadequate supplier feedback may contribute to delivery delays and quality inconsistencies. Research suggests that supply chain integration is associated with performance, but the strength and pathways of this relationship are not uniform across contexts (Baisaa et al., 2025). Therefore, evidence from other sectors or institutions cannot automatically explain supplier integration and procurement performance in the State Department for Immigration and Citizen Services locally.

Although Kenyan studies have investigated supply chain integration and public procurement performance, findings from county governments and other public entities may not fully represent the circumstances of the State Department for Immigration and Citizen Services in Nairobi. Muhando et al. (2025) studied county governments in western Kenya, while Danese et al. (2020) reviewed how context shapes the relationship between supply chain integration and performance. The contribution of supplier integration practices within this department therefore requires investigation. This study addresses that contextual gap by examining how supplier integration relates to procurement performance in the department in its day-to-day procurement activities.

THEORETICAL FRAMEWORK

Deng (1982) developed Grey System (caused by the concept of grey sets) theory as a method for solving gray issues by using the concepts of grey sets.Deng (1982) developed the theory of Grey System to resolve gray issue using the concept of grey sets. GREY means some information that is not fully known or inaccessible, but is just partially known or partially inaccessible. Therefore, when the knowledge and uncertain knowledge are combined in the same system, it is called Grey Systems (Deng, 1989). Similarly, Zheng and Lewis (1993) define a grey system as a system consisting of known and unknown elements. In the application of

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Grey System Theory, information can be basically divided into two categories: certainty information and non-certainty information. White information is known and certain information that has been obtained, black information is completely unknown and cannot be obtained information, grey information is only a part of the known information or the information is incomplete in order to be certain (Yang et al. 2014).

In order to overcome uncertainty in decision-making situations, uncertainty management is applied using the theory of Grey System. One field which often meets with uncertainty in supplier selection is a research focus is noticeable in a grey system framework analysis. Based on that, the seriousness of selection criteria and the performance rate that is given to suppliers can be represented with grey numbers. This gives decision makers more options when making judgements that can't be made accurately or conclusively.

Considering the application of Grey System Theory (GST) to supplier selection, it is crucial to consider the following points. These are factors such as the relative independence of the factors; the availability of a manageable and identifiable number of evaluation factors; the possibility of extending or developing the factors if the necessary; the existence of important factors that affects the buyer's decision; and the fact that the evaluation factors are directly applicable to prospective suppliers. In this way, Grey System Theory aims to assign the similarity or approach rate between alternatives and the desire reference standard by the idea of a relational comparison.

Afterward, an evaluation matrix could be built, arranging and adjusting like criteria to performance of different suppliers. The selection of supplier includes setting the right objective and setting the weights of the different elements of the supplier evaluation based on the characteristics and needs of the materials required, and the market demand (Zou, 2008). By using the weighted assessment, procuring organisations can compare the suppliers systematically and decide on the most advantageous supplier to choose that shows the best overall performance.

EMPIRICAL REVIEW

Oduodo (2023) examined supply chain integration and sustainable competitive advantage of humanitarian organizations in Kenya. Descriptive research design was adopted with a target population of 41 licensed humanitarian organizations in Kenya. The study adopted the use of primary data gathered through a structured questionnaire. The study established that supplier integration influenced sustainable competitive advantage of humanitarian organizations in Kenya. It was observed that supply chain integration influence costs, timeliness, quality of service delivery and flexibility of Kenyan humanitarian organizations.

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A study to establish the cause-effect relationship between determinants of trust in the buyer–supplier integration and the procurement performance of large manufacturing companies in Tanzania was done by Kimario and Kira (2024). The study surveyed 52 firms from Temeke Municipality, Tanzania using questionnaire subjected to one procurement manager and one stores manager tallying a sample size of 104 respondents. Explanatory design was employed due to the presence of cause–effect relationship and the null hypotheses were tested using binary logistic regression technique at p values < 0.05 and ExpB > 1. Findings indicated that mutual goals, geographical vicinity among partners, and supplier reliability are significant for the procurement performance of the manufacturing firms in Tanzania.

