SUPPLIER RELATIONSHIP MANAGEMENT AND PROCUREMENT PERFORMANCE OF SUGAR PROCESSING FIRMS IN WESTERN KENYA

BY

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MASTER OF BUSINESS ADMINISTRATION IN PROCUREMENT AND SUPPLIES MANAGEMENT

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DECLARATION

I declare that this dissertation is my original work and has not been previously published or submitted elsewhere for award of a degree. I also declare that this contains no material written or published by other people except where due reference is made and author duly acknowledged

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Signature:  **Date:3/9/2025**

I do hereby confirm that I have examined the master dissertation of
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And have that all revisions that the dissertation panel and examiners recommended have been adequately addressed

Sign: …  ……Date: …3/9/2025……

Dr.Gladys Bunyasi
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ABSTRACT

Supplier relationship management (SRM) has become a crucial element of business operations. Effectively managed supplier relationships can yield superior procurement results, including reduced prices, higher quality, and improved delivery performance. Despite expectations, there is decline in the procurement efficiency of sugar firms in the region which reduces profitability and hampers growth of sugar firms. The main objective of the study was to evaluate the effect of supplier relationship management on procurement performance of sugar processing firms in Western Kenya. The specific objectives of the study were to; examine the effect of supplier training on procurement performance, determine the effect of supplier contract management on procurement performance, establish the effect of strategic alliance on procurement performance and to determine the moderating effect of organizational culture on the relationship between supplier relationship management and procurement performance of sugar processing firms in Western Kenya. The study was guided by resource-based theory, transaction cost theory and social exchange theory. The study utilized a descriptive research design. The study targeted 14 manufacturing firms in western Kenya.The study collected primary data using both questionnaires and interview guide. Pilot test took place at West Valley Sugar in Kericho County. Both descriptive and inferential statistics were used to analyze the study data. Data was presented using Tables, pie charts and bar charts. Regression analysis indicated that supplier training, supplier contract management and strategic alliances had a positive and significant effect on procurement performance without and with the moderating effect of organizational culture. The study concluded that supplier training, supplier contract management and strategic alliances had a positive and significant effect on procurement performance without and with the moderating effect of organizational culture. The research recommended that sugar processing firms should offer more frequent and regular supplier training to boost how well they purchase goods, sugar processing firms should set up and use well-defined procedures for managing their suppliers to improve procurement. It was also recommended that firms in Western Kenya improve how they communicate about procurement among different departments.

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DEDICATION

I dedicate this dissertation to the most important people in my life, my parents, Dr. Patrick Wanguche and Mrs. Valeria Wanguch**e**, whose unwavering support has been the cornerstone of my academic journey. Your steadfast belief in the value of education, coupled with your generous emotional and financial support, has inspired and sustained me throughout this endeavor. Thank you for instilling in me the determination to pursue my goals with purpose and integrity.

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ACCRONYMS AND ABBREVIATION

GDP	Gross Domestic Product
KIPPRA	Kenya Institute for Public Policy Research and Analysis
OC	Organizational Culture
SA	Strategic alliance
SCM	Supplier Contract Management
SRM	Supplier Relationship Management
ST	Supply Training
ZSPA	Zimbabwe Sugarcane Producers Association

DEFINITION OF TERMS

Supplier Relationship Management	Refers to the strategic approach to managing an organization's interactions with its suppliers. SRM involves developing and maintaining long-term partnerships with suppliers to ensure mutual benefit, optimizing the flow of goods and services, and aligning the supplier's capabilities with the organization's objectives (Yehuala, 2023).
Procurement performance	Refers to the efficiency and effectiveness with which an organization manages its procurement process. It encompasses factors such as cost savings, timely delivery, quality of goods/services received, supplier reliability, and compliance with procurement policies and standards (Murithi, Ngugi, & Kiarie, 2024).
Sugar processing firms	Are companies or factories involved in the production and refinement of sugar from raw materials such as sugarcane or sugar beet. These firms are part of the agribusiness sector and play a key role in the processing, marketing, and distribution of sugar (Samita, Kadima, & Juma, 2020).
Western Kenya	Refers to a geographical region in Kenya, which includes counties such as Kakamega, Bungoma, Vihiga, Siaya, and others. This region is known for its significant agricultural activities, including sugarcane farming and processing (Benton, Prahinski, & Fan, 2020).

Supplier training	Refers to the process of educating and developing suppliers to improve their knowledge, skills, and capabilities in areas such as production, quality control, logistics, and compliance with industry standards (Benton, Prahinski, & Fan, 2020). In the context of procurement, supplier training helps improve supplier performance, enhances collaboration, and ensures that suppliers can meet the buyer's requirements, thereby positively impacting procurement outcomes (Benton, Prahinski, & Fan, 2020).
Contract management	Is the process of managing the creation, execution, and analysis of contracts to maximize operational and financial performance. In procurement, contract management involves ensuring that suppliers deliver on the terms agreed upon in contracts, addressing disputes or issues as they arise, and ensuring compliance with contractual obligations (Vaka, 2024).
Strategic alliance	A strategic alliance is a partnership between two or more organizations that agree to work together to achieve common goals, such as improving procurement performance, sharing resources, or entering new markets. In the context of supplier relationship management, strategic alliances often focus on long-term collaboration rather than short-term transactional relationships, aiming for mutual benefits like cost reduction,

	innovation, or improved supply chain resilience (Cacciolatti, Rosli, & Ruiz-Alba, 2020).
Organizational culture	Refers to the shared values, beliefs, norms, and practices that shape how employees within an organization interact with each other and with external stakeholders, including suppliers. Organizational culture influences decision-making, communication, collaboration, and how relationships, including supplier relationships, are managed (Murithi, Ngugi, & Kiarie, 2024).

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

1.1.1 Supplier Relationship Management

Supplier relationship management (SRM) has emerged as an essential component of business operations, especially in sectors like sugar production, where the desire for consistent quality and prompt supply of raw materials is paramount. In sugar processing companies, SRM entails a strategy methodology for managing supplier interactions to guarantee sustained collaboration and reciprocal advantage (Oteki, 2021).

Companies in this sector depend significantly on raw sugarcane, which must be procured from dependable and competent suppliers. Effective Supplier Relationship Management in sugar companies typically entails supplier training, well-defined and enforceable contracts, and the establishment of strategic alliances that can enhance operational efficiency. Forming robust partnerships with suppliers is essential for sugar companies to mitigate supply chain risks and enhance procurement processes (Murithi et al., 2024).

Supplier Relationship Management (SRM) encompasses supplier training, which is providing suppliers with the essential skills, information, and resources to fulfill the buyer's specifications. Supplier development initiatives can enhance product quality, punctual deliveries, and compliance with procurement standards. Supplier training is essential for sugar processing companies due to the intricate and frequently regulated nature of sugar manufacturing, where quality and consistency are critical (Nasiche et al., 2020).

Contract management is another crucial component of SRM, encompassing the negotiation, execution, and enforcement of agreements between buyers and suppliers. Efficient

contract management guarantees that both parties meet their responsibilities, thereby mitigating risks associated with non-compliance, disagreements, and quality concerns. In sugar manufacturing, where long-term agreements with suppliers for raw materials like sugarcane are prevalent, effective contract management is essential to guarantee a reliable supply and advantageous price structures (Maiyo, 2020).

Strategic alliances with suppliers are a crucial aspect of Supplier Relationship Management (SRM) that can significantly influence procurement performance. In a progressively intricate global supply chain landscape, sugar processing companies can gain advantages by forming strategic partnerships with essential suppliers. These collaborations facilitate collective innovation, cooperative problem-solving, and shared risk management, ultimately resulting in improved procurement outcomes. In the realm of sugar processing, such collaborations may yield enhanced raw material procurement, cost efficiencies, and more dependable supply chains (Oteki, 2021).

1.1.2 Procurement performance in Sugar processing firms

Procurement performance assesses a company's efficiency in acquiring necessary commodities and services for production, ensuring the correct products are purchased at the appropriate time, cost, and quality. In the sugar sector, procurement efficiency can profoundly influence production expenses and, subsequently, the company's total profitability and competitiveness (Onyango, 2020).

Numerous sugar processing companies in Western Kenya exhibit unsatisfactory procurement performance attributed to inefficiencies in supplier selection, absence of supplier development initiatives, and inadequate contract administration. These inefficiencies frequently lead to delays, elevated transaction costs, and diminished product quality, adversely impacting

production timelines and profitability. The escalating rivalry in regional and worldwide sugar markets underscores the necessity for efficient procurement strategies to enhance performance (Mogere, 2021).

1.1.3 Relationship between supplier relationship management and procurement performance

A distinct relationship exists between supplier relationship management and procurement performance within the sugar-processing industry. Studies indicate that strong, effectively managed supplier relationships can yield superior procurement results, including reduced prices, higher quality, and improved delivery performance (Samita et al., 2020).

Nevertheless, numerous sugar companies in Western Kenya have not entirely adopted comprehensive Supplier Relationship Management techniques, opting instead for transactional ties with their suppliers. The gap in relationship management has resulted in inadequate procurement performance, evidenced by recurrent stock-outs, inferior quality raw materials, and delayed delivery, so undermining the efficiency and cost-effectiveness of sugar processing activities (Kurgat, 2021).

1.1.5 Organizational culture

Organizational culture moderates the effectiveness of supplier relationship management practices. In organizations characterized by a collaborative and trust-centric culture, suppliers are often regarded as partners, resulting in more effective Supplier Relationship Management techniques. In firms characterized by a competitive or compartmentalized culture, SRM initiatives may fail to produce the anticipated outcomes. The organizational culture of sugar processing enterprises in Western Kenya is frequently shaped by historical traditions, managerial styles, and the competitive dynamics of the sugar sector. The dominant culture in certain organizations is transactional and

short-term focused, which diminishes the potential advantages of a more strategic approach to supplier relationships. A transition to a culture that prioritizes long-term supplier partnership and mutual advantage may significantly enhance procurement performance (Mutibo & Mutinda, 2020).

1.1.6 Sugar processing firms in Western Kenya

Western Kenya, a prominent sugar-producing area, hosts numerous large-scale sugar processing companies that significantly contribute to the nation's economy. These firms encounter various procurement challenges, such as volatile sugar prices, supply chain disruptions, unreliable suppliers, and compliance issues with suppliers (Ong'uti, 2022). In this context, augmenting procurement performance via effective Supplier Relationship Management practices could yield significant advantages, enhancing both the operational efficiency of individual firms and the overall competitiveness of the regional sugar industry. By emphasizing supplier training, contract management, and strategic alliances, sugar processing companies can optimize their procurement operations, thus augmenting their overall operational efficiency and market competitiveness (Ojijo, 2023).

Despite the pivotal role of supplier relationships in enhancing procurement performance, numerous sugar-manufacturing firms globally continue to grapple with inefficiencies that compromise their operational success. In Canada, supplier relationship management (SRM) has been recognized as a crucial determinant of procurement performance across various industries, including the sugar processing sector. Research demonstrates that sugar processing firms in Canada encounter substantial difficulties in managing supplier relationships, adversely impacting procurement performance. For example, a report by the Canadian Supply Chain Sector Council (2017) indicated that merely 45% of firms in the food processing sector possessed well-established

supplier relationship programs. This deficiency in effective SRM leads to supply chain inefficiencies, elevated procurement costs, and postponed production schedules.

Furthermore, the Canadian sugar sector, including prominent entities like the Redpath Sugar refinery, has encountered challenges pertaining to supplier dependability, quality variability, and extended lead times, all of which considerably affect procurement efficacy. In 2018, procurement expenditures for Canadian sugar companies were anticipated to represent over 35% of overall operational expenses, primarily due to inefficiencies in supplier management. Consequently, it is clear that a strategic approach to Supplier Relationship Management (SRM) is essential for enhancing procurement performance in Canada's sugar processing industry (Yehuala, 2023).

In Zimbabwe, supplier relationship management has become a significant issue affecting the procurement performance of sugar processing companies. Notwithstanding its potential, SRM in the Zimbabwean sugar sector is underdeveloped, resulting in operational inefficiencies (Kagande et al., 2022). A 2019 report by the Zimbabwe Sugarcane Producers Association indicated that only 38% of sugar processing enterprises in Zimbabwe have established formal supplier relationship management systems.

Consequently, procurement effectiveness has been impeded by factors like unreliable suppliers, volatile raw material prices, and inadequate communication between sugar producers and suppliers. The situation is aggravated by the nation's economic difficulties, resulting in shortages of essential raw materials, inconsistent transportation infrastructure, and inadequate contract management practices. In Zimbabwe, the procurement expenses of sugar companies have been documented to rise by 25% per year as a result of these inefficiencies. These issues have not

only increased procurement expenses but have also diminished the overall competitiveness of Zimbabwe's sugar business in the regional market.

A study by the Uganda Bureau of Statistics (2020) indicated that sugar companies in Uganda face procurement delays because to deficient Supplier Relationship Management methods, such as insufficient supplier training, inadequate contract enforcement, and ineffective communication channels. The procurement efficiency of the nation's main sugar processing companies, including Kakira Sugar Works, has been undermined by inconsistent supplier relationships. The procurement expenses in Ugandan sugar companies have risen by around 22% in the last five years, primarily due to the absence of strategic supplier partnerships and inadequate contract management. Notwithstanding the significant increase in Uganda's sugar production capacity, which has grown by over 10% yearly since 2015, procurement inefficiencies continue to impede the sector's full potential. Consequently, sugar output has failed to satisfy the escalating local demand, resulting in heightened sugar imports, which further exacerbates the industry's profitability and procurement challenges.

The sugar sector in Kenya encounters a comparable dilemma. Local sugar processing companies, such as Mumias Sugar Company and Nzoia Sugar Company, are contending with procurement inefficiencies that have impeded their expansion and profitability. Factors include postponed sugarcane delivery, substandard inputs from vendors, and insufficient contract management have adversely affected the procurement function's performance. Sugar processing companies in Western Kenya, where the sugar business is vital to the regional economy, are seeing ongoing procurement difficulties stemming from antiquated procedures, insufficient supplier training, and inadequately managed supplier relationships. These issues lead to heightened

production costs and diminish the competitiveness of Kenyan sugar makers in domestic and global markets (Maiyo, 2020).

In Western Kenya, the sugar business significantly impacts the agricultural sector, with procurement activities shaped by factors including the availability of high-quality raw sugarcane, transportation infrastructure, government regulations, and partnerships with local suppliers. Nonetheless, despite the significance of procurement performance, numerous sugar processing companies in this region persistently encounter obstacles that impede optimal performance, such as inadequate supplier relationships, inefficiencies in procurement processes, and delivery delays (Panya et al., 2021).

Despite the increasing significance of Supplier Relationship Management (SRM) in enhancing procurement performance, there exists a paucity of empirical research regarding the specific impact of SRM methods on procurement performance within the sugar processing sector in Western Kenya. Although much literature exists on Supplier Relationship Management (SRM), limited research has concentrated on its implementation in the specific context of Kenya's sugar business, which encounters unique obstacles including market instability, regional supply chain interruptions, and rigorous regulatory demands. Current research predominantly emphasizes manufacturing companies in various locations or sectors, resulting in a notable deficiency in comprehending how Supplier Relationship Management (SRM) might be customized to meet the requirements of sugar processing enterprises in Western Kenya.

This study seeks to address this gap by examining the effect of SRM on procurement performance within the sugar processing sector in Western Kenya. Specifically, the research will investigate the influence of supplier training, contract management, and strategic alliances on procurement performance. Additionally, the study will explore how organizational culture

moderates the relationship between SRM practices and procurement outcomes, offering insights into the contextual factors that may enhance or impede the effectiveness of SRM strategies in this region.

1.2 Statement of the Problem

In recent years, the procurement performance of sugar processing firms in Western Kenya has been a major concern, as inefficient supplier relationship management (SRM) has led to suboptimal operational outcomes, reduced productivity, and compromised competitiveness (Nasiche, Ngugi, & Kiarie, 2020). A study by the Kenya Institute for Public Policy Research and Analysis (KIPPRA) highlights that poor supplier management has contributed to a 10-15% decline in the procurement efficiency of sugar firms in the region (KIPPRA, 2020).

The sugar industry in Kenya, one of the country's key contributors to the agricultural sector, generates over KSh 100 billion annually but is plagued by inefficiencies in supply chain management, which reduces profitability and hampers growth. For instance, Mumias Sugar Company, once the largest producer, reported a 25% reduction in production capacity due to mismanagement of supplier relations and contract failures in 2019 (Mumias Sugar Company Annual Report, 2019). Similarly, Nzoia Sugar and Chemelil Sugar, two other major players in the region, have struggled with delayed deliveries, poor supplier quality, and contract disputes, with losses exceeding KSh 2 billion annually (Nzoia Sugar Company, 2020). These challenges adversely affect the entire value chain, from farmers who face delayed payments to employees and shareholders who suffer from reduced returns.

In the broader context, inefficient procurement practices in the sugar industry negatively impact Kenya’s GDP, with the sector contributing approximately 0.8% to national GDP (Kenya National Bureau of Statistics, 2022). This study seeks to fill the research gap regarding the specific

impacts of supplier relationship management practices on procurement performance in sugar firms in Western Kenya, where empirical data on SRM's role in procurement performance remains limited. While SRM has been studied in general manufacturing, there is a lack of empirical evidence on its application in agriculture-based industries such as sugar processing in Western Kenya, where supply chain dynamics differ due to reliance on smallholder farmers. Understanding the relationship between supplier training, contract management, strategic alliances, and organizational culture in the context of sugar processing firms is critical for enhancing procurement outcomes, boosting profitability, and contributing to economic growth.