A study on implementing supplier integration practices to improve performance was conducted by Molinaro et al. (2022). Drawing upon Social Exchange Theory, the study argued that the expected benefits of supplier integration activities to efficiency and innovation are strengthened by supply base concentration. Data was collected from 324 manufacturing plants. Hierarchical regression results revealed that some supplier integration types improve performance only under higher levels of supply base concentration, while the effects of other supplier integration types varied according to the type of performance considered or were not significant at all.

RESEARCH METHODOLOGY

Research Design

A research design is the 'glue' that enjoins all the rudiments in a research project collectively. Orodho (2003) observed that research design is a scheme, a sketch out or plan that is utilized in generating solutions to research problems. It is the abstract arrangement within which research is undertaken. It comprises the outline for the collection, measurement and analysis of data (Kothari, 2003). The study adopted explanatory research design. According to Lerissa (2018) explanatory research design looks for causes and reasons and provides evidence to support or refute an explanation or prediction. It is conducted to discover and report some relationships among different aspects of the phenomenon under study.

Target Population

According to Wojnar and Swanson (2007), study population refers to the group of individuals or study's subject matters who are similar in one or more ways and which forms the subject of the study in a particular study. The target population of the study included members of the procurement committee in the five autonomous departments and the procurement actors in the state department for immigration and citizen services. Based on the records from the state

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department, procurement committee had 33 members while the procurement actors were 57 persons. As such, the total target population for the study was 90 members of the procurement committees and procurement actors in the five departments. These officers are considered the appropriate units of observation because they are actively involved in supplier evaluation, supplier pre-qualification, competitive bidding, supplier relationship management, contract administration, and procurement performance monitoring. Consequently, they possess firsthand knowledge and practical experience regarding the procurement practices being investigated.

Table 1: Target population

Department	Procurement committee	Procurement actors
National registration bureau	7	15
Civil registration services	7	10
Immigration services	7	14
IPRS	6	9
Refugee affairs	6	9
Total	33	57

Sampling Design

In research a sample refers to any group on which information is attained. A sample is a finite part of a statistical population whose properties are studied to gain information about the whole (Webster, 1985). Given the small size of the target population (90 respondents), the study adopted a census where all the procurement committee members and actors were taken as the study respondents.

Data Collection Instrument

The process of gathering information on variables of interest; in an established systematic fashion that enables one to answer stated research questions, test hypotheses and evaluate outcomes is called data collection. For the study, self designed questionnaires were used for primary data collection. The questionnaire contained structured questions. Questionnaires helped the researcher to collect large amount of data in large areas within a short time thus saving time for the study.

Data Analysis and Presentation

The researcher verified returned questionnaires to determine completeness and internal consistency of questionnaires each day of fieldwork and securely placed. Data gathered were

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temporarily recorded and tabulated in a tabular form in MS EXCEL spreadsheet. Completed questionnaires were then coded with the relevant codes and entered into the SPSS (Statistical Package for Social Sciences for the purposes of statistical analysis. The data collected were summarized and presented to show the characteristics of respondents and the study variables in terms of descriptive statistics such as frequencies, percentages, means and standard deviations. Inferential statistical methods were also used such as correlation and regression analysis. The association between the independent variable and procurement performance was determined by applying correlation analysis, which enabled us to ascertain the direction as well as the strength of the association. Regression analysis was then conducted to determine the amount of impact the independent variables had on the dependent variable.

Regression equation was used to determine the effect of independent variable on dependent variable as illustrated below;

$Y= \beta_0+ \beta_1X_1+ \epsilon$

Where,

Y – Procurement Perfornance

X_1 – Supplier Integration

β_0 – Model Constant

β_1 – Model Coefficient

ϵ – Error Term.

RESULTS AND DISCUSSION

Descriptive findings

The effect of supplier integration on procurement performance in the state department for immigration and citizen services in Nairobi, Kenya was evaluated. The results are presented in Table 2. Frequencies, percentages, means and standard deviations are the descriptive statistics that were carried out.

Table 2: Supplier integration

Supplier integration statements	Frequency and Percentages					Mean	SD
	SD	D	N	A	SA		
The state department ensures it maintains good relations with its suppliers	2 (2.7%)	0 (0.0%)	6 (8.1%)	48 (64.9%)	18 (24.3%)	4.08	0.75

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The state department maintains its relations through elaborate communication channels	0 (0.0%)	0 (0.0%)	22 (29.7%)	38 (51.4%)	14 (18.9%)	3.89	0.69
The state department seeks collaborations with its suppliers on procurement performance	2 (2.7%)	0 (0.0%)	34 (45.9%)	27 (36.5%)	11 (14.9%)	3.61	0.84
Collaborations with suppliers ensures we have the right products and services all the time	0 (0.0%)	5 (6.8%)	16 (21.6%)	35 (47.3%)	18 (24.3%)	3.89	0.85
The state department normally engages in supplier development through workshops	5 (6.8%)	9 (12.2%)	22 (29.7%)	28 (37.8%)	10 (13.5%)	3.39	1.08
The state department enhances supplier development by training them on its functional requirements	9 (12.2%)	9 (12.2%)	17 (23.0%)	31 (41.9%)	8 (10.8%)	3.27	1.19
Overall mean score						**3.69**	**0.90**

The findings in Table 2 indicate that respondents generally had a positive perception of supplier integration practices, although the level of agreement varied across the individual statements. A substantial 89.2% of respondents agreed or strongly agreed that the State Department maintains good relations with its suppliers, while only 2.7% strongly disagreed and 8.1% were neutral. Similarly, 70.3% agreed or strongly agreed that supplier relations are maintained through elaborate communication channels, although 29.7% were neutral. Regarding collaboration with suppliers on procurement performance, 51.4% agreed or strongly agreed, while a relatively large 45.9% were neutral and 2.7% strongly disagreed. Further, 71.6% agreed or strongly agreed that collaboration with suppliers ensures the availability of the right products and services, compared with 21.6% who were neutral and 6.8% who disagreed. Supplier development

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through workshops received comparatively weaker support, with 51.3% agreeing or strongly agreeing, while 29.7% were neutral and 19.0% disagreed or strongly disagreed. Similarly, only 52.7% agreed or strongly agreed that the State Department enhances supplier development by training suppliers on its functional requirements, while 23.0% were neutral and 24.4% disagreed or strongly disagreed. These findings suggest that the strongest aspect of supplier integration is the maintenance of supplier relationships, whereas supplier development, particularly through workshops and training, remains comparatively less developed.

The mean scores further indicate a generally positive but moderate level of supplier integration. Maintaining good relations with suppliers recorded the highest mean (M = 4.08, SD = 0.75), suggesting strong agreement among respondents. This was followed by maintaining supplier relations through elaborate communication channels (M = 3.89, SD = 0.69) and the view that collaboration with suppliers ensures the availability of appropriate products and services (M = 3.89, SD = 0.85). Collaboration with suppliers on procurement performance recorded a comparatively lower mean of 3.61 (SD = 0.84). The lowest means were recorded for supplier development through workshops (M = 3.39, SD = 1.08) and training suppliers on the department's functional requirements (M = 3.27, SD = 1.19). The overall mean of 3.69 (SD = 0.90) indicates that respondents generally agreed that supplier integration practices are implemented in the State Department, although the level of implementation is not as strong as that observed for supplier evaluation, supplier pre-qualification and competitive bidding. The relatively higher standard deviations for workshops and supplier training indicate greater variation in respondents' perceptions, suggesting that these supplier development activities may not be implemented consistently across the department.