1.3 Objectives of the study

1.3.1 Main objective of the study

The main objective of the study was to evaluate the effect of supplier relationship management on procurement performance of sugar processing firms in Western Kenya.

1.3.2 Specific Objectives of the study

The specific objectives of the study were;

i. To examine the effect of supplier training on procurement performance of sugar processing firms in Western Kenya.
ii. To determine the effect of supplier contract management on procurement performance of sugar processing firms in Western Kenya.
iii. To establish the effect of strategic alliance on procurement performance of sugar processing firms in Western Kenya.
iv. To determine the moderating effect of organizational culture on the relationship between supplier relationship management and procurement performance of sugar processing firms in Western Kenya.

1.4 Hypothesis of the Study

The following null hypothesis guided the study

i. **H_{01}:** Supplier training does not significantly affect procurement performance of sugar processing firms in Western Kenya.

ii. **H_{02}**: Supplier Contract Management does not significantly affect procurement performance of sugar processing firms in Western Kenya**.**

iii. **H_{03}:** Strategic Alliance does not significantly affect procurement performance of sugar processing firms in Western Kenya.

iv. **H_{04}:** Organizational culture does not significantly affect the relationship between supplier relationship management and procurement performance of sugar processing firms in Western Kenya.

1.5 Justification of the Study

The justification for this study stems from the critical role that supplier relationship management (SRM) plays in enhancing procurement performance, particularly in the context of sugar processing firms in Western Kenya. The region's sugar industry faces challenges such as fluctuating supply chains, inconsistent quality, and high operational costs, which directly impact procurement efficiency and overall business performance. By evaluating the effects of supplier training, contract management, and strategic alliances, this study aims to identify key factors that contribute to improving procurement practices. Furthermore, exploring the moderating role of organizational culture will provide deeper insights into how internal dynamics influence SRM outcomes. Understanding these relationships is essential for firms seeking to optimize their procurement strategies, reduce costs, and strengthen their competitive edge in the industry, thus contributing to the overall sustainability and growth of the sector in Western Kenya.

1.6 Significance of the Study

1.6.1 Sugar farmers

This study may help sugar farmers by highlighting how improved supplier relationship management (SRM) can lead to timely payments, better contract terms, and more reliable sugarcane deliveries.

1.6.2 Sugar managers

For sugar firm managers, this study may provide practical insights on optimizing SRM practices, improving procurement processes, and reducing costs. By implementing the strategies that will be recommended, managers will enhance operational efficiency, improve supplier relations, and boost the competitiveness of their firms in the market.

1.6.3 Policy maker

Policymakers may find this study valuable as it offers data-driven recommendations to improve SRM practices in the sugar industry. These insights can guide the development of policies that foster fair trade, improve supply chain management, and support the overall sustainability of the sector.

1.6.4 Local communities

The study may benefit local communities by ensuring that improved procurement performance translates into timely payments for farmers, boosting household incomes and local economies. Stronger supplier relationships will foster more sustainable practices, benefiting the overall socio-economic development of communities in Western Kenya.

1.6.5 Future academic scholars

Future academic scholars may use this study as a foundation for further research on SRM in agriculture. It will contribute to the understanding of procurement strategies in developing regions

and provide a framework for exploring similar issues in other agricultural sectors or countries facing similar challenges.

1.7 Scope of the Study

This study may focus on evaluating the effect of supplier relationship management (SRM) on procurement performance within sugar processing firms in Western Kenya. The study specifically examines the influence of supplier training, contract management, strategic alliances, and the moderating effect of organizational culture on procurement outcomes. These variables were chosen because they represent key aspects of SRM that directly impact the efficiency and effectiveness of procurement processes, which have been identified as major challenges in the region's sugar industry. The decision to focus on sugar firms in Western Kenya is driven by the persistent procurement inefficiencies in the area, which have resulted in production declines, financial losses, and a stagnation in the sector's contribution to Kenya's GDP.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This section examines the most recent literature concerning the study variables, encompassing both theoretical and empirical perspectives. It elucidates the relationship of this research to the existing body of knowledge and identifies existing gaps. A summary of the literature review, which substantiates the gaps addressed by the study and the proposed conceptual framework, is also provided.

2.2 Theoretical Review

This section outlines major theories pertaining to supplier relationship management and its impact on procurement performance. The chapter elucidate the following theories: information theory, agency theory, and stakeholder theory.

2.2.1 Resource-Based View (RBV) Theory

Jay Barney was the first to present the Resource-Based View (RBV) idea in his seminal 1991 work. According to Barney, businesses get a competitive advantage by strategically using and owning valuable, one-of-a-kind, non-replaceable resources. The Resource-Based View (RBV) holds that a company's internal capabilities in particular, its relationships with suppliers—have a significant impact on its competitive advantage and overall performance. These resources could include relationships, technology, and knowledge, all of which can improve supplier relationships and increase the effectiveness of procurement (Barney, 1991).

According to Lockett and Thompson (2004), a "resource portfolio" is a collection of assets that can be used to gain a competitive edge. This change made it clear that businesses must properly manage their resources in order to create value. According to Thompson, companies who have

strong and well-managed supplier relationships can access unique and valuable resources, which improves procurement performance.

The RBV was further improved by Lockett, Thompson, and Morgenstern (2009), who claimed that the theory should stress not just the resources but also how well businesses use them. The importance of dynamic capabilities the ability of businesses to integrate, reorganise, and revitalise their resources in response to shifting external conditions—was emphasised by them. Organisations must constantly adapt their supplier management strategies for procurement efficacy in order to ensure long-term performance.

According to Bertram and Bertram (2016), having dynamic talent is crucial for preserving competitive advantage in rapidly changing circumstances. They argued that in order to enhance procurement outcomes, businesses need to develop the competencies and resources necessary to adjust to changes, such changing supplier relationships. Because of changes in the market, sugar manufacturing companies may need to renegotiate contracts or change supplier training.

The concept of "strategic management of resources," as defined by Lubis (2022), comprises not only identifying critical resources but also coordinating them to create competitive advantages. Since businesses need to align their resources to improve procurement performance, this strategic coordination is particularly important when managing supplier relationships.

This theory is relevant to this study as it emphasizes the importance of a firm's resources, particularly supplier relationships, in influencing procurement success, the Resource-Based View (RBV). Using strategic alliances, contract management, and training to maximise favourable supplier connections can improve procurement outcomes for Western Kenyan sugar processing companies. The concept provides a framework for understanding how businesses could use supplier resources and internal expertise to gain a competitive edge in procurement.

2.2.2 Transaction Cost Economics (TCE) Theory

Osborn et al., (1959) first developed the idea of Transaction Cost Economics (TCE) in their 1937 paper "The Nature of the Firm." They argued that the purpose of businesses is to lower transaction costs associated with contract negotiation, oversight, and enforcement. The theory was further developed by Morsy and Ibrahim (1981), who proposed that understanding organisational structure and relationships particularly in market transactions requires an understanding of transaction costs. TCE advises businesses to lower these costs by forming strategic alliances with suppliers, which will increase the effectiveness of procurement.

By adding "asset specificity," which holds that the degree to which investments are tailored for a certain transaction may lead to higher transaction costs, Macher and Richman (2008) improved the TCE theory. This suggests that when businesses rely on specialized suppliers for certain materials or processes, they may incur higher costs in the procurement process. As a result, Western Kenyan sugar producers could have to pay higher prices for purchases if their supplier relationships need highly specialized expenses that limit their options.

Furthermore, by analysing how governance systems lower transaction costs, Tadelis and Williamson (2012) extended the TCE hypothesis. He argued that depending on the extent of transaction-specific investments and the probability of opportunistic behaviour, businesses must choose between market transactions, hierarchical structures, or hybrid governance forms (like long-term contracts or strategic alliances). This research suggests that the choice of supplier relationships can have a direct impact on procurement performance and cost effectiveness.

By adding the notion of the "knowledge-based view" to the transaction cost framework, Ketokivi and Mahoney (2016) expanded the use of TCE even further. They argued that cooperation and information sharing in inter-organizational partnerships might reduce transaction costs and

enhance procurement efficiency. This update emphasises how knowledge and information sharing between suppliers and businesses may reduce uncertainty and improve procurement outcomes in addition to formal contracts.

According to Ketokivi and Mahoney (2020), businesses could reduce transaction costs by improving their relationship-building strategies. They suggested that reducing negotiation costs and guarding against opportunism can be achieved through supplier relationship management. This idea is especially pertinent to procurement performance since effective supplier relationship management may boost the stability and dependability of procurement processes while also saving money right away.

TCE is relevant to this study because it clarifies how firms can improve their procurement performance by controlling transaction costs. Transaction Cost Economics (TCE) provides insights into how reducing transaction costs might improve procurement outcomes, according to an analysis of how Western Kenyan businesses manage supplier relationships through contracts, training, and strategic partnerships. This concept highlights how important it is to manage supplier relationships in order to cut down on inefficiencies and improve procurement effectiveness.

2.2.3 Social Exchange Theory

Social Exchange Theory (SET) was first proposed by Homans, (1958), asserting that social behavior arises from an exchange process. Individuals and organizations evaluate the costs and rewards of their interactions to optimize favorable results. SET posits that connections hinge on the anticipation of reciprocal advantage, and over time, individuals or organizations will sustain interactions if they foresee a net benefit. This idea posits that organizations and suppliers will develop mutually advantageous partnerships, hence enhancing procurement performance.

Befu, (1977) expanded upon Homans' theories by introducing the notion of "social exchange networks," emphasizing that transactions transpire not alone between two individuals but also within extensive relational networks. This revision highlights that a firm's procurement success is driven not only by direct supplier relationships but also by the broader network of interconnected suppliers and partners. The interconnection across networks can affect procurement decisions and results, fostering more collaborative interactions.

Cropanzano and Mitchell, (2005) expanded SET by introducing the notion of "power-dependence," indicating that the relative power of each member in a relationship influences the exchanges. In procurement, corporations with greater leverage can negotiate superior terms with suppliers, but weaker enterprises may be compelled to accept less advantageous arrangements. This dynamic underscore the necessity of equilibrating power in supplier relationships to guarantee optimal procurement efficacy.

Cook et al., (2013) advanced Social Exchange Theory by introducing the concept of "comparison level," which denotes the fundamental expectations of each participant in an exchange. In procurement, companies and suppliers consistently evaluate whether their transactions meet expectations, impacting the durability and effectiveness of their partnership. When suppliers and enterprises consistently fulfill each other's expectations, procurement performance enhances as the relationship fortifies.

Cropanzano et al., (2017) presented a revised perspective on Social Exchange Theory by integrating the notion of "reciprocity" and its significance in sustaining enduring connections. In procurement, this indicates that supplier relationships ought to be defined by mutual trust and collaboration, as such reciprocity diminishes conflict and improves procurement results.

SET is relevant to our study as it offers a framework for comprehending the dynamics of supplier relationships in procurement. This theory elucidates how trust, cooperation, and reciprocity between sugar processing enterprises and their suppliers in Western Kenya can enhance procurement performance through reciprocal advantages and exchanges. The theory posits that supplier relationship management is a social activity that affects procurement results through continuous interactions grounded in mutual benefit.

2.3 Empirical Review

This section reviews the previous studies on supplier relationship management and procurement performance.

2.3.1 Supplier training and procurement performance

Supplier training pertains to the enhancement of suppliers' competencies and expertise to optimize their efficacy in providing goods or services. In the realm of sugar processing enterprises in Western Kenya, supplier training can profoundly influence the procurement process by enhancing supplier competencies, including quality control and delivery reliability. The training sessions may encompass subjects such as production methods, quality standards, and compliance requirements, ensuring that suppliers conform to the firm's procurement objectives (Benton et al., 2020).

The effect of supplier training on procurement performance can be assessed by measuring enhancements in supplier reliability, efficiency, and product quality. Well-trained suppliers are more likely to comply with established quality standards and delivery timelines, hence enhancing procurement efficiency. Training enhances supplier relationships by establishing a mutual comprehension of expectations, so minimizing conflicts and promoting enduring cooperation between sugar processing companies and their suppliers (Chai & Ngai, 2020).

Mariko (2021) carried out study with the purpose of determining the influence that the development of suppliers has on the procurement performance of the Kakira industrial organization. The researcher employed both qualitative and quantitative research approaches in the process of developing the study. A total of thirty-six people participated in the survey, and they were selected after a random selection process. The data was collected through the use of questionnaires and interviews, and it was presented in the form of tables, graphs, and pie charts for the purpose of making it more accessible for analysis. The results of the research showed that the development of suppliers is highly important in terms of boosting both the performance of suppliers and the performance of organizations.

Nasiche et al., (2020) conducted a study on supplier training and the performance of sugarcane firms in Kenya. The research utilized a descriptive approach and a sample size of 400 selected from a population of 250,000 active farmers. A pre-test of 10% was conducted to assess the reliability and validity of the data collection tool. A total of 400 questionnaires were distributed, with 293 returned, resulting in a return rate of 73.25%. A substantial positive link was detected between supplier training and the performance of sugarcane firms in Kenya. The research determined that supplier training positively impacted sugarcane firms in Kenya.

Amenya et al., (2022) conducted a study to examine the impact of supplier training on procurement performance at Rongo University. To achieve this objective, a descriptive study design was employed, and a quantitative approach was utilized to gather data from a purposively selected sample of 79 Rongo University staff members. Data was gathered using a questionnaire and subsequently analyzed using descriptive statistics. The relationship between the independent and dependent variables was illustrated by multiple regression analysis. The study's findings indicated that Rongo University staff regarded training as essential for procurement effectiveness.

Nabiliki et al., (2018) conducted a study to assess the effects of supplier training, supplier assessment, supplier collaboration, and supplier financial support on procurement performance. A survey study design was employed as it facilitates data collecting from respondents in authentic contexts. The survey focused on all procurement personnel and accountants within food and beverage manufacturing enterprises in Nakuru East Sub-County, encompassing a total of 48 procurement staff from 16 production enterprises. A systematic questionnaire was employed to gather data. The data was analyzed utilizing descriptive statistics (means and standard deviations) and inferential statistics (correlation and regression). The study's findings indicate that supplier training positively and significantly influenced procurement performance.

2.3.2 Contract management and procurement performance

Supplier contract management entails supervising the terms and circumstances of agreements established between sugar processing companies and their suppliers. Efficient contract management guarantees that suppliers fulfil the requirements delineated in the contract, including punctual delivery, quality, and pricing. For sugar processing companies, robust contract management methods reduce risks associated with non-compliance, delays, and worse product quality, hence improving procurement performance (Vaka, 2024).

The efficacy of supplier contract management can be assessed by analyzing organizations' proficiency in handling contract renewals, revisions, and dispute resolutions. A meticulously crafted contract with explicit terms fosters less misunderstandings and enhanced collaboration between sugar companies and their suppliers. Prompt updates and evaluations of contracts, informed by performance and market dynamics, enhance procurement efficiency and foster robust, resilient supplier relationships (Adebayo et al., 2024).

Gatari et al., (2022) determined the impact of procurement contract management on the sustainable performance of state enterprises in Kenya. This study employed a mixed-methods research approach. The study's target group comprised 187 state corporations. A census was used to survey all state corporations, and purposive sampling was utilized to choose the finance manager and procurement manager, resulting in 374 respondents. The principal data source for the study was primary data obtained using research questionnaires. The study encompassed both descriptive and inferential analyses. The findings indicate that procurement contract management significantly and positively affects the long-term performance of Kenyan state entities.

Muinde (2022) did a study to examine the impact of contract management on the procurement performance of public institutions in Kenya. The study employed a descriptive research design. This study employed a census methodology. A total of 124 university officials (Unit of Observation) were selected randomly. Questionnaires were employed to gather primary data. Key informant interviews were conducted to acquire qualitative data. The reports from the auditor general and the PPRA supplied secondary data. Descriptive statistics served as indicators of central tendency. Correlation analysis and multiple linear regression were derived using inferential statistics. The study's findings indicated that contract management positively and significantly influences procurement performance in Kenyan public universities.

Ogembo and Muturi (2019) evaluated the impact of contract management on procurement performance among Kenya's devolved governments. The inquiry employed a descriptive study methodology. The investigation employed both qualitative and quantitative methods to gather data from employees in the procurement department of Kisii County. Questionnaires were employed to gather study data. The research utilized stratified random sampling to guarantee representation of each division. The study data underwent analysis by descriptive and inferential statistics. The

study findings indicate that contract management positively and significantly influences procurement performance in Kenya's devolved governments.

Kariuki and Nyang'au (2019) conducted a study to evaluate the influence of contract management on the procurement performance of county governments in Kenya. This research concentrated on employees in Garissa County. The research employed a descriptive survey design. The researcher utilized questionnaires as devices for data collection in the study. The study's research design incorporated both primary and secondary data analysis. Descriptive statistics were employed to analyze the quantitative data. Additionally, the study included multiple regression analysis for data evaluation. This study demonstrated that contract management significantly and positively affects procurement performance in county governments in Kenya.