The findings indicate that supplier integration is an important component of procurement management, particularly through maintaining supplier relationships, communication and collaboration. The relatively high mean for maintaining good supplier relations (M = 4.08, SD = 0.75) suggests that the State Department recognizes the importance of developing cooperative relationships with suppliers. This finding is consistent with Kiloli and Chege (2023), who established that supplier collaboration and supplier development practices had a positive and significant influence on procurement performance among selected parastatals in Kenya. The authors emphasized open communication, trust, information sharing and strategic alignment with suppliers as important practices for improving procurement performance. Similarly, Chumba et al. (2024) found that supply-chain integration, including supplier integration, is important for procurement performance among parastatals in Kenya, as integration enhances coordination, information visibility, responsiveness and control of procurement processes. The current finding that collaboration with suppliers contributes to ensuring the availability of the right

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products and services (M = 3.89, SD = 0.85) is also supported by Gudda et al. (2023), whose study found significant relationships between supplier partnership and procurement performance and emphasized communication and collaboration with suppliers as mechanisms for improving reliability, quality and cost-effectiveness.

However, the relatively low means for supplier development through workshops (M = 3.39, SD = 1.08) and training suppliers on functional requirements (M = 3.27, SD = 1.19) indicate that supplier development is a comparatively weaker component of supplier integration in the State Department. This finding provides an important area for improvement because Otieno and Odero (2024) found that supplier development practices had a positive and significant effect on supply-chain performance in Kenyan county governments and recommended supplier training, supplier financing and innovation as mechanisms for improving performance. More recently, Musyoka et al. (2025) found that supplier development accounted for 30.8% of the variance in procurement function performance among public universities in Kenya, with process integration and supplier capability enhancement emerging as significant predictors of procurement efficiency. The findings therefore suggest that although the State Department has established relatively strong supplier relationships, as reflected by the high score for maintaining good supplier relations, it could obtain greater procurement benefits by strengthening the developmental dimension of supplier integration through structured training, workshops, joint problem-solving, information sharing and continuous performance feedback. Such interventions could enhance supplier capabilities and consequently improve procurement quality, timeliness, responsiveness and overall procurement performance.

Procurement performance

The study sought to evaluate procurement performance in the state department for immigration and citizen services in Nairobi, Kenya (Table 3). Frequencies, percentages, means and standard deviations are the descriptive statistics that were carried out.

Table 3: Procurement performance

Procurement performance statements	Frequency and Percentages					Mean	SD
	SD	D	N	A	SA		
Procured goods and services are delivered within the agreed procurement timeliness	4 (5.4%)	13 (17.6%)	16 (21.6%)	29 (39.2%)	12 (16.2%)	3.43	1.12

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Suppliers consistently meet the scheduled delivery dates specified in contracts	5 (6.8%)	11 (14.9%)	25 (33.8%)	29 (39.2%)	4 (5.4%)	3.22	1.00
Procurement activities are completed without unnecessary delays that affect service delivery	2 (2.7%)	21 (28.4%)	22 (29.7%)	21 (28.4%)	8 (10.8%)	3.16	1.05
Procurement costs are effectively controlled without compromising service requirements	3 (4.1%)	11 (14.9%)	16 (21.6%)	33 (44.6%)	11 (14.9%)	3.51	1.05
Competitive procurement practices have contributed to reduced procurement costs	0 (0.0%)	6 (8.1%)	13 (17.6%)	32 (43.2%)	23 (31.1%)	3.97	0.91
Goods and services procured consistently meet the required quality specifications	5 (6.8%)	8 (10.8%)	11 (14.9%)	36 (48.6%)	14 (18.9%)	3.62	1.12
Overall mean score						**3.49**	**1.04**

The findings in Table 3 indicate a moderate level of procurement performance in the State Department. Regarding procurement timeliness, 55.4% of respondents agreed or strongly agreed that procured goods and services are delivered within the agreed procurement timelines, while 23.0% disagreed or strongly disagreed and 21.6% were neutral. Similarly, 44.6% agreed or strongly agreed that suppliers consistently meet the scheduled delivery dates specified in contracts, whereas 21.7% disagreed or strongly disagreed and a relatively high 33.8% were neutral. The statement on completion of procurement activities without unnecessary delays recorded 39.2% agreement or strong agreement, compared with 31.1% disagreement or strong disagreement and 29.7% neutrality. With respect to cost control, 59.5% agreed or strongly agreed that procurement costs are effectively controlled without compromising service requirements, while 19.0% disagreed or strongly disagreed and 21.6% were neutral. The strongest positive response was observed for the contribution of competitive procurement practices to reduced procurement costs, where 74.3% agreed or strongly agreed, compared with 8.1% who disagreed and 17.6% who were neutral. Finally, 67.5% agreed or strongly agreed that procured goods and services consistently meet the required quality specifications,

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while 17.6% disagreed or strongly disagreed and 14.9% were neutral. Overall, the percentages suggest that cost reduction and quality compliance are relatively stronger dimensions of procurement performance, while supplier adherence to delivery schedules and avoidance of procurement delays remain areas of comparatively weaker performance.

The mean scores provide further evidence of moderate procurement performance, with all six statements recording means above the neutral midpoint of 3.00. The highest mean was recorded for the contribution of competitive procurement practices to reduced procurement costs (M = 3.97, SD = 0.91), indicating that respondents generally agreed that competitive procurement contributes to cost savings. This was followed by compliance with required quality specifications (M = 3.62, SD = 1.12) and effective control of procurement costs without compromising service requirements (M = 3.51, SD = 1.05). Delivery of procured goods and services within agreed timelines recorded M = 3.43 (SD = 1.12). The lowest mean was recorded for completion of procurement activities without unnecessary delays affecting service delivery (M = 3.16, SD = 1.05), followed by suppliers consistently meeting contractual delivery dates (M = 3.22, SD = 1.00). The overall mean of 3.49 (SD = 1.04) indicates a moderate-to-positive level of procurement performance. However, the standard deviations, particularly for timeliness and quality (SD = 1.12 in both cases), indicate noticeable variation in respondents' experiences. This suggests that procurement performance may not be uniform across all procurement activities, with some processes performing better than others.

The findings show a relatively higher performance in the area of procurement cost reduction and compliance rather than procurement delays and timeliness, in the State Department. With relatively high mean (M = 3.97), it is proposed that a competitive way of tendering may have a positive impact on value for money as proposed by Obura et al. (2022), which found that tender evaluation practices had positive and significant relationship on operational performance amongst service state corporations in Kenya. Their results tumour to that tender evaluation as an effective tool can result in value for money and consequently increase organizational performance. Similarly, Kihara et al. (2025) found that the competitive procurement practices had a positive, and significant, impact on the procurement performance in the County Government of Kiambu, implying that competitive procurement has positive effect on reducing the cost of procurement; an outcome similar to the current result that indicated in the current study that procurement cost can be reduced by use of competitive procurement. The relatively positive finding around quality (M = 3.62) is significant as it was recognized that good procurement performance is not only about low prices; it is also about getting products and services that provide required quality. Such findings align with those of Gudda et al. (2023) which identified supplier partnership, integration and supplier development as factors influencing

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procurement performance of Kenya's firms, underscoring the importance of supplier relationships in fostering quality and reliable supplier chain. Comparatively low responses for suppliers meeting the scheduled delivery dates (M = 3.22) and completion of procurement activities without unnecessary delays (M = 3.16), however, indicate weakness in the timeliness aspect of procurement performance. This discovery is significant since any delays in procurement could disrupt the provision of services and frustrate cost-cutting efforts. The same was shown by Chumba et al. (2024) in procurement performance of the Kenyan parastatals (PSUPs) where they highlight the need for the integration of the supply chain – coordination and information integration as key enablers of improved procurement outcomes. Therefore, although the State Department is doing relatively well in cost management and competitive purchasing and quality, supplier delivery performance and procurement cycle times and coordination among procurement stakeholders should receive greater attention. Enhancing the integration of suppliers, tracking on-time contract fulfillment, enhancing information sharing and resolving procurement process delays may therefore help to boost the State Department's overall procurement efficiency.