2.3.3 Strategic alliance and procurement performance

Strategic alliances denote enduring collaborations between companies and suppliers founded on mutual confidence, common objectives, and cooperative problem-solving. In the sugar processing sector, forming strategic alliances can enhance procurement performance by securing greater supplier commitment to fulfilling the company's requirements. These collaborations frequently encompass cooperative planning, risk-sharing, and co-development of products or services (Cacciolatti et al., 2020).

Strategic relationships are crucial in sugar processing companies where reliable supply, quality, and cost effectiveness are essential. By cultivating robust partnerships, companies can get more dependable suppliers, realize cost efficiencies through economies of scale, and enhance innovation in the procurement process. The enduring nature of these partnerships bolsters the stability of procurement channels, ensuring that suppliers are more committed to fulfilling performance criteria and aiding the firm's overall success (He et al., 2020).

Emami et al., (2022) investigated the influence of strategic alliances on the performance of small entrepreneurial enterprises within the telecommunications sector. The research employed a descriptive design. The study's target demographic comprised employees of small entrepreneurial enterprises. The research employed primary data gathered via questionnaires. The acquired data was analyzed using descriptive and inferential statistics. The research employs structural equation modeling to examine primary data collected from a sample of 74 small entrepreneurial enterprises within the telecoms industry. The study's findings indicate that strategic alliances have a considerable and favorable effect on the success of small entrepreneurial enterprises in the telecommunications sector.

Charles et al., (2021) investigated the influence of strategic alliance management on the performance of microfinance institutions in Rwanda. The target population comprised 491 MFIs, with a sample size of 220 determined using Slovene's formula. The study employed a descriptive research design. A systematic questionnaire was employed to gather primary data for the investigation. The acquired data was analyzed utilizing descriptive and inferential statistics. The relationship between strategic alliance management and MFI performance was determined by structural equation modeling (SEM). The study findings indicate that strategic alliances positively and significantly influence the performance of MFIs in Rwanda.

Bimbola et al., (2020) did a study to examine the impact of strategic alliances on the financial performance of construction firms in Nigeria. The study employed a survey design to gather data through questionnaires administered to construction experts. Three hundred sixty-three (363) participants contributed data for the study. Descriptive and inferential statistics were employed to analyze the study data. The study's findings indicated that strategic alliances

positively and significantly influence the financial performance of Nigerian construction enterprises.

Warutere and Shale (2018) examined the influence of strategic supplier alliance management on supply chain performance within Kenya's devolved government. A case from Murang'a County. The study included a descriptive survey research design alongside quantitative and qualitative approaches. The survey's target population consisted of 500 staff members from Murang'a County. Structured questionnaires served as the principal instrument for data collection. Descriptive and inferential statistics were employed to analyze the data. Pearson correlation analysis was employed to determine the relationship between variables. The study's findings indicated that strategic supplier alliance management positively and significantly influences devolved government supply chain performance in Kenya.

2.3.4 Organizational Culture and supplier relationship management and procurement performance

The organizational culture significantly influences a firm's efficacy in executing supplier relationship management techniques. In sugar processing companies in Western Kenya, a culture that prioritizes collaboration, transparency, and enduring connections can substantially improve the efficacy of supplier relationship management efforts. When a firm fosters a culture of mutual respect and transparent communication, supplier relationships tend to be more productive and harmonious (Etse et al., 2022).

An influential organizational culture affects employees' attitudes towards procurement processes, particularly their readiness to adopt new procurement technology and techniques. A culture of innovation may motivate employees to seek novel methods for engaging suppliers or enhancing procurement tactics. The organization's culture can influence the relationship between

supplier relationship management and procurement performance by either enhancing or obstructing the efficacy of these management methods, contingent upon the foundational cultural values (Karmila et al., 2024).

Kariuki (2024) examined the influence of organizational culture on the moderation of supplier relationship management and procurement performance in sugar processing companies in Western Kenya. The research was confined to the Western region of Kenya, concentrating primarily on sugar processing enterprises in that locale. The study employed a descriptive survey methodology, collecting data from 80 procurement officers in the region. The results indicated that organizational culture substantially influenced the efficacy of supplier relationship management in enhancing procurement performance. A robust culture of collaboration, respect for suppliers, and a unified goal for success were identified as factors that improve procurement methods by cultivating trust and mutual cooperation between companies and suppliers. The study determined that sugar processing companies in Western Kenya must match their organizational culture with the principles of supplier relationship management to enhance procurement performance.

Tiwari and Gupta (2023) conducted a regional study on the impact of organizational culture on supplier relationship management and procurement efficiency in South Asian manufacturing firms. This research was carried out in India and concentrated on large-scale industrial enterprises, namely within the sugar sector. The authors employed a survey methodology to gather data from 120 procurement managers and senior executives within the sugar production industry. The findings indicated that corporate culture significantly moderated the connection between supplier relationship management and procurement performance. Companies characterized by a culture of innovation and adaptation had superior procurement performance due to their enhanced implementation of supplier engagement strategies. The report advised South Asian companies to

cultivate an organizational culture that fosters collaborative supplier relationships to enhance procurement results.

Owino and Ochieng (2022) investigated the moderating influence of organizational culture on supplier relationship management and procurement performance within Kenyan agribusinesses. The research concentrated on the agricultural industry in Kenya, particularly sugar processing companies in Western Kenya. A survey methodology was employed, gathering data from 150 procurement officers from various sugar processing enterprises. The results indicated that organizational culture significantly enhanced the connection between supplier management and procurement performance. The research emphasized that a culture of transparency, adaptability, and collective objectives inside the business facilitated enhanced collaboration with suppliers, hence increasing procurement efficiency and lowering expenses. The authors determined that cultivating a favorable business culture could markedly improve procurement performance, particularly with supplier relationship management.

Kouvelis et al., (2021) performed a study on Supplier Relationship Management and Procurement Performance: A Global Analysis of the Effects of Supplier Collaboration. The study encompassed diverse worldwide businesses, concentrating on the influence of supplier collaboration on procurement effectiveness. The authors utilized a mixed-method approach, incorporating qualitative interviews with procurement managers and quantitative surveys to collect data. The research indicated that supplier collaboration markedly enhanced procurement performance through improved communication, trust, and shared risk management. Furthermore, organizational culture was recognized as a crucial moderating variable that affected the extent to which supplier engagement may enhance procurement results. The authors underscored the

necessity of synchronizing organizational culture with collaborative tactics to maximize the advantages of supplier relationship management.

2.4 Critique and Research Gaps

Mariko (2021) concentrated on supplier development inside the Kakira industrial organization; nevertheless, its restricted geographical reach and limited sample size may constrain the applicability of the findings to other locations or industries. The research would gain by examining various supplier engagement techniques in addition to supplier development. Nasiche et al. (2020) established a positive correlation between supplier training and the performance of sugarcane firms; nevertheless, the study's emphasis on farmers restricts its applicability to procurement contexts inside bigger organizations. Future study may encompass various segments of the sugar business. Amenya et al. (2022) investigated supplier training at Rongo University; however, the limited sample of university personnel may not accurately represent wider patterns in procurement performance across different sectors. The research could be broadened to encompass additional types of organizations for a more thorough review. Nabiliki et al. (2018) identified a beneficial effect of supplier training on procurement performance within food and beverage companies; however, their concentration on a single location (Nakuru East Sub-County) constrains the external validity of their findings. Expanding into various locations or industries may offer a comprehensive perspective on the impact of supplier training on procurement success.

Gatari et al., (2022) concentrated on state enterprises but neglected to examine the distinctive dynamics of the sugar processing sector, indicating a potential deficiency in sector-specific analysis. Muinde (2022) examined state institutions; nevertheless, the results may not be immediately relevant to private sector entities such as sugar processing enterprises, underscoring the necessity for sectoral distinction. Ogembo and Muturi (2019) focused on devolved

governments, which may not have the same procurement issues as private corporations in the sugar industry, indicating a deficiency in comprehending the correlation between contract management and procurement performance in private enterprises. Kariuki and Nyang'au (2019) concentrated on county governments; nevertheless, akin to prior research, they overlooked the unique procurement processes in the sugar processing sector, highlighting a need in the analysis of contract management's special influence within this industry.

Emami et al. (2022) examined strategic partnerships in the telecommunications sector; nevertheless, their conclusions may not be directly relevant to the sugar processing business, which possesses unique procurement dynamics. A gap exists in exploring how these alliances affect procurement performance in different industries, such as sugar processing. Charles et al. (2021) examined microfinance institutions; however, their conclusions may not be entirely applicable to manufacturing sectors such as sugar processing, which involve more intricate and operational procurement requirements. Bimbola et al. (2020) investigated construction firms; however, their emphasis on financial performance does not explicitly pertain to procurement performance, which is the primary subject of the present study. Warutere and Shale (2018) examined supplier partnerships in devolved government, which exhibit distinct supply chain features relative to the private sector, exemplified by sugar processing enterprises. These studies, albeit informative, fail to examine the direct influence of strategic partnerships on procurement performance in sugar processing enterprises in Western Kenya, highlighting a significant gap in the research.

Kariuki (2024) examined sugar processing firms in Western Kenya, providing significant insights into the impact of organizational culture on supplier relationship management. The study was constrained by a low sample size of 80 procurement officers, potentially failing to represent the different cultural dynamics present in the sugar business. Tiwari and Gupta (2023) investigated

large-scale sugar producers in India; however, their conclusions may not be immediately relevant to the smaller, context-specific enterprises in Western Kenya. Owino and Ochieng (2022) examined sugar processing enterprises in Kenya using a sample of 150 procurement officers; however, their research might be enhanced by a more thorough investigation of the specific cultural elements influencing various organizations. Kouvelis et al. (2021) performed a global analysis but did not concentrate on region-specific businesses such as sugar production, so overlooking particular nuances that could influence procurement performance in Western Kenya. These studies indicate a research deficit in examining the distinct moderating influence of organizational culture on supplier relationship management specifically in sugar processing enterprises in Western Kenya, considering different organizational sizes and cultures.

2.5 Conceptual Framework

This section shows the relationship between supplier relationship management and procurement performance of sugar processing firms in Western Kenya. This is presented in Figure 2.1.

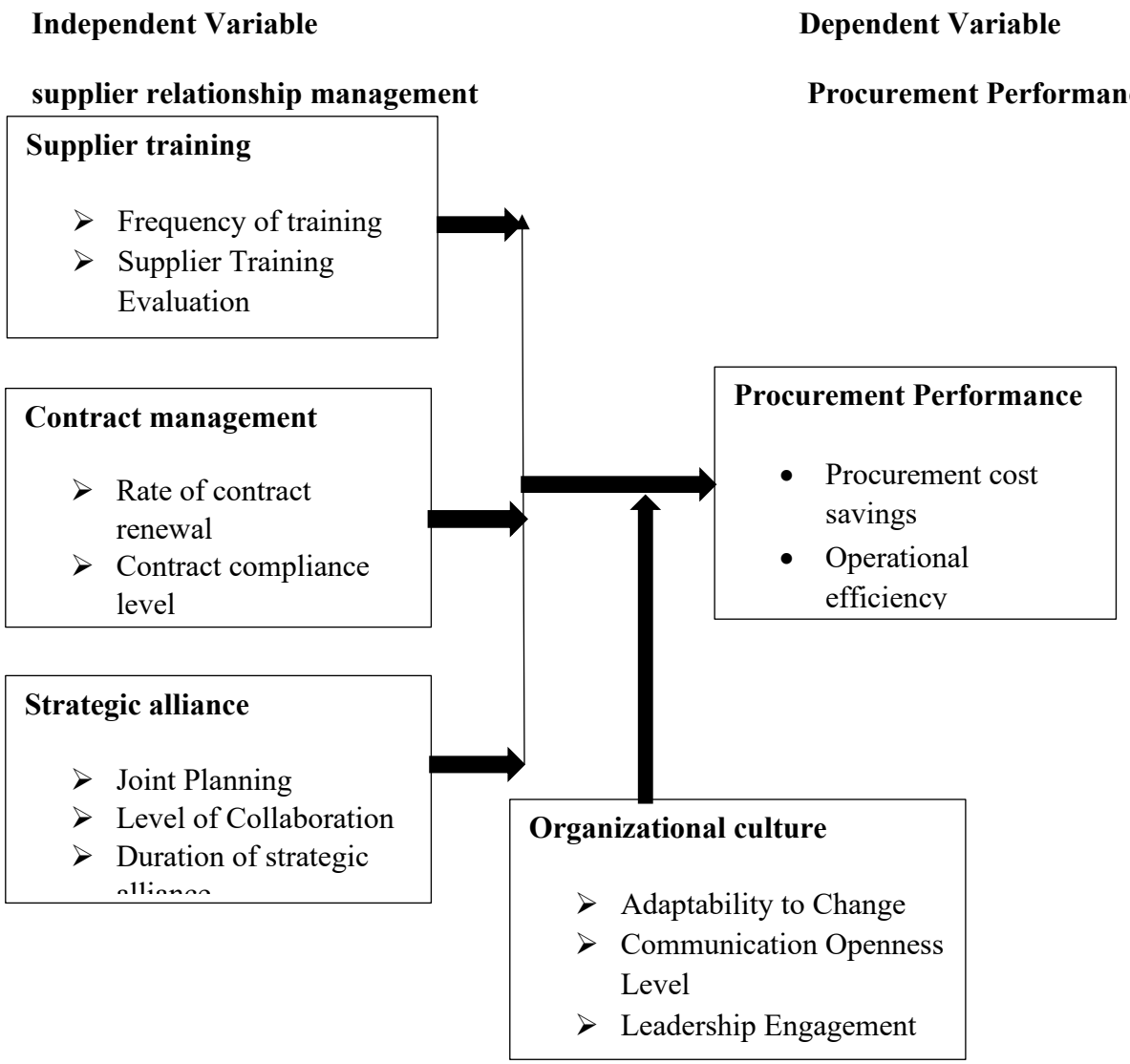

FIGURE 2. 1

Conceptual Framework

Source: Researchers Conceptualization

2.6 Summary of the Literature

According to the reviewed literature, good supplier relationship management (SRM) fosters cooperation, boosts communication, and increases supply chain efficiency, all of which have a substantial impact on procurement performance. Research highlights those strategies including contract management, supplier training, and strategic alliances strengthen supplier relationships,

which in turn increase quality, reduce costs, and ensure on-time delivery. The classification of these initiatives varies, nevertheless, with some being seen as supporting measures rather than fundamental SRM practices, according to experts. A crucial moderating factor that can either amplify or weaken the effect of SRM methods on procurement outcomes is organizational culture.

2.7 Operationalization of Variables

Type	Variable	Measurements	Measuring indicators
Independent	Supplier training	5-point Likert Scale	➢ Frequency of training ➢ Supplier Training Evaluation ➢ Skill Improvement
Independent	Supplier contract management	5-point Likert Scale	➢ Rate of contract renewal ➢ Contract compliance level ➢ Frequency of contact
Independent	Strategic alliance	5-point Likert Scale	➢ Joint Planning ➢ Level of Collaboration ➢ Duration of strategic alliance
Moderating	Organizational culture	5-point Likert Scale	➢ Adaptability to Change ➢ Communication Openness Level ➢ Leadership Engagement in SRM
Dependent	Procurement performance	5-point Likert Scale	➢ Procurement cost savings ➢ Operational efficiency

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter delineates the research design, target population, sample size and sampling technique, research instruments, reliability and validity of instruments, pilot study, data processing and presentation, and ethical considerations.

3.2 Research design

The research utilized a descriptive research design. This design was deemed most suitable for assessing the effect of supplier relationship management on procurement performance. This design also facilitates the acquisition of comprehensive data regarding the existing practices, conditions, and interrelations within sugar processing enterprises in Western Kenya. The study used a descriptive technique to thoroughly explore and assess various objectives, including supplier training, contract management, and strategic alliances, along with the moderating influence of organizational culture (Sileyew, 2019).

3.3 Target population

The study targeted 14 sugar manufacturing firms in the Western Kenya. From these firms the study will target 84 respondents comprising of 14 Merchandise Managers, 14 Procurement managers, 14 Store Managers, 14 Field Supervisors, 14 Chief Executive Officers and 14 marketing managers.

The research targeted the following respondents because they are directly involved in procurement and supplier management. Merchandise Managers will deliver insights on product sourcing and supplier coordination, Procurement Managers will provide expertise in procurement strategies and decision-making, Store Managers shared information regarding inventory management, Field Supervisors presented perspectives on supplier performance at the operational

level, and Chief Executive Officers furnished a strategic overview of the alignment between supplier relationships and overarching business objectives and performance.