Correlation Analysis

The Pearson correlation was employed to find the relationship between the independent variables and procurement performance as shown in Table 4.

Table 4: Correlation analysis

		Procurement performance	Supplier integration
Procurement performance	Pearson Correlation	1	
	Sig. (2-tailed)		
Supplier integration	Pearson Correlation	.578**	1
	Sig. (2-tailed)	.000	.
	N	74	74

The results indicate a moderately positive and statistically reliable ($r = .578$, $p < .001$, $n = 74$) correlation between supplier integration and procurement performance. This suggests that greater linkages between the State Department and suppliers are linked to better procurement outcomes. Supplier integration could improve procurement results by leveraging good communication, information input and sharing, collaboration, coordinated planning and supplier development. The finding is supported by Chumba, Mutuku, and Kisingu (2024), who also

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investigated how the components of the supply chain were integrated within one of the parastatals in Mombasa County and put emphasis on the benefits of integrating suppliers which leads to better coordination, visibility, responsiveness and control for procurement processes. In their turn, Gudda et al. (2023) highlighted using communication and collaboration with suppliers as means of improving procurement activities' reliability, quality, and cost-effectiveness. Thus, the finding implies that the collaborative relationship and information sharing with suppliers will be conducive to improved procurement performance.

Regression Analysis

The regression analysis encompassed the regression coefficients as shown in Table 5.

Table 5: Regression Coefficients

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	.166	.564		.294	.769
Supplier integration	.688	.120	.584	5.752	.000

Dependent Variable: Procurement performance

Supplier integration is positively related and statistically significant with procurement performance (B = 0.688; β = 0.584; t = 5.752; p < .001). Other factors fixed, a rise of one unit in supplier integration leads to an increase in procurement performance of 0.688 units. Supplier integration has the relatively largest standardized coefficient, β = .584, indicating that it ranks as one of the strongest predictors in the model. The discovery suggests that co-ordination, information sharing, joint planning and close relationships with suppliers benefit procurement. With this finding, the authors of Chenini et al., (2021) argue that supplier integration has a significant positive impact on procurement lead-time and manufacturing performance and Afshan and Motwani (2021) have reported that positive performance outcomes occur in manufacturing as a result of integrating suppliers.

CONCLUSION AND RECOMMENDATIONS

The study concluded that integrating suppliers into the organization had a significant and positive effect on the procurement performance of the State Department for Immigration and Citizen Services. The descriptive finding indicates that supplier integration practices are low to moderate but the correlation results indicated that there was a positive and significant link

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between the practices of integration of suppliers and the procurement performance. The regression analysis shows its effect is great and positive (B = 0.688; β = 0.584). So, supplier integration proved to be one of the best indicators of procurement performance. Sharing of information, coordination, collaboration, joint planning and communications between the State Department and its suppliers can improve the efficiency and effectiveness of procurement.

The study recommends that State Department needs to improve supplier integration due to the importance of results revealed in this study. The Department shall develop effective procedures for routinely communicating and disseminating information to suppliers during the procurement process. Key suppliers must have the appropriate involvement in related planning, forecasting, delivery schedule and problem solving activities of the procurement officers. It is also needed to carry out efforts to utilize the digital platforms that can be used for timely information exchange in procurement, and to coordinate well. Regular supplier engagement and performance review meetings should be held, looking at challenges and developing a joint solution. Increased collaboration and trust between the Department and suppliers would increase responsiveness, decrease delay, create a better service delivery, and ultimately lead to better procurement performance.

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