TABLE 3. 1
Target Population

Name of Sugar firms	Merchandise Managers	Procurement managers	Store managers	Field Supervisors	Chief Executive Officers	Marketing manager	TOTAL
Chemelil sugar factory	1	1	1	1	1	1	6
Muhoroni sugar company	1	1	1	1	1	1	6
Mumias sugar company	1	1	1	1	1	1	6
Nzoia sugar factory	1	1	1	1	1	1	6
South Nyanza sugar company	1	1	1	1	1	1	6
Kibos Sugar and Allied Industries Limited	1	1	1	1	1	1	6
Sony sugar company	1	1	1	1	1	1	6
Butali sugar mills	1	1	1	1	1	1	6
West Kenya sugar company	1	1	1	1	1	1	6
Sukari Industries Limited	1	1	1	1	1	1	6
Busia	1	1	1	1	1	1	6
Kisii sugar factory	1	1	1	1	1	1	6
Olepito Sugar Factory	1	1	1	1	1	1	6
Naitiri Sugar	1	1	1	1	1	1	6
TOTAL	**14**	**14**	**14**	**14**	**14**	**14**	**84**

Source: Human resource registry for each firm

3.4 Sample Size and sampling technique

The research utilized a census survey to encompass all target respondents, guaranteeing the inclusion of every individual in the designated roles across the 14 sugar manufacturing firms. This method was ideal since it ensures thorough data acquisition from all pertinent stakeholders, yielding a holistic view of supplier relationship management procedures and procurement performance. Due to the limited and manageable number of respondents (84 individuals), a census survey eradicates sampling bias and guarantees that the results accurately represent the whole population concerned (Gupta & Gupta, 2022).

3.5 Data collection instruments

The research employed questionnaires using closed-ended questions on a 5-point Likert scale to gather data, as this approach is particularly effective for obtaining organized and quantitative replies from the intended participants. Questionnaires are cost-effective, allow anonymity, suitable for large groups. The Likert scale facilitates a precise assessment of attitudes, perceptions, and opinions regarding several facets of supplier relationship management and procurement performance. It also enables more efficient data processing by offering standardized replies that can be rapidly tallied and statistically examined. This method guarantees uniformity in responses, minimizes interviewer bias, and is effective for the extensive number of participants included in the study (Sharma , 2022).

3.6 Data collection procedure

Questionnaires will be distributed to the target respondents physically by the research assistant. A duration of three weeks will be allocated for the respondents to complete the questionnaires, providing sufficient time for thorough consideration of each item. Throughout this period, the research assistant will issue reminders to promote prompt responses and resolve any inquiries or issues. Upon receipt of the completed surveys, they will be evaluated for thoroughness and coherence. This data collection method guarantees that respondents have ample time to

formulate considered responses, while the researcher can provide assistance as necessary to improve response rates and data quality.

3.7 Pilot test

Pilot test is a small study that is carried out to determine the feasibility, reliability and validity of research instruments, procedures and methodologies prior to the actual study. In this study, the pilot test was carried out in West Valley Sugar in Kericho County, which targeted 5-10 percent of the total sample population to pre-test the data collection tool, that is, the questionnaire (Kaminska et al., 2022). Six respondents were purposely sampled to participate in this pilot phase, and they represent the key positions in the procurement process: 1 Merchandise Manager, 1 Procurement Manager, 1 Store Manager, 1 Field Supervisor, 1 Chief Executive Officer, and 1 Marketing Manager. Such participants were important in their feedback of the clarity, relevance, and comprehensiveness of the questionnaire items to make the appropriate changes prior to the collection of data in the main study.

3.7.1 Reliability of research instruments

Reliability refers to the consistency and stability of a research instrument in accurately measuring its intended variable across time. This study analyzed the reliability of the research instruments using Cronbach's alpha, a statistical method that evaluates the internal consistency of items inside a scale or questionnaire. A high Cronbach’s alpha value, typically above 0.7, indicates that the items reliably measure the same construct, hence ensuring the reliability and replicability of results in similar studies. Assessing reliability validates that the instrument delivers consistent and predictable data, therefore reducing measurement mistakes (Ahmed & Ishtiaq, 2021). The results were presented in Table 3.2.

TABLE 3.2
Reliability of Research Instruments

Variable	Cronbach alpha	Number of items	Result
ST	0.847	10	Reliable
SC	0.814	10	Reliable
SA	0.891	10	Reliable
OC	0.886	10	Reliable
PP	0.851	10	Reliable

Source: Data Source

From the results, supplier training, supplier contract management, strategic alliances, organizational culture and procurement performance had a Cronbach alpha 0.847, 0.814, 0.891, 0.886 and 0.851 respectively implying all the constructs were reliable.

3.7.2 Validity of research instruments

Validity denotes the degree to which a research instrument effectively assesses its target construct. Factor analysis was conducted to evaluate the validity of the research instruments in this study, utilizing the Kaiser-Meyer-Olkin (KMO) measure and Bartlett's test of sphericity to ascertain the data's suitability for factor analysis. A high KMO score and a substantial Bartlett's test indicate that the data is appropriate for factor analysis. Additionally, expert analysis was sought to guarantee that the instrument reflects the important structures of supply chain resilient strategies and organizational performance. This integrated methodology guarantees that the instrument possesses both conceptual and statistical validity, hence augmenting the trustworthiness of the study's results (Ahmed & Ishtiaq, 2021). The results were as shown in Table 3.3 below.

TABLE 3. 3
Validity of Research Instruments

			Bartlett's test of Sphericity		
Construct	No of Items	KMO	χ^2	Df	P-value
ST	10	0.893	758.671	45	0.000
SC	10	0.915	816.911	45	0.000
SA	10	0.866	815.656	45	0.000
OC	10	0.921	815.235	45	0.000
PP	10	0.907	752.373	45	0.000

Source: Data Source

The results showed that supplier training, supplier contract management, strategic alliances, organizational culture and procurement performance had a KMO value of 0.893, 0.915, 0.866, 0.921 and 0.907 respectively and a Bartlett's test had a p value of 0.000 for all the constructs indicating that the constructs were adequate and valid for conducting the study.

3.8 Data analysis and presentation

Data was subjected to cleaning, sorting, and coding before analysis using the Statistical Package for Social Sciences (SPSS) software. The cleaning step involved checking the absence of data, identifying and correcting mistakes, and ensuring that the data is properly prepared for analysis. Descriptive statistics, such as mean, standard deviation, frequencies, and percentages, wase employed to describe and clarify the essential properties of the data. This will clarify the general trends and distribution of responses among the variables.

To enable further research, inferential statistics such as correlation analysis, ANOVA, and multiple regression analysis was utilized to test hypotheses and examine the relationships between supplier relationship management and procurement performance. Correlation analysis determined the extent and direction of relationships among variables, while ANOVA assessed changes in procurement performance based on varying levels of supplier relationship management. Multiple regression analysis was utilized to predict the impact of supplier relationship management on procurement performance. The results of these studies was presented using tables, pie charts, and bar graphs to provide visual clarity and improve understanding of the findings.

The research employed the innovative index to transform categorical data derived from Likert scale responses into continuous data appropriate for statistical analysis. An innovation index (I), which varies from 0 to 1, was calculated by giving numerical values to qualitative answers like "strongly disagree" to "strongly agree" and combining them into a standardized score. This index quantitatively measured the strength of respondents' opinions, enabling

reliable comparison among variables. The innovative index facilitated the use of parametric statistical methods by converting ordinal data into a continuous scale, thus improving the accuracy, reliability, and interpretability of the analysis regarding the impact of supplier relationship management on procurement performance in sugar processing companies in Western Kenya. The following formular was used to calculate innovative index.

$$I = \frac{\sum(W \times n)}{H \times N} \text{ ……..…….(3.1)}$$

Where:

I- Innovation index/Sustainability Index

W-Weighting by respondent from the Likert scale e.g., 1, 2, 3, 4 and 5

n- Frequency of responses

N- Total number of respondents

H-Highest weight from the Likert scale i.e., 5

The indices interpretation according to Kassem, Khoiry, and Hamzah, (2020) was as per Table 3.4.

TABLE 3. 4
Index Interpretation

Index	Ranking
0-0.19	Very low
0.20-0.39	Low
0.40-0.59	Moderate
0.60-0.79	High
0.80-1.00	Very High

Source; Kassem et al. (2020); Sakhare and Patil (2019)

The multiple regression equations are;

$$\boldsymbol{y = \beta_0 + \beta_1 ST + \beta_2 SCM + \beta_3 SA + \varepsilon_1 \text{……(3.1)}}$$

$$\boldsymbol{y = \propto_0 + \propto_1 ST\ OC + \alpha_2 SCM\ OC + \alpha_3 SA\ OC + \varepsilon_2 \text{…….. (3.2)}}$$

Where:

y = Dependent Variable

βo = Constant of the regression model without the Moderator variable

$\beta_1 - \beta_3$ = Coefficients of the regression model without the moderator variable

$\propto_0$= Constant of the regression model with the Moderator variable

$\propto_1 - \propto_3$ = Coefficients of the regression model with the moderator variable

ST= Supplier Training

SCM =Supplier Contract Management

SA = Strategic alliance

OC=Organizational Culture

ε_1= Error term of the model without the moderating variable

ε_2= Error term of the model with the moderating variable.

3.9 Diagnostic tests

Diagnostics tests were analyzed to determine whether the linear regression models meet the assumption of normality, autocorrelation, heteroscedasticity and multicollinearity.

3.10.1 Test of Normality

The test of normality was done to determine if the data set under study is normally distributed and if the regression model observed the assumptions of linear regression. The null hypothesis for normality test states that the variables in the model are normally distributed. Normality should be checked because the validity of statistical procedures like parametric tests depends on it.

A normality test was done to guide the study on whether to use parametric or non-parametric tests. This test is important because parametric tests are based on the assumption of normal data distribution. Thus, if data is normally distributed, parametric tests are used, while when data is not normally distributed, non-parametric tests are used. The Shapiro Wilk test was administered to test the normality of the variables. A p values of the variables more than 0.05

implies data is normally distributed hence the study will failed to reject the null hypothesis (Keya & Rahmatullah, 2016).

3.10.2 Test of Autocorrelation

Autocorrelation is a statistical technique used to determine how closely two variables are related. Autocorrelation affects the standard error value of the parameter estimates, and the predictions based on the regression model estimates will be inefficient. The auto correlation of residues of the model was established via the Durbin Watson test. The basic assumption of the linear regression is that there was no auto correlation between the model residues hence independent. The values of the Durbin Watson test extend from 0 to 4. Items greater than 2 to 4 indicates negative autocorrelation while values less than 2 but greater than 0 shows positive autocorrelation. When the value derived is equal to 2 it indicates no auto correlation (Jesmin, 2014).

3.10.3 Test of Heteroscedasticity

Heteroscedasticity refers to a trend in a model's residuals in which the standard error of a variable is non-constant across a range of measured values. Heteroscedasticity is a concern because it makes results obtained through significant tests inaccurate, thus invalidating them. The presence of heteroscedasticity is a concern in regression because it invalidates significance tests that assume that the model errors all have a constant variance. The model was tested for heteroscedasticity through the scatter plot and the Breusch Pagan (BP) test which was used to gauge the linear regression assumption that residues in the model are not heteroscedastic and thus homoscedastic. The scatter plot shows the variability of the data over the second comprehensive range of predictor variables (Jong, 2019).

Breusch Pagan (BP) test was also used to establish the homoscedasticity of the variables in the model. The test has a null hypothesis that residual in the model are homoscedastic. When

the derived probability of the chi-square is greater than 0.05 at 5% significance level, the residuals in the model is homoscedastic (Jong, 2019).

3.10.4 Test of Multicollinearity

Multicollinearity is where two or more independent variables in the regression model are highly correlated with each other. The linear regression model assumes a null hypothesis that there exists no Multicollinearity among the variables in the study. The predictor variables in a model should not be highly correlated in that they don't produce autonomous results in the regression model. This can lead to problems with interpreting the regression coefficients because they are based on the notion that the predictor variables are not linearly related. Multicollinearity can also cause issues with model stability, meaning that the results of the model can change dramatically with small changes in the data. When multicollinearity is present, it can be difficult to determine which predictor variable has the biggest impact on the dependent variable. The Variance Inflation Factor (VIF) was used to establish the level of association amidst predictor variables in the regression model. VIF values ranging from 1 to 10 shows that the model has no Multicollinearity (Jong, 2019).

3.10 Ethical Consideration

The researcher obtained the research permit from the graduate school. A NACOSTI license will be acquired to ensure that the study adheres to the ethical standards required for research in Kenya. Informed permission was secured from all participants, ensuring their understanding of the study's aims, their involvement, and any possible risks. Participants were informed of their confidentiality rights, and data was anonymized to protect their identity. The study ensured voluntary participation, permitting individuals to withdraw at any time without consequences. The researcher ensured that the study does not negatively impact the participants or the wider community, maintaining integrity in data collection and reporting. The researcher shall acknowledge all information sources and avoid plagiarism, adhering to academic and

professional ethical standards. The results will be revealed openly and objectively, ensuring transparency and responsibility throughout the study process.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND DISCUSSION

4.1 Introduction

This chapter analyzes the data collected, presents and examines the findings on effect of supplier relationship management on procurement performance of sugar processing firms in Western Kenya.

4.2 Response rate

The researcher distributed questionnaires to all 84 targeted respondents, out of which 67 were fully filled and returned, resulting in a response rate of approximately 79.8%. According to Sataloff and Vontela (2021), a response rate above 60% is considered appropriate for research studies. Consequently, the number of responses in this study is both acceptable and suggests that the targeted population was well involved. As a result of this high response rate, the findings are reliable and show the results for the entire intended group. The results appeared in Table 4.1.

TABLE 4. 1

Response rate

Targeted respondents	Returned questionnaires	Response rate
84	67	79.76%

Source: Study data 2025

4.3 Demographic information

4.3.1 Age of the respondents

Respondents were asked to state their age brackets. The results in Figure 4.1 shows that 9% were below 25 years, 16% were between 25 and 34 years, 30% were between 35 and 44 years, 34% were between 45-54 years and 11% were 55 years and above.

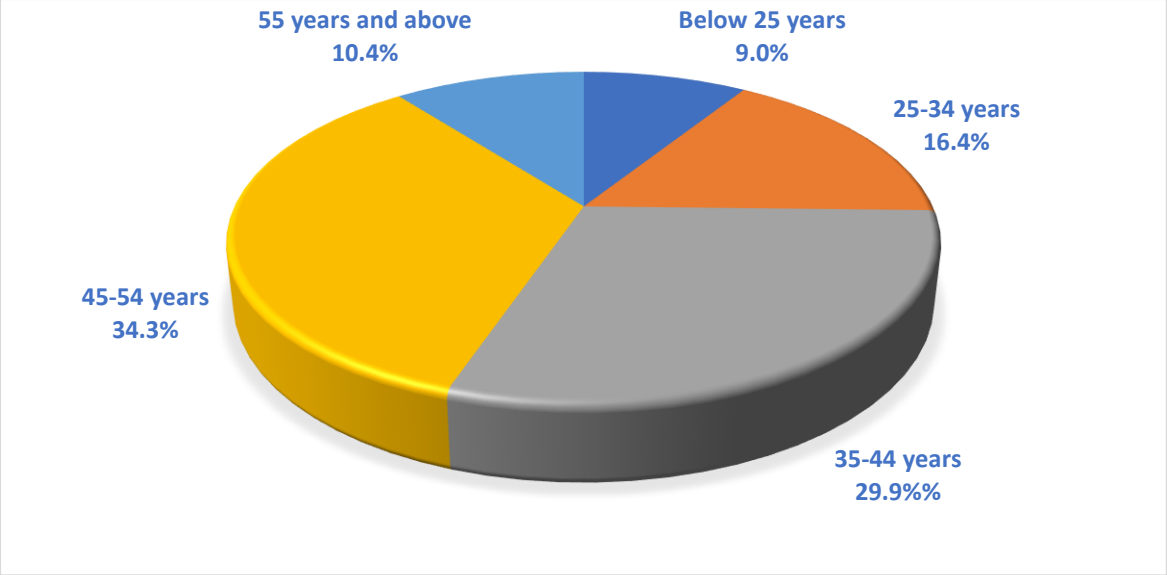

FIGURE 4. 1

Age of the respondents

Source: Study data 2025

Most of the respondents were between 35 and 54 years which suggests that many of them are skilled professionals at mid- to top levels in procurement. Therefore, the data shows that respondents have good knowledge about supplier relationship management and its effects on procurement results. Those aged 35 to 44 years are often in the middle of applying procurement strategies, while those 45 to 54 years more often lead projects, deal with contract issues and decide on forming strategic partnerships. It appears that staff from 25 to 34 are adding fresh ideas, while those under 25 tend to be starting out in their careers with little experience. At the same time, including individuals who are 55 years and older adds valuable strategy and the history of the organization to the research.

4.3.2 Level of education

Respondents were also asked to state their level of education. The findings shown in Figure 4.2 shows that 11.9% had certificate, 34.3% had diploma, 35.8% had bachelors degree, 13.4% had masters and 4.6% had PhD.

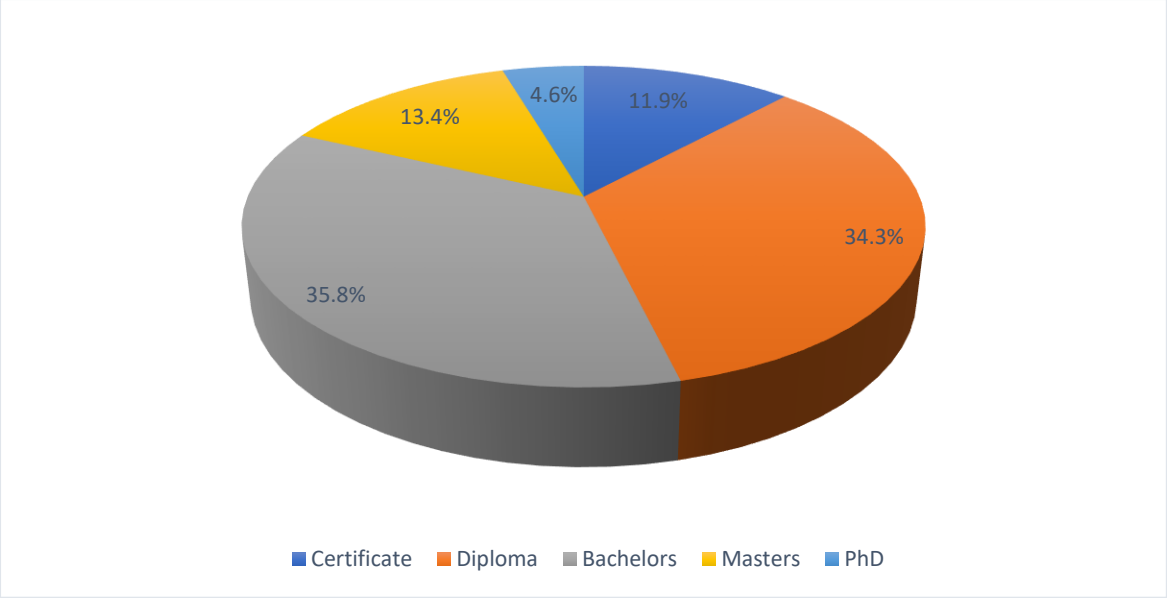

FIGURE 4. 2

Level of education

Source: Study data 2025

Most of the respondents have completed at least a diploma, so they were able to understand and use the main concepts in supplier relationship management and procurement. Those with diploma and bachelor's degrees likely represent operational and mid-level management staff who are directly involved in implementing supplier training, managing contracts, and forming strategic alliances core elements of the study's main objective. Respondents with master's degrees and PhDs, though fewer in number, likely occupy senior leadership or specialized roles, contributing strategic insights and advanced knowledge that can significantly influence procurement performance. Alternatively, individuals with only professional certificates are usually found in technical or assisting positions, giving a practical view of current procurement activities.

4.3.3 Years served in the sugar industry

Respondents were asked to state number of years they have served the sugar factory. The results in Figure 4.3 shows that 14% had served for less than 1 year, 22% had served

between 1 and 5 years, 31% had served between 6 and 10 years, 24% had served between 11 and 20 years and 9% had served for a period of more than 20 years.

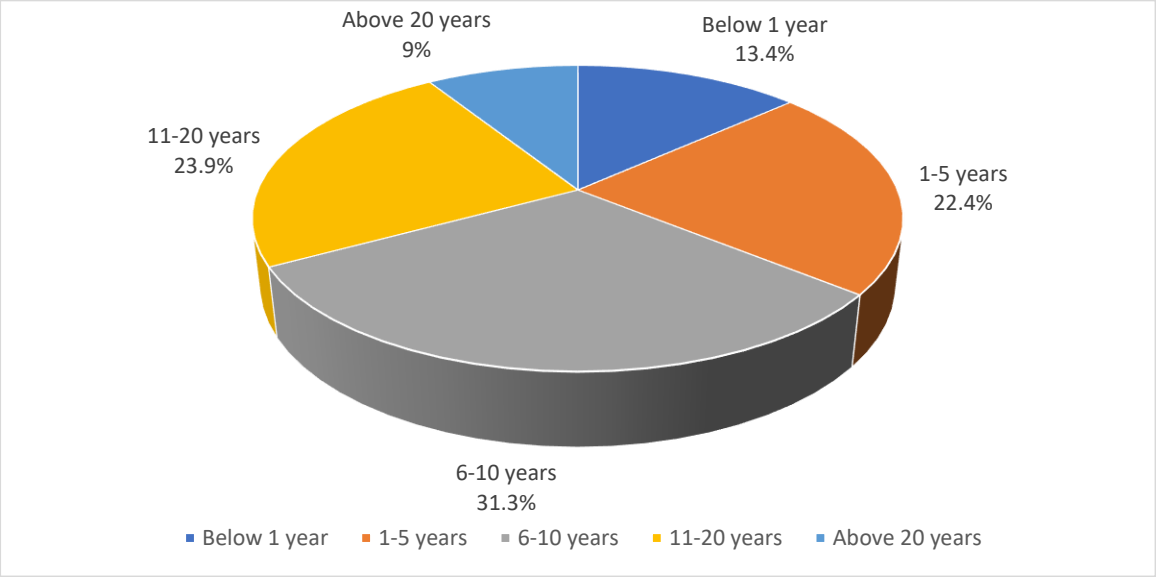

FIGURE 4. 3

Years served in the sugar industry

Source: Study data 2025

According to the results, a majority of the respondents had been working in the sugar factories for 6 to 20 years, indicating they are well acquainted with the company's supplier and procurement processes. Those who had worked for 6-10 years probably understand internal procurement well and have worked frequently with suppliers, so their inputs are valuable to the study's focus. Those with more than a decade and less than 20 years on the job are likely managers or supervisors who contribute important insights about how the company trains, manages contracts and builds alliances. People employed for over 20 years help the company understand the shifts in procurement performance over the years. At the same time, those with less than 5 years of experience may share new insights and information about current supplier relationship management trends.

4.4 Descriptive Statistics

4.4.1 Supplier Training and Procurement performance

The study sought to examine the effect of supplier training on procurement performance of sugar processing firms in Western Kenya. Respondents were asked to rate various statement and the results presented in Table 4.2.

TABLE 4. 2
Supplier Training and Procurement performance

No.	Statement	1 SD	2 D	3 N	2 A	1 SA	Total
1.	The frequency of supplier training programs is sufficient	19 28.4%	25 37.3%	6 9.0%	8 11.9%	9 13.4%	67 100.0%
2.	The number of suppliers attending training sessions is adequate	21 31.3%	17 25.4%	8 11.9%	11 16.4%	10 14.9%	67 100.0%
3.	I am satisfied with the content of the supplier training programs	12 17.9%	13 19.4%	5 7.5%	20 29.9%	17 25.4%	67 100.0%
4.	Supplier training has resulted in an improvement in supplier skills	8 11.9%	11 16.4%	7 10.4%	21 31.3%	20 29.9%	67 100.0%
5.	A high percentage of our suppliers have been trained in the last year	22 32.8%	19 28.4%	8 11.9%	11 16.4%	7 10.4%	67 100.0%
6.	Suppliers demonstrate an improved understanding of quality standards post-training	16 23.9%	18 26.9%	9 13.4%	14 20.9%	10 14.9%	67 100.0%
7.	Training programs are regularly updated based on industry needs	19 28.4%	23 34.3%	4 6.0%	12 17.9%	9 13.4%	67 100.0%
8.	The training sessions are effectively communicated to all suppliers	21 31.3%	18 26.9%	6 9.0%	10 14.9%	12 17.9%	67 100.0%
9.	Supplier training has reduced errors in the procurement process	8 11.9%	11 16.4%	7 10.4%	22 32.8%	19 28.4%	67 100.0%
10.	Training programs are aligned with our procurement goals and strategies	26 38.8%	17 25.4%	6 9.0%	10 14.9%	8 11.9%	67 100.0%

Source: Study data 2025

From Table 4.2, participants were asked if the frequency of their supplier training programs was appropriate. Twenty-eight percent of respondents strongly disagreed, thirty-seven percent disagreed, nine percent were neutral, eleven percent agreed and thirteen percent strongly agreed. The findings suggest that most respondents thought supplier training programs

were not happening enough which means many suppliers may feel they have insufficient training. This perception points to a potential gap in the support provided by sugar processing firms to their suppliers, which could negatively impact procurement performance by limiting suppliers' ability to improve their skills, comply with standards, or adapt to changing procurement requirements. A smaller number of people agreed which shows that although some suppliers are satisfied with how frequently they are trained, most are not, perhaps because training programs are not consistent across all suppliers. A small group of participants remained unsure which might have happened because they had not fully participated in the training.

Respondents reported whether the number of suppliers who join training sessions is appropriate. As you can see from the findings, 31.3% strongly disagreed, 25.4% disagreed, 11.9% were neutral, 16.4% agreed and 14.9% strongly agreed. It appears that most respondents think the number of suppliers who participate in training is not enough to greatly improve procurement performance. This indicates that either some suppliers do not have access to the training or enough is not being done to get everyone to attend. These issues can reduce how useful supplier training programs are and weaken the whole aim of making procurement better. Not many participants agreed, with some suggesting that the level of supplier participation is enough, likely because training is managed better in some places. Observably, some replies were undecided, possibly because they did not have all the information about training attendance which calls for more openness and communication from the organization.

The study wanted to understand if the participants are happy with what is taught in the supplier training programs. The findings were that 17.9% strongly disagreed, 19.4% disagreed, 7.5% were neutral, 29.9% agreed and 25.4% strongly agreed. The results show that most people were pleased with the curriculum in the supplier training, meaning that they feel the training is helpful and valuable for their work. Yet, a big percentage of respondents showed displeasure,

showing that the training might not cover everything needed, be delivered well or match what suppliers are looking for which may affect the success of such programs. Some of the participants did not form a clear opinion which might be because they did not experience the training enough to form a strong opinion or did not receive adequate information about the training's goals and achievements.

Participants were questioned about whether skills among their suppliers had improved as a result of training. Only 11.9% of the respondents strongly disagreed, while 16.4% disagreed; 10.4% were neutral, 31.3% agreed and 29.9% strongly agreed. The majority of respondents said that supplier training improved their skills, indicating that the training initiatives are successfully improving how suppliers operate which should positively affect procurement results in the sugar processing firms. Even so, a fair number of the respondents differed in opinion, pointing out issues with the training such as its usefulness and relevance and requested a deeper evaluation and possible improvement of the programs. Some people remained neutral, possibly because they had less opportunity to be trained, were unsure what the training would achieve or did not notice a strong relationship between the training and skill growth.

The research aimed to discover if the majority of suppliers have taken part in training within the year. The responses revelead that 32.8% disagreed the most, 28.4% disagreed, 11.9% were neutral, 16.4% agreed and 10.4% strongly agreed. From the results, it appears that most participants feel that supplier training coverage is still low which indicates that it is not reaching enough people to really enhance procurement results. This means firms may struggle with making or carrying out training programs a priority. Only a few people in the survey agreed that many suppliers were trained, suggesting that some work is being done to boost supplier capabilities, but this is not being done widely or consistently by all companies. People who chose not to take sides may not know clearly what is being taught or may not receive enough

information which could mean there is a gap or differences in how training is carried out in the sector.

Those who completed the courses were asked if suppliers have improved their knowledge of quality standards because of the training. Of the total respondents, 23.9% strongly disagreed, 26.9% disagreed, 13.4% were neutral, 20.9% agreed and 14.9% strongly agreed. According to the survey, a large proportion of respondents felt that suppliers did not improve their knowledge of quality standards after receiving training, suggesting that the present training methods may not be helping them meet required quality standards. It means that training on quality standards may not be strong enough in some areas. Less than half the group thought that there had been an improvement which suggests that for some suppliers, the training has helped them understand quality expectations. Those who chose not to act may doubt how much the training affected quality or may not have seen much change in how suppliers performed which suggests that a clearer plan for evaluating and explaining training results could help.

Participants were asked if training programs were updated every so often to fit with industry standards. Of the participants, 28.4% strongly disagreed, 34.3% disagreed, 6.0% were neutral, 17.9% agreed and 13.4% strongly agreed. Based on the results, many participants believe that the industry's training programs are not often updated to keep up with the needs of the sugar processing industry. Because of this, the training's usefulness and effect on improving procurement performance may be reduced. A number of respondents confirmed that updates are frequent which indicates that the training is being updated as the industry evolves. People who do not take a side may not be confident about how often or how well training is being reviewed and revised which may indicate a lack of information sharing.

The study wanted to learn if the training sessions were efficiently shared with all suppliers. According to the results, 31.3% strongly disagreed, 26.9% disagreed, 9.0% were

neutral, 14.9% agreed and 17.9% strongly agreed. It appears from the results that the majority of suppliers did not agree that all training information was delivered well, suggesting a major obstacle in getting all suppliers involved. Because of this communication gap, suppliers might not join in and the effectiveness of training programs in raising procurement results could decrease. A group of respondents felt the communication was efficient, so it seems that some companies are aware of training available to them, though this isn't always the case. Those who didn't take a side may feel uncertain about how much and how clearly information was shared which may be because of differences in how training is delivered.

Respondents were asked how much supplier training has helped to lower procurement-related errors. Of the people who responded, 11.9% strongly disagreed, 16.4% disagreed, 10.4% were neutral, 32.8% agreed and 28.4% strongly agreed. Most of the respondents agreed that supplier training has helped lower errors in procurement, implying that the training programs successfully improve both accuracy and efficiency which can improve the performance of the sugar processing firms. On the other hand, a large number of respondents gave another point of view, meaning that for some, the training might not have covered the main causes of errors or that there are other things causing mistakes in procurement. Those who did not take a side might doubt how training helps to reduce errors or may lack information about the results of procurement, so more effort is needed to clarify how training supports the process.

Participants were asked if they saw a link between training and the aims of the procurement department. According to the research, 38.8% took a strong stance against the statement, 25.4% disagreed, 9.0% did not say one way or another, 14.9% agreed and 11.9% strongly agreed. Most of those surveyed disagreed with the statement about training programs, suggesting that supplier training does not meet the main procurement needs at sugar processing firms in Western Kenya. Because the training and supplier skill sets are not in sync, the

influence on procurement may not be as strong as desired. Alternatively, only a limited number of respondents agreed, indicating that many firms still struggle to connect their training to their main objectives. A few individuals did not take a position which could show that they either didn't notice the connection between what was taught and procurement or that they simply weren't interested.

4.4.2 Contract Management and Procurement performance

The study sought to determine the effect of supplier contract management on procurement performance of sugar processing firms in Western Kenya. Respondents were asked to rate various statements that helped in determining how supplier contract management affects procurement performance. The results were shown in Table 4.3.

TABLE 4. 3

Contract Management and Procurement performance

No.	Statement	1 SD	2 D	3 N	4 A	5 SA	Total
1.	Supplier contracts are regularly reviewed and updated	9 13.4%	10 14.9%	9 13.4%	19 28.4%	20 29.9%	67 100.0%
2	The terms and conditions of supplier contracts are clear and understandable	11 16.4%	12 17.9%	7 10.4%	19 28.4%	18 26.9%	67 100.0%
3	Supplier adherence to contract terms is high	7 10.4%	9 13.4%	6 9.0%	23 34.3%	22 32.8%	67 100.0%
4	Disputes related to supplier contracts occur infrequently	17 25.4%	24 35.8%	8 11.9%	9 13.4%	9 13.4%	67 100.0%
5	Contract management procedures are well-defined and followed	19 28.4%	25 37.3%	4 6.0%	11 16.4%	8 11.9%	67 100.0%
6	Suppliers are always aware of the expectations set in the contract	21 31.3%	23 34.3%	5 7.5%	19 28.4%	8 11.9%	67 100.0%
7	The contract renewal process is conducted smoothly and timely	17 25.4%	24 35.8%	5 7.5%	10 14.9%	11 16.4%	67 100.0%
8	The contract terms allow flexibility to accommodate market changes	23 34.3%	17 25.4%	8 11.9%	9 13.4%	10 14.9%	67 100.0%
9	Contract management is supported by effective tracking systems	21 31.3%	17 25.4%	6 9.0%	12 17.9%	11 16.4%	67 100.0%
10	The clarity of contract terms contributes to better supplier relationships	9 13.4%	8 11.9%	8 11.9%	19 28.4%	23 34.3%	67 100.0%

Source: Study data 2025

Respondents were asked in Table 4.3 whether they regularly check and update their supplier contracts. It was found that 13.4% disagreed and 14.9% strongly disagreed, 13.4% were undecided, 28.4% agreed and 29.9% strongly agreed. Most respondents said they regularly checked and updated supplier contracts which suggests that companies in the Western Kenyan sugar sector are periodically managing their contracts. By constantly updating and reviewing contracts, organizations can keep them current, follow the rules and match what is needed in the procurement field. Even so, a significant number of participants disagreed which indicates that in some companies, supplier agreements are not prioritized, so the terms used

may no longer reflect current needs and the procurement system might not function well. A limited number of participants chose neutrality, suggesting that some may be unsure about contract management responsibilities or not involved, suggesting a gap in the way procurement information is shared.

The views of the participants were asked concerning the clarity and understandability of supplier contract terms. The research found that 16.4% strongly disagreed, 17.9% disagreed, 10.4% remained neutral, 28.4% agreed and 26.9% strongly agreed. According to the findings, many sugar processing firms in Western Kenya are probably using clear and easy-to-follow terms and conditions in their supplier contracts. Clarity like this can help everyone understand their duties, avoid arguments and perform procurement better. Nevertheless, a lot of responses indicated that in certain companies, supplier agreements are still unclear enough to allow for errors or misunderstandings that reduce the efficiency of procurement. A portion of respondents responded in a neutral way which could suggest they have not been involved enough in interpreting contracts or have not learned enough about their details.

Asked about how suppliers stick to the contract terms, 10.4% strongly disagreed, 13.4% disagreed, 9.0% were unsure, 34.3% agreed and 32.8% strongly agreed. According to the findings, a lot of the respondents noted that suppliers regularly stuck to the terms of their agreements. It follows that the ways the sugar processing companies manage their contracts are successful in making suppliers accountable and reliable. A high rate of agreement from respondents means contract adherence probably helps improve procurement outcomes, making work more efficient, faster and cost-effective. Still, a large number of participants disagreed, pointing out that sometimes suppliers do not stick to the terms of the contract, leading to problems with timely purchases, expenses and quality. Some respondents did not express an opinion, suggesting they might not be well informed or take part in supplier choices or that their suppliers' performance varies too much for them to decide.

It was important to the study to understand if disputes about supplier contracts occur often. Among the responses, 25.4% strongly disagreed, 35.8% disagreed, 11.9% did not take a side, 13.4% agreed and 13.4% strongly agreed. According to the data, most participants thought that supplier disputes are infrequent, meaning there are not many conflicts between suppliers and sugar processing firms in the region. So, supplier contract management tends to prevent many problems and ensures both sides understand what is expected from each other. Yet, several participants said that these difficulties are common, suggesting that some firms deal with problems in contract clarity, compliance or enforcement which could slow down procurement. Some respondents did not express a clear opinion, possibly because they are not well-versed in contracts, have unclear thoughts about how often disagreements arise or because their experiences differ from firm to firm or department to department.

The goal of the study was to establish if contract management procedures were clearly established and always used. The analysis found that 28.4% did not agree at all, 37.3% agreed to some extent, 6.0% were neutral, 16.4% were in agreement and 11.9% strongly agreed. Results from the study suggest that most respondents think contract management is unclear and not followed which points to the possibility of many sugar processing firms in Western Kenya not having clear and consistent contract procedures. As a result, it may be due to documentation, standardization or enforcement issues which can lead to inefficiencies, higher risks or supplier miscommunications in procurement. On the other side, only a few respondents agreed which suggests that not all firms in the industry use and follow the same procedures. Certain respondents chose not to decide, perhaps because they were unsure, had little involvement in contracts or procedures were not always the same within their companies.

Experts asked if suppliers knew clearly what the contract required of them. It appears from the findings that 31.3% strongly disagreed, 34.3% disagreed, 7.5% had no opinion, 28.4% agreed and 11.9% strongly agreed. Based on the findings, a great majority of the respondents

believed suppliers were not always aware of the expectations in the contract, suggesting that communication between the parties is sometimes inadequate. When people aren't aware of the rules, disagreements, rule-breaking and poor results may result which negatively impacts procurement. Conversely, a large number of survey participants reported that some companies put effort into explaining what is expected from suppliers which helps bring about better matching, more accountability and smoother performance of contracts. A small percentage of respondents did not take a side, suggesting that some have doubts about the clarity of supplier engagement rules or that they differ when applied to various supplier partners.

Participants in the survey were asked how quickly and smoothly the process of contract renewal had gone. Participants reported that 25.4% strongly disagreed, 35.8% disagreed, 7.5% were neutral, 14.9% agreed and 16.4% strongly agreed. According to the results, the majority of plant managers said they did not think the contract renewal process was smooth and timely, suggesting that many sugar processing firms in Western Kenya struggle with handling contract renewals. This suggests there may be delays, poor organization or no standardized method, leading to trouble with suppliers and reduced procurement performance. Many participants similarly agreed, saying that some companies have put good systems in place for managing renewals which leads to less disruption. Some respondents did not give a clear answer which may be explained by their lack of participation in the renewal process or differences in renewal efficiency between departments and suppliers.

The research aimed to see if respondents believe that the terms of their contracts can respond to changes in the market. In the results, 34.3% strongly disagreed, 25.4% disagreed, 11.9% were neutral, 13.4% agreed and 14.9% strongly agreed. The analysis suggests that a large number of respondents believed that their contracts were not flexible when it comes to adapting to market changes, suggesting that many sugar processing firms in Western Kenya have inflexible procurement terms. Not being flexible may mean that companies can't respond

well to changes in supply, pricing or demand which could result in poorer procurement results. At the same time, a major number of respondents agreed that there are examples where contracts do include flexibility, demonstrating that some good practices exist in supplier contract management. A smaller group did not take a side because they are unsure about the agreement or its meaning which could be caused by little involvement in making the contract or fewer opportunities to communicate.

Contract management support was assessed through finding out whether effective tracking systems were in use. As a result, 31.3% strongly disagreed, 25.4% disagreed, 9.0% stayed neutral, 17.9% agreed and 16.4% strongly agreed. The findings indicate that many sugar processing firms in Western Kenya are not using effective tracking systems to manage their supplier contracts. Due to this gap, it might be difficult to fulfill compliance requirements, ensure fast delivery and achieve good procurement results. On the other hand, a good number of participants agreed that effective systems are in place to track contracts, suggesting that some companies have put programs or tools in place to improve oversight of their contracts. Some who did not participate may have not been sure or well-informed about tracking systems, perhaps because each firm handles contract management differently.

The research aimed to find if clear contract terms help improve relationships with suppliers. Out of all people surveyed, 13.4% strongly disagreed, 11.9% disagreed, 11.9% remained neutral, 28.4% agreed and 34.3% strongly agreed. Most of the participants agreed that well-defined contract terms lead to better relations with suppliers, reflecting that many sugar processing firms realize the positive effect of clear contracts. It appears that strong contracts lead to better results in procurement, mainly due to stronger relationships with suppliers. Meanwhile, a portion of respondents disagreed, possibly suggesting that a few firms encounter other problems that reduce the good effects of having clear contracts. Those who

chose not to take a side may question the advantages of clear contracts because of the diverse practices and supplier connections they see among companies.

4.4.3 Strategic Alliance and Procurement performance

The study sought to establish the effect of strategic alliance on procurement performance of sugar processing firms in Western Kenya. Various statements were asked to help in establishing how strategic alliance affects procurement performance. The results were shown in Table 4.4.

TABLE 4. 4

Strategic Alliance and Procurement performance

No.	Statement	1 SD	2 D	3 N	4 A	5 SA	Total
1.	Our company has formed multiple strategic partnerships with suppliers	10 14.9%	8 11.9%	6 9.0%	23 34.3%	20 29.9%	67 100.0%
2	Strategic alliances with suppliers are regularly reviewed for effectiveness	19 28.4%	23 34.3%	8 11.9%	7 10.4%	10 14.9%	67 100.0%
3	We engage in joint strategic planning with our suppliers regularly	18 26.9%	23 34.3%	7 10.4%	12 17.9%	7 10.4%	67 100.0%
4	We share resources and technology with our key suppliers	23 34.3%	17 25.4%	6 9.0%	11 16.4%	10 14.9%	67 100.0%
5	Our company has more long-term relationships with suppliers than short-term	11 16.4%	12 17.9%	6 9.0%	17 25.4%	21 31.3%	67 100.0%
6	There is a high level of mutual trust in our supplier alliances	14 20.9%	17 25.4%	7 10.4%	17 25.4%	12 17.9%	67 100.0%
7	Strategic alliances with suppliers have led to innovation in our supply chain	9 13.4%	11 16.4%	6 9.0%	21 31.3%	20 29.9%	67 100.0%
8	The strategic alliances significantly improve procurement efficiency	6 9.0%	9 13.4%	7 10.4%	26 38.8%	19 28.4%	67 100.0%
9	We prioritize collaborative decision-making with our strategic suppliers	10 14.9%	9 13.4%	7 10.4%	24 35.8%	17 25.4%	67 100.0%
10	Our strategic alliances contribute to improved overall procurement performance	9 13.4%	8 11.9%	6 9.0%	23 34.3%	21 31.3%	67 100.0%

Source: Study data 2025

Respondents were asked in Table 4.4 whether their company has entered into multiple strategic agreements with suppliers. 14.9% strongly disagreed, 11.9% disagreed, 9.0% felt neutral, 34.3% agreed and 29.9% strongly agreed. The findings indicate that most of the respondents felt that their company has worked out several strategic partnerships with suppliers, meaning that forming alliances with suppliers is widely used by sugar firms in the region. As a result, firms see that working with suppliers cooperatively improves their procurement, probably because of better supply chain coordination, reduced costs and greater reliability. Likewise, a some of participants disagreed, suggesting that some organizations may still hesitate to enter multiple strategic partnerships as a result of trust issues, not-matching goals or limited resources. The percentage of people who were neutral suggests either a lack of knowledge or uncertainty about these alliances in their organizations or that the practice is still developing in some companies.

Participants were asked to say if they frequently review alliances with suppliers to judge their effectiveness. As a result, 28.4% strongly disagreed, 34.3% disagreed, 11.9% didn't agree or disagree, 10.4% agreed and 14.9% strongly agreed. Most respondents disagreed that reviews of alliances with suppliers are regular which may expose a deficit in assessing such relationships among sugar firms in Western Kenya. As a result, strategic alliances may struggle to maximize their impact on procurement results. If there are no regular reviews, businesses might miss chances to enhance their performance, discover partners isn't meeting expectations or miss changes in the supply chain. However, fewer respondents agreed, suggesting that some businesses are committed to assessing how well their alliances work which is a positive habit for ongoing progress. A small group said they weren't sure which may indicate that those organizations are not fully aware of such evaluations or are not always included in key decision-making.

One aim of the study was to discover if businesses and their suppliers collaborate on strategic planning often. Out of all the responses, 26.9% strongly disagreed, 34.3% disagreed, 10.4% were neutral, 17.9% agreed and 10.4% strongly agreed. It is clear from the results that most respondents do not think their firms regularly plan strategies together with their suppliers, so joint planning is not widespread in sugar processing businesses in Western Kenya. It appears that procurement processes are not well coordinated which might stop strategic alliances from improving how procurement is carried out. Alternatively, smaller number of respondents disagreed which suggests that, although a few firms have started to work together on planning with suppliers, many companies have yet to adopt this method. Some respondents did not have an opinion, possibly because they were not sure, lacked information or because of differences in how joint planning is carried out at different firms.

The study wanted to see if firms provide key suppliers with resources and technology. According to the findings, 34.3% strongly disagreed, 25.4% disagreed, 9.0% were neutral, 16.4% agreed and 14.9% strongly agreed. The study found that the majority of respondents disagreed their companies work with key suppliers by sharing resources and technology, so chances for improving procurement efficiency and performance through collaboration are limited. As a result, many sugar processing organizations in Western Kenya may work on their own, missing opportunities to share resources and technology that could save them money, help with innovation and improve their supply chain. Smaller number of respondents also agreed, showing that some firms see the benefits of collaboration and are exchanging resources and technologies with their suppliers. A small number of respondents did not take a position, most likely because they do not know much about their firms' actions or there are inconsistencies in how things are done.

People were asked if their firm tends to have longer lasting relationships with suppliers or shorter ones. According to the results, 16.4% said they strongly disagreed, 17.9% disagreed,

9.0% were neutral, 25.4% agreed and 31.3% strongly agreed. It was found that the majority of the respondents agree their companies build more lasting relationships with suppliers than short-term ones, indicating that many sugar processors in Western Kenya consider lasting supplier ties to be important for their strategy. Therefore, partners in the supply chain are committed to stability, trust and continuous work which can boost procurement performance with improved communication, dependable supply and mutual benefits. Even so, a smaller share of participants disagreed, showing that some firms continue to value brief, mainly transactional partnerships and may miss out on the advantages of having long-term relationships. A small number of responses indicated neutrality, possibly because their company's procurement strategies were not clear or supplier interactions differed.

The team asked the participants if they trusted their suppliers a lot. The conclusion was that 20.9% strongly disagreed, 25.4% disagreed, 10.4% remained neutral, 25.4% agreed and 17.9% strongly agreed. According to the research, trust which is crucial for good partnerships, is absent in many procurement relationships within the sugar processing sector in Western Kenya. A lack of trust could make it harder to share information, communicate openly and collaborate for a long period, harming the performance of procurement. At the same time, some participants admitted that some companies have succeeded in building trust with their suppliers which results in more stable and successful relationships. Some respondents did not state a preference which might suggest that they are unsure about trust or that trust levels vary with their different suppliers.

The study test whether partnering with suppliers has encouraged advancements in supply chain management. 13.4% strongly disagreed, 16.4% disagreed, 9.0% did not have an opinion, 31.3% agreed and 29.9% strongly agreed. The results show that a large number of respondents feel that working closely with suppliers has resulted in more innovative approaches in the supply chain which means many sugar processing firms in Western Kenya

are benefiting from these efforts, mainly by introducing new techniques or bettering their processes. It proves that strong partnerships play a big role in injecting creativity and efficiency into procurement tasks. Still, a few firms disagreed which may mean that their supplier collaborations have not yet led to significant innovation, possibly because their partnerships are not very strong. A few people did not take a position, possibly owing to a lack of information, varied outcomes or the alliance being implemented just recently.

The researcher also wanted to determine if having strategic alliances helps improve the efficiency of purchasing. Among those who responded, 9.0% strongly disagreed, 13.4% disagreed, 10.4% did not offer an opinion, 38.8% agreed and 28.4% strongly agreed. Research results show that most participants agreed that strategic alliances help sugar processing firms in Western Kenya improve their procurement performance through more coordinated processes and effective relationships with suppliers. It means that many people trust strategic partnerships to help businesses perform well and reach their procurement objectives. A few respondents disagreed which suggests that certain firms are not noticing visible improvements, perhaps because of poorly formed alliances, poor implementation or lack of partner commitment. A number of participants did not choose a side which could mean they were unsure, did not witness much from strategic alliances or found both benefits and drawbacks within their organizations.

Respondents were asked about the importance that firms give to making decisions in partnership with their strategic suppliers. Only 14.9% of the population strongly disagreed, 13.4% disagreed, 10.4% remained neutral, 35.8% agreed and 25.4% strongly agreed. Most respondents supported the view that sugar processing firms in Western Kenya appreciate the value of making decisions together with their key suppliers. This means there is now a wider practice of considering others and teaming up which results in better goal alignment, faster reactions and stronger relationships with suppliers, all of which improve procurement

performance. Not all respondents agreed, suggesting that some firms use a single-leader or separate decision approach which could make their strategic alliances less effective. A number of respondents did not agree or disagree which might mean they were uncertain, followed inconsistent rules or were not closely involved in decisions.

Participants were asked if partners in strategic alliances help firms deliver better procurement results. Based on the results, 13.4% strongly disagreed, 11.9% disagreed, 9.0% were neutral, 34.3% agreed and 31.3% strongly agreed. The information suggests that most respondents agreed that alliances between sugar processing companies and their suppliers help improve procurement performance which means that many sugar processing firms in Western Kenya feel that working together with their suppliers offers clear benefits. As a result, strategic alliances have a good effect on important procurement goals including avoiding expenses, ensuring quality, promptness and trust in suppliers. Not many respondents disagreed which might show that some firms have not improved much because of unclear alliances, a shortage of trust or weak implementation approaches. A small number of people said they were neutral, possibly because they did not know much, experienced inconsistent results or were less involved in strategies for purchasing.

4.4.4 Organizational Culture and supplier relationship management and procurement performance

Respondents were asked to rate the following statements in Table 4.5 in order to help in determining the moderating effect of organizational culture on the relationship between supplier relationship management and procurement performance of sugar processing firms in Western Kenya.

TABLE 4. 5

Organizational Culture and supplier relationship management and procurement performance

No.	Statement	1 SD	2 D	3 N	4 A	5 SA	Total
1.	There is open communication between departments on procurement matters	21 31.3%	18 26.9%	6 9.0%	11 16.4%	11 16.4%	67 100.0%
2	Management supports long-term relationships with suppliers	19 28.4%	21 31.3%	7 10.4%	11 16.4%	9 13.4%	67 100.0%
3	Our organizational culture encourages cross-functional collaboration in procurement	22 32.8%	22 32.8%	6 9.0%	9 13.4%	8 11.9%	67 100.0%
4	Ethical procurement practices are prioritized and supported by the organization	17 25.4%	25 37.3%	6 9.0%	7 10.4%	12 17.9%	67 100.0%
5	The organizational values align with supplier relationship management strategies	8 11.9%	7 10.4%	7 10.4%	21 31.3%	24 35.8%	67 100.0%
6	There is a strong focus on supplier relationship management within the company	16 23.9%	26 38.8%	4 6.0%	12 17.9%	9 13.4%	67 100.0%
7	Organizational culture promotes a collaborative approach to problem-solving with suppliers	11 16.4	13 19.4%	7 10.4%	17 25.4%	19 28.4%	67 100.0%
8	The company values transparency and trust in supplier relationships	7 10.4%	13 19.4%	5 7.5%	21 31.3%	21 31.3%	67 100.0%
9	There is strong alignment between organizational culture and procurement goals	19 28.4%	24 35.8%	7 10.4%	10 14.9%	7 10.4%	67 100.0%
10	Organizational culture facilitates quick decision-making in procurement	18 26.9%	23 34.3%	9 13.4%	8 11.9%	9 13.4%	67 100.0%

Source: Study data 2025

As shown in Table 4.5, the survey asked if there was open communication between departments on procurement matters. 31.3% of participants strongly disagreed, 26.9% disagreed, 9.0% were neutral, 16.4% agreed and 16.4% strongly agreed. The findings show that a large number of respondents disagreed that keeping the departments informed during procurement is easy which could point to difficulties in communication that might reduce the

efficiency of the firm's procurement process. On the other side, a smaller survey participants acknowledged that the culture in their firms enabled easy communication, so collaborative practices and information sharing might be helping to support supplier relationship management. Those who stayed neutral might question the message they hear, meaning they may not feel the same culture or experience within the organization.

Respondents were given the opportunity to answer if the management supports continuous relationships with suppliers. According to the findings, 28.4% gave a strong 'no', 31.3% a 'no', 10.4% were neutral, 16.4% a 'yes' and 13.4% gave a strong 'yes'. The research findings point out that most people surveyed disagree with the idea that leadership supports lasting relationships with suppliers which could suggest that there isn't much commitment in building sustainable and strategic associations with suppliers which may end up limiting how well procurement performs. A smaller percentage of the surveyed participants believe that managers see the value in long-term relationships with suppliers and may support and encourage collaboration to enhance how purchasing is done. If a group doesn't have a view, they may be confused by a lack of consistency in management's actions which could represent differences in company culture or employee experiences.

We asked participants if their company's culture supports cooperation between various departments when managing purchasing activities. In the responses to this question, 32.8% strongly disagreed, 32.8% disagreed, 9.0% were neutral, 13.4% agreed and 11.9% strongly agreed. It was found through the results that most participants disagreed that their company culture supports working together in procurement which could mean that silos between teams may be common, resulting in poorer management of suppliers and weaker overall procurement performance. On the other side, a smaller group of respondents thought their culture encourages people to collaborate, meaning some companies understand the value of joint efforts to improve

procurement. Those who avoided taking sides may feel unsure or notice differences between how various teams in their organizations practice the company's culture.

The purpose of the study was to see if ethical procurement was important and widely supported within the organization. Among the sales team, 25.4% strongly disagreed, 37.3% disagreed, 9.0% were neutral, 10.4% agreed and 17.9% strongly agreed. It appears that many participants believe their organization does not prioritize ethical procurement which could result in problems with ethical behavior and transparency and may affect both supplier relationships and how the procurement system works. However, a smaller section of participants stated that ethics is important, suggesting that certain companies take seriously the role of ethics in procurement and hope to develop a fair and reliable culture. People who do not take a stance may not be sure about the organization's ethics in buying which may be caused by unpredictable enforcement or missing information about ethical expectations.

The aim was to understand from the participants if the organizational values fit with the strategies used for managing suppliers. According to the answers, 11.9% strongly disagreed, 10.4% disagreed, 10.4% were neutral, 31.3% agreed and 35.8% strongly agreed. Results indicate that the majority of participants agree their company's values are in line with supplier management strategies, suggesting that many firms have adopted a culture that helps ensure suppliers are managed effectively which may improve procurement performance. In contrast, a few respondents disagreed, indicating that in certain organizations, what is said about values may not match how suppliers are managed which can temper the success of these practices. Some observers who stayed neutral could view the companies as having mixed values which might result from different ways values are expressed or put into practice by each company.

People were asked what they thought about the company's emphasis on managing relationships with suppliers. It appears that 23.9% of participants strongly disagreed, 38.8% disagreed, 6.0% had no opinion, 17.9% agreed and 13.4% strongly agreed. The results suggest

that many companies in Western Kenya do not put enough effort into managing their supplier relationships. This might mean that your company doesn't collaborate, communicate or align strategies with suppliers as well as it should. Alternatively, a smaller number of respondents supported this, so it suggests that some companies have realized why supplier relationship management matters and are now experiencing better procurement performance and efficiency. A few respondents remained neutral, which may reflect either uncertainty about the firm's practices or a lack of awareness regarding supplier relationship management efforts within their organizations.

Respondents were asked if they felt organizational culture encourages supplier and company teams to solve problems as a team. There were 16.4% of people who strongly disagreed, 19.4% who disagreed, 10.4% who were neutral, 25.4% who agreed and 28.4% who strongly agreed. Many sugar processing companies in Western Kenya value teamwork with their suppliers to solve issues and improve their results, according to the results. As a result, in these firms, organizational culture allows employees to share information, trust each other and cooperate, all of which are vital for better supplier relationship management and better procurement performance. Even so, a good percentage of survey participants disagreed, suggesting that for some companies, organizational culture is still strict, hierarchical and not open enough for solid supplier relationships. A portion of the participants did not have a clear position which may explain their uncertainty about how their company's culture impacts relations with suppliers.

Respondents were surveyed on whether the company puts importance on transparency and trust during supplier work. Overall, 10.4% showed strong disagreement, 19.4% disagreed, 7.5% were neutral, 31.3% agreed and 31.3% strongly agreed. The survey shows that most respondents feel that their firms support transparency and trust in supplier relationships, suggesting that many sugar processing companies in Western Kenya consider these principles

important for successful partnerships with suppliers. Transparency and trust in procurement probably improve communication, lower conflicts and help organizations achieve improved results in the long run. Even so, quite a few respondents felt that in several firms, there might be a shortage of openness or confidence in working with suppliers which could decrease the effectiveness of managing supplier relationships. There were few respondents who remained neutral which might show that they do not interact much with suppliers or are confused about the company's focus on these principles.

Participants were questioned about the degree of match between their company's culture and its procurement goals. Of the responses, 28.4% strongly disagreed, 35.8% disagreed, 10.4% were undecided, 14.9% agreed and 10.4% strongly agreed. The study found that most respondents believe there is a gap between organizational culture and procurement goals which indicates that, for many sugar processing firms in Western Kenya, the culture might not be supporting or reinforcing procurement objectives. As a result, strategies for procurement might not be effective, efficiency could suffer and supplier relationship practices might be less successful. Some respondents disagreed which could indicate that in a small number of firms, the company's culture does not always fit well with procurement's goals and this likely leads to poorer coordination. A small number of participants gave no opinion which could show that they were uncertain or did not understand the link between their firm's culture and procurement strategies.

Participants in the survey were asked if organization culture supports fast decisions in procurement. According to the data, 26.9% strongly disagreed, 34.3% disagreed, 13.4% stayed neutral, 11.9% agreed and 13.4% strongly agreed. It was found that most of the surveyed companies disagree that organizational culture assists in making quick procurement decisions which may suggest that many sugar processing businesses in Western Kenya have systems or habits that delay the procurement process. As a result, the response, involvement of suppliers

and overall efficiency of procurement may suffer. Fewer participants agreed, suggesting that in certain organizations, the culture does back prompt decision-making which improves procurement by allowing the company to act quickly on supplier needs and market changes. A small number of respondents did not take a position which may mean they are unsure about how organizational culture influences the speed of purchasing decisions.

4.4.5 Procurement performance

Respondents were asked to rate various statements in Table 4.6 in order to help in identifying the level of procurement performance.

TABLE 4. 6

Procurement performance

No.	Statement	1 SD	2 D	3 N	4 A	5 SA	Total
1.	A high percentage of procurement orders are delivered on time	27 40.3%	17 25.4%	4 6.0%	9 13.4%	10 14.9%	67 100.0%
2.	Our procurement process has resulted in significant cost savings	10 14.9%	11 16.4%	6 9.0%	18 26.9%	22 32.8%	67 100.0%
3.	Supplier performance meets or exceeds our expectations most of the time	18 26.9%	19 28.4%	8 11.9%	10 14.9%	12 17.9%	67 100.0%
4.	We experience minimal delays in the procurement process	19 28.4%	21 31.3%	6 9.0%	11 16.4%	10 14.9%	67 100.0%
5.	The procurement process is free from errors or inaccuracies	22 32.8%	20 29.9%	5 7.5%	9 13.4%	11 16.4%	67 100.0%
6.	Procurement decisions are based on accurate and timely data	19 28.4%	18 26.9%	7 10.4%	13 19.4%	10 14.9%	67 100.0%
7.	We consistently meet the procurement objectives and KPIs	18 26.9%	19 28.4%	5 7.5%	12 17.9%	13 19.4%	67 100.0%
8.	Procurement performance has improved due to better supplier relationships	11 16.4%	14 20.9%	7 10.4%	21 31.3%	14 20.9%	67 100.0%
9.	The cost per unit of procurement has decreased over time	19 28.4%	20 29.9%	7 10.4%	11 16.4%	10 14.9%	67 100.0%
10.	Supplier relationships directly contribute to enhanced procurement performance	11 16.4%	10 14.9%	7 10.4%	21 31.3%	18 26.9%	67 100.0%

Source: Study data 2025

Participants were asked from Table 4.6 about how often orders for procurement were delivered on schedule. Researchers learned that 40.3% of respondents strongly disagreed, 25.4% disagreed, 6.0% were neutral, 13.4% agreed and 14.9% strongly agreed. The findings suggest that a large number of survey respondents felt that timely delivery is still a big challenge for sugar processing companies in Western Kenya. Because of this, supplier management practices might not work well or be carried out properly which can hurt how procurement performs. Less of the survey participants agreed with the statement which means that reliable supplier performance from firms is rare and not common. Few participants remained undecided which may suggest some confusion about how procurement services are delivered.

The research aimed to discover if the firms purchase process has lowered costs. According to the findings, 14.9% strongly disagreed, 16.4% disagreed, 9.0% were neutral, 26.9% agreed and 32.8% strongly agreed. It was found that most respondents felt their firms' procurement was more efficient financially, indicating that managing relationships with suppliers is positively affecting how well procurement performs. This means that many sugar processing firms in Western Kenya are probably enjoying better results from better talks, teamwork and cooperation with their suppliers. In contrast, few respondents said they do not agree, suggesting that some companies have not experienced real savings from how they buy goods which might be because their suppliers are not engaged well or their purchasing plans are not well thought out. Some respondents chose not to answer which indicates that cost savings are not clear to them in their companies.

Participants were asked the participants if suppliers usually perform as well as or better than what firms had expected. Based on the results, 26.9% strongly disagreed, 28.4% disagreed, 11.9% were neutral, 14.9% agreed and 17.9% strongly agreed. The findings indicate that a majority of the respondents disagreed that supplier performance meets or exceeds their firms'

expectations most of the time, suggesting that many sugar processing firms in Western Kenya experience challenges with supplier reliability and quality. This makes it clear that challenges in managing supplier relationships might be blocking the success of procurement. Some respondents agreed which suggests that a few firms receive positive contributions to their procurement outcomes from suppliers who perform well. If individuals who remained neutral are considered, it may be because their supplier performance could vary widely from one firm or situation to another in the industry.

Respondents were questioned about how quickly they go through the procurement procedure. Of the respondents, 28.4% did not agree at all, 31.3% disagreed, 9.0% had no opinion, 16.4% agreed and 14.9% strongly agreed. The majority of the respondents said they experience many delays during the procurement process which implies that sugar processing firms in Western Kenya often encounter difficulties with timely procurement. This suggests that there may be problems with how suppliers are managed which is hurting the general results of procurement. Some of the respondents thought that a few companies are more successful when there are no delays in their procurement processes. Those who stayed uninvolved may show some uncertainty or different experiences about the speed of procurement.

Respondents were inquired about whether the procurement process is accurate and contains no errors. Out of the participants, 32.8% strongly disagreed, 29.9% disagreed, 97.5% were neutral, 13.4% agreed and 16.4% strongly agreed. Majority of the respondents disagreed that procurement is always free from errors which suggests that many sugar companies in the region face difficulties with the accuracy and trustworthiness of their procurement. These findings suggest that the way suppliers are managed and internal controls are set could be negatively impacting procurement. A group of respondents said they agreed, suggesting that some businesses use better procedures to cut down on errors. Notably, a good number of

respondents chose not to take a side which could explain why some are not sure, confused or have mixed thoughts about the accuracy of procurement across different companies.

The purpose of the study was to determine if data used in procurement was correct and timely. It was found that 28.4% felt very strongly that they disagree, 26.9% showed they disagree, 10.4% were neutral, 19.4% agreed and 14.9% felt very strongly that they agree. A high number of the respondents did not agree that accurate and timely data was used in their procurement decisions which suggests that many sugar companies in Western Kenya might face problems with reliable information for purchasing. It appears that failure to manage data well and communicate effectively could be reducing the effectiveness of procurement, possibly leading to problems such as inefficiency, delays or making the wrong choices with suppliers. At the same time, several respondents agreed, suggesting that some businesses have designed effective data-driven systems for their procurement which benefits their procurement achievements. A smaller number of respondents were neutral, suggesting they might not be sure about the quality or promptness of data used in procurement or that information in their organization is not always made clear to everyone.

Those surveyed were asked about their regular achievement of the set procurement goals and KPIs. 26.9% of participants strongly disagreed, 28.4% disagreed, 7.5% had no clear opinion, 17.9% agreed and 19.4% strongly agreed. It appears that many sugar processing companies in Western Kenya find it difficult to fulfill their procurement goals and KPIs. Such results may point to problems with how suppliers are managed such as poor teamwork, little responsibility or not measuring their performance well which may be affecting the whole procurement process. Similarly, a smaller portion of those who responded agreed that certain companies have created efficient supplier relationships and tracking methods that support meeting their procurement targets. Some members did not take a stand which might mean they

do not understand how often procurement goals are met or have not been fully involved in the procurement process

People working in procurement were asked if better supplier relationships have helped improve how they perform. A total of 16.4% strongly disagreed, 20.9% disagreed, 10.4% felt neutral, 31.3% agreed and 20.9% strongly agreed. The data shows that many of the respondents feel that improved supplier relationships have led to better procurement performance in sugar processing firms in Western Kenya. Thus, when companies rely on trusting and cooperative relationships with suppliers, they probably experience better efficiency, fewer expenses and consistent purchasing. But, a number of participants said that there are still challenges in handling global supply chains which makes it difficult for some firms to improve their procurement outcomes. A number of respondents remained neutral, most likely because they did not have clear evidence or personal experience about how suppliers affected procurement results or because there were few noticeable changes in their work.

The study asked respondents if the cost per unit of procurement has fallen over the years. Twenty-eight-point-four percent strongly disagreed, 29.9% disagreed, 10.4% remained neutral, 16.4% agreed and 14.9% strongly agreed. Majority of the respondents disagreed that the cost of acquiring a unit has gone down over the years, showing that many sugar processing businesses in Western Kenya have not benefited from major cost reductions in procurement. As a result, it is possible that no real benefit has been gained from using supplier relationship management to negotiate better prices, streamline procurement or improve efficiency. At the same time, few people surveyed agreed that some companies have managed suppliers well enough to reduce their costs, most likely by collaborating more, signing multi-year contracts or forecasting demand more accurately. A minority of firms did not take a stance which may show doubt or limited access to information about rising costs, maybe because they did not handle finances in procurement or did not have proper tracking systems.

The purpose of the study was to see if good relationships with suppliers help improve procurement performance. Of those surveyed, 16.4% strongly disagreed, 14.9% disagreed, 10.4% were neutral, 31.3% agreed and 26.9% strongly agreed. This suggests that people in the sugar processing industry in Western Kenya widely agree that having good relationships with suppliers greatly improves the performance of the procurement process. Therefore, having suppliers involved through honest dialogue, trust and planning usually helps a company succeed in its procurement efforts. On the other hand, numerous participants pointed out that some organizations are not benefiting from these advantages due to weak connections with their suppliers or other problems affecting their operations. A few participants did not take a position which indicates that they may not see clearly how relationships with suppliers affect their business, probably because they are not very involved in overseeing relationships or tracking their performance.

4.5 Supplier relationship management index

Since the data obtained from the variables is categorical, it was essential to convert it into a continuous dataset, which was achieved through the creation of supplier relationship management indices. The indices created were associated with each variable, such as supplier training, contact management, strategic alliance, and organizational culture index.

The innovation index values (I) calculated using the formula in (4.1) are between 0 and 1.

The formula is as shown;

$$I = \frac{\sum(W \times n)}{H \times N} \quad \textbf{.....(4.1)}$$

Where:

I- Innovation index/Sustainability Index

W-Weighting by respondent from the Likert scale e.g., 1, 2, 3, 4 and 5

n- Frequency of responses

N- Total number of respondents

H-Highest weight from the Likert scale i.e., 5

The interpretation of the indices, according to Kassem, Khoiry, and Hamzah (2020), was presented in Table 4.7.

TABLE 4. 7
Index Interpretation

Index	Ranking
0-0.19	Very low
0.20-0.39	Low
0.40-0.59	Moderate
0.60-0.79	High
0.80-1.00	Very High

Source; **Kassem et al. (2020); Sakhare and Patil (2019)**

4.5.1 Supplier training index

The supplier training index was created based on a 5-point Likert scale question that assessed the evaluation of supplier training practices. The calculation related to Chemelili Sugar company, for example, is presented in equation 4.2, which indicates that Chemelili Sugar company had an index of 0.56. All remaining sugar production companies in Kenya are represented with indices calculated and displayed as shown in Table 4.8.

$$Index\ Chemelil = \frac{(1\times0)+(2\times2)+(3\times2)+(4\times1)+(5\times0)}{5\times5} = \frac{32}{45} = 0.56 \text{.....} \textbf{(4.2)}$$

TABLE 4. 8
Supplier training index

NAME OF THE FIRM	SD	D	N	A	SD	TOTAL	INDEX
Chemelil sugar factory	0	2	2	1	0	5	0.56
Muhoroni sugar company	1	1	1	2	1	6	0.6333
Mumias sugar company	2	1	0	0	1	4	0.45
Nzoia sugar factory	4	2	0	0	0	6	0.2567
South Nyanza sugar company	1	1	1	2	0	5	0.56
Kibos Sugar and Allied Industries Limited	0	0		2	1	3	0.8666
Sony sugar company	1	1	1	0	1	4	0.55
Butali sugar mills	2	1	2	0	0	5	0.4
West Kenya sugar company	0	1	1	1	1	4	0.7
Sukari Industries Limited	0	1	2	2	0	5	0.64
Busia	0	1	1	2	1	5	0.72
Kisii sugar factory	2	0	0	2	0	4	0.5
Olepito Sugar Factory	0	1	1	1	2	5	0.76
Naitiri Sugar	0	0	1	3	3	7	0.8571
Overal Index	13	12	13	18	11	67	0.6059

Source: Study Data (2025)

The results from Table 4.8 show that the overall Supplier training index was 0.6059, falling within the range of 0.6-0.79, indicating that the Supplier training practices were elevated in sugar manufacturing companies in Kenya.

4.5.2 Supplier contract management index

The supplier contract management index was derived from a question using a 5-point Likert scale that assessed the evaluation of contract management. The calculation related to the Chemilil Sugar Company index is illustrated in equation 4.3, where the index for Chemilil Sugar Company is 0.6333. All other sugar-producing companies in Kenya have management indices for contracts calculated and recorded as shown in Table 4.9.

$$Index\ Chemilil = \frac{(1\times1)+(2\times1)+(3\times0)+(4\times2)+(5\times1)}{5\times5} = \frac{19}{30} = 0.64 \text{.....} \textbf{(4.3)}$$

TABLE 4. 9
Just in time index

NAME OF THE FIRM	SD	D	N	A	SD	TOTAL	INDEX
Chemelil sugar factory	1	1	0	2	1	5	0.64
Muhoroni sugar company	0	2	1	2	1	6	0.6666
Mumias sugar company	0	1	0	2	1	4	0.75
Nzoia sugar factory	2	1	1	1	1	6	0.5333
South Nyanza sugar company	0	1	2	1	1	5	0.68
Kibos Sugar and Allied Industries Limited	1	1	0	0	1	3	0.5333
Sony sugar company	0	0	1	2	1	4	0.8
Butali sugar mills	2	1	0	1	1	5	0.52
West Kenya sugar company	0	1	1	0	2	4	0.275
Sukari Industries Limited	1	0	0	2	2	5	0.76
Busia	2	0	1	1	1	5	0.856
Kisii sugar factory	1	2	1	0	0	4	0.4
Olepito Sugar Factory	1	1	2	0	1	5	0.56
Naitiri Sugar	2	0	1	1	2	6	0.6333
Overal Index	13	12	11	15	16	67	0.626

Source: Study Data (2025)

Table 4.9 presents findings on the just-in-time index, revealing that the overall contract management index was 0.626, falling within the range of 0.6-0.79, indicating that contract management was strong in sugar manufacturing companies in Kenya.

4.5.3 Strategic alliance index

The strategic alliance was formed from a 5-point Likert scale question that evaluated the rating of the ABC analysis method. The calculation related to the Chemilil Sugar index, for example, is presented in equation 4.4, with a Chemilil Sugar index value of 0.72. All other sugar production companies in Kenya have strategic alliance indices calculated and recorded as shown in Table 4.10.

$$Index\ Chemilil = \frac{(1\times0)+(2\times1)+(3\times1)+(4\times2)+(5\times1)}{5\times5} = \frac{19}{30} = 0.72 \text{.....} \textbf{(4.4)}$$

TABLE 4. 10
ABC index

NAME OF THE FIRM	SD	D	N	A	SD	TOTAL	INDEX
Chemelil sugar factory	0	1	1	2	1	5	0.72
Muhoroni sugar company	1	2	1	1	1	6	0.56666
Mumias sugar company	0	3	1	0	0	4	0.475
Nzoia sugar factory	1	2	0	2	1	6	0.6
South Nyanza sugar company	0	2	0	2	1	5	0.68
Kibos Sugar and Allied Industries Limited	0	0	1	2	0	3	0.7333
Sony sugar company	4	0	0	0	0	4	0.2
Butali sugar mills	1	1	0	1	2	5	0.68
West Kenya sugar company	0	1	1	3	0	5	0.65
Sukari Industries Limited	2	1	0	1	1	5	0.52
Busia	0	1	1	2	1	5	0.72
Kisii sugar factory	2	0	0	1	1	4	0.55
Olepito Sugar Factory	1	1	1	1	1	5	0.6
Naitiri Sugar	1	2	2	2	0	7	0.5333
Overal Index	13	17	9	18	10	67	0.5850

Source: Study Data (2025)

Table 4.10 above presents findings regarding the strategic alliance index, revealing that the overall ABC index was 0.5850, falling within the range of 0.40-0.59, suggesting that the strategic alliance was moderate among sugar manufacturing companies in Kenya.

4.5.4 Organizational culture index

The organizational culture index was derived from a 5-point Likert scale question assessing the evaluation of organizational culture practices. The calculation for the Chemilil Sugar Company index, for example, is presented in equation 4.5, indicating that Chemilil Sugar Company recorded an index of 0.36. Indices of organizational culture practices for all other sugar manufacturing companies in Kenya were calculated and presented as shown in Table 4.11.

$$Index\ Chemilil = \frac{(1\times3)+(2\times1)+(3\times0)+(4\times1)+(5\times0)}{5\times5} = \frac{16}{20} = 0.36 \text{.....} \textbf{(4.5)}$$

TABLE 4. 11
Vendor managed inventory index

NAME OF THE FIRM	1-SD	2-D	3-N	4-A	5-SD	TOTAL	INDEX
Chemelil sugar factory	3	1	0	1	0	5	0.36
Muhoroni sugar company	1	2	1	1	1	6	0.5700
Mumias sugar company	1	0	1	1	1	4	0.65
Nzoia sugar factory	1	2	0	1	2	6	0.63333
South Nyanza sugar company	5	0	0	0	0	5	0.2144
Kibos Sugar and Allied Industries Limited	1	0	1	1	0	3	0.5333
Sony sugar company	0	2	1	1	0	4	0.55
Butali sugar mills	1	0	1	1	2	5	0.72
West Kenya sugar company	2	2	1	0	0	5	0.37
Sukari Industries Limited	0	1	1	2	1	5	0.72
Busia	5	0	0	0	0	5	0.186
Kisii sugar factory	1	3	0	0	0	4	0.37
Olepito Sugar Factory	2	0	0	3	0	5	0.56
Naitiri Sugar	2	1	0	2	2	7	0.62857
Overal Index	25	14	7	12	9	67	0.4985

Source: Study Data (2025)

Table 4.11 displays findings regarding the organizational culture practice index, which revealed an overall index of 0.4985, falling within the range of 0.40-0.59, indicating that the organizational culture was moderate in sugar manufacturing companies in Kenya.

4.6 Inferential statistics

The association between the independent and dependent variables was determined by analyzing the data using inferential statistics.

4.6.1 Correlation Analysis

Pearson product-moment correlation was utilized to analyze the degree and direction of the link between supplier relationship management and procurement performance of sugar processing firms in Western Kenya. The correlation coefficient values vary from -1 to +1. Based on two tail tests, the correlation coefficient was assessed at a 95% confidence level. As a result, the rejection criteria were based on a p-value of 0.05, with values above it considered

insignificant and values below considered significant. The correlational results are shown in Table 4.12.

TABLE 4. 12
Correlation Analysis

	ST	SC	SA	OC	Y
ST	1				
SC	0.217	1			
	(0.103)				
SA	0.391	0.408	1		
	(0.261)	(0.331)			
OC	0.412	0.531	0.261	1	
	(0.321)	(0.292)	(0.318)		
Y	0.731*	0.723*	0.697*	0.717*	1
	(0.000)	(0.001)	(0.001)	(0.001)	

Source: Study Data (2023)

From Table 4.12, the coefficient values show that all the independent variables had no significant correlation with each other because the p-values were more than 0.05. The correlation coefficient of supplier training, supplier contract management, strategic alliance, and organizational culture with procurement performance had coefficients of 0.731, 0.723, 0.697, and 0.717 respectively. This suggests that, while these variables do not significantly correlate with each other, they individually show strong positive correlations with procurement performance.

The strong positive relationship between supplier training and procurement performance is shown by the correlation coefficient of 0.731. As suppliers are trained better, the performance of procurement is expected to improve a lot. In the context of Western Kenya's sugar processing firms, this finding points out that training suppliers helps them improve their skills which in turn strengthens the process of purchasing supplies.

Also, the correlation coefficient of 0.723 between supplier contract management and procurement performance indicates a strong positive link. It means that effective contract management such as using clear terms, checking for compliance and having ways to settle

disputes, can greatly improve procurement results. In the firms reviewed, better management and structure of contracts with suppliers can have a significant impact on how well procurement is carried out.

The correlation coefficient for strategic alliance was 0.697 which means there is a m strong positive and significant relationship with procurement performance. So, making partnerships or alliances with suppliers, for example through long-term projects, may result in improved procurement outcomes. While the correlation is not as strong as the others, it still shows that strategic alliances play a big role in achieving success in procurement.

There was a strong positive and significant correlation of 0.717 between organizational culture and procurement performance. Therefore, how the organization is structured and its culture impact and improve the results of supplier relationship management strategies on procurement. When a culture is built on accountability, innovation and collaboration, it could greatly help achieve the goals of supplier relationship initiatives.

4.6.2 Diagnostic Tests

Diagnostic tests were conducted to ensure that the study's regression analysis met all the assumptions of linear regression equation**.**

4.6.2.1 Test of Normality

The normality test is used to determine whether the data set under examination is normally distributed and whether the linear regression model adhered to those assumptions. This study used Shapiro-wilk tests to test for normality of the variables. The null hypothesis of Shapiro wilk tests is that variables have a normal distribution. The results of Shapiro wilk are shown in Table 4.13 below.

TABLE 4. 13
Test of Normality

Variables		Shapiro-Wilk		
		Statistic	df	Sig.
Supply Chain Performance	ST	.978	14	.963
	SC	.967	14	.834
	SA	.864	14	.118
	OC	.908	14	.147
	PP	.950	14	.558

Source: Study Data (2023).

From Table 4.13 above shows Shapiro wilk test results of the study, it was evident that supplier training, supplier contract management, strategic alliance, and organizational culture were all normally distributed as they had a p-value of 0.963, 0.834, 0.118, 0.147 and 0.558 and all the p-values were greater than 0.05 level of significance. Therefore, the study failed to reject null hypothesis and conclude that the variables were normally distributed.

4.6.2.2 Test for Multicollinearity

Multicollinearity occurs when two or more independent variables in a regression model are significantly linked. This reduces the estimated coefficient, which may undermine the statistical power of the regression model because it is difficult to trust the p -values to identify independent variables that are statistically significant. The variance inflation factor was employed to analyze multicollinearity because it quantifies the rate at which regression coefficients are changed by other independent variables. A value less than 10 implies no multicollinearity, while a value more than 10 indicates the presence of multicollinearity. Multicollinearity test results are shown in Table 4.14 below.

TABLE 4. 14
Test for Multicollinearity

Model	Collinearity Statistics	
	Tolerance	VIF
ST	.960	1.041
SC	.885	1.129
SA	.859	1.164
OC	.735	1.360
Mean VIF		1.174

Source: Study Data (2023)

From Table 4.14 above shows, VIF values were 1.041, 1.129, 1.164 and 1.360 all being less than 10, implying that there is no multicollinearity among the independent variables.

4.6.2.3 Heteroscedasticity Test

Heteroscedasticity occurs when the variance of the error terms varies across observations. As a result, p-values that are lower than predicted are produced, potentially biasing and inconsistent regression coefficients. Breusch Pagan's (BP) test was used to test for the presence or absence of heteroscedasticity. The null hypothesis of the test is the error terms have a constant variance. The test results for heteroscedasticity test are shown in Table 4.15 below.

TABLE 4. 15
Heteroscedasticity Test

	chi2(1)	Prob > chi2	Conclusions
BP test	2.63	0.1031	Fail to reject H_0

Source: Study Data (2023)

From Table 4.15, the derived chi-square probability is 0.1031 and it is more than 0.05, implying presence of homoscedasticity.

4.6.2.4 Test of Autocorrelation

Autocorrelation is the linear relationship between the same variables over successive intervals. Autocorrelation occurs when the error terms in the regression models correlate over time series. The study used Dubin Watson test to test for autocorrelation. If a Durbin Watson test statistics is below 1.5 or greater than 2.5 then it depicts a problem of autocorrelation. Otherwise, if it lies between 1.5 and 2.5 then there is no autocorrelation. The autocorrelation results are shown in table 4.16 below.

TABLE 4. 16
Test of Autocorrelation

Durbin Watson
1.863

Source: Study Data (2023)

The results from Table 4.16 above, show a Durbin Watson statistic of 1.863 which indicates that there is no autocorrelation of the model residuals.

4.6.3 Model Summary*b*

The model summary provides details concerning the strength of the link between the model variables and the dependent variable. R is a multiple correlation coefficient that represents the linear relationship between the observed model and the projected dependent variable values. The coefficient of determination, R square, indicates the variability in the independent and dependent variables. The model summary results of the study in Table 4.17 below.

TABLE 4. 17
Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.891[a]	.794	.733	.327311
2	.950[b]	.902	.858	.238362

Source: Study Data (2023)

From Table 4.17 above, Model 1 shows R-value of 0.891 before the moderating effect that depicts a strong correlation between independent and dependent variables. The R square value of 0.794 shows that the supplier relationship management without moderating effect of organizational culture cause 79.4% variation in procurement performance of sugar industries in Western Kenya. The remaining 20.6% of the variations in procurement performance are caused by other factors not found in the model 1. Model 2 in Table 4.17 Shows R-value of 0.950 after the moderating effect of organizational culture implying that there is strong correlation between independent and dependent variable. The R-square value of 0.902 shows that supplier relationship management with moderating effect of organizational culture cause

90.2% of variation in procurement performance of sugar industry in western Kenya. The remaining 9.8% of the variations in procurement performance are caused by other factors not found in the model 2. These finding implies that organizational culture moderate the relationship between the supplier relationship management and procurement performance of sugar processing firms in Western Kenya.

4.6.4 ANOVA[a]

Analysis of Variance is used to determine whether a model is dependable enough to predict a result. The study's significance level is set at 5%, and to be significant, the probability value has to be lower than 0.05. The study analysis of variance is shown in Table 4.18 below.

TABLE 4. 18
ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.041	3	.014	12.873	.001[b]
	Residual	.011	10	.001		
	Total	.052	13			
2	Regression	.047	4	.012	20.669	.000[c]
	Residual	.005	9	.001		
	Total	.052	13			

Source: Study Data.

From Table 4.18, Model 1 depicts F-ratio is 12.873, greater than the critical F value of 3.71, indicating a strong association between supplier relationship management and procurement performance of sugar processing firms in Western Kenya without moderating effect of organizational culture. The F-statistic had a p-value of 0.001 which was less than 0.05, indicating significance and model fitness. Model 2 with moderating effect of organizational culture also shows F-ratio of 20.669, which is greater than critical F-value of 3.86 indicating a strong association between supplier relationship management and procurement performance of sugar processing firms in Western Kenya with moderating effect of organizational culture. The F-statistics had a p-value of 0.00 less than 0.05 level of significance indicating significance and model fitness. These finding implies that organizational culture moderate the relationship

between supplier relationship management and procurement performance of sugar processing firms in Western Kenya.

4.6.5 Regression Coefficients

Multiple linear regression was used to ascertain the relation between the supplier relationship management, organizational culture and procurement performance of sugar processing firms in Western Kenya. The regression coefficients were calculated to demonstrate by how supplier relationship management moderated with organizational culture influence procurement performance. The regression results are shown in Table 4.19.

TABLE 4. 19
Regression Coefficients

Model		Unstandardized Coefficients		t	Sig.
		B	Std. Error		
1	(Constant)	.870	.067	12.920	.000
	ST	.214	.054	3.997	.003
	SC	.198	.061	3.257	.009
	SA	.370	.071	5.231	.000
2	(Constant)	.995	.063	15.776	.000
	ST	.199	.040	5.036	.001
	SC	.215	.045	4.815	.001
	SA	.436	.056	7.837	.000
	OC	.131	.042	3.139	.012

Source: Study data

a. Predictors: (Constant), ST, SC, SA, OC
b. Dependent Variable: Procurement performance

Table 4.14 regression results produced a regression model (4.6) and (4.7).

$Y=0.870 + 0.214\ ST + 0.198\ SC + 0.370\ SA$ ……. (4.6)

$Y=0.995 + 0.199\ ST + 0.215\ SC + 0.436\ SA + 0.131\ OC$……. (4.7)

The value of 0.870 and 0.995 shows the constants of the regression models without and with moderating variable of organizational culture respectively. All the constant values were significant since they all have a t critical value of 12.920 and 15.776 respectively that were less than a tabulated t value of 1.761. The probability value of all the constant were also less than a

significance value of 0.005 (0.000<0.005). The constant of the first model where there is no moderating variable implies that when the sugar firms have not adopted supplier relationship management, the procurement performance stands at 0.870. The constant of the second model where there is organizational culture as the moderating variable shows that when the firms have not adopted supplier relationship management, the procurement performance stands at 0.995.

4.7 Discussion of the findings

4.7.1 Supplier training and procurement performance

The first objective of the study was to examine the effect of supplier training on procurement performance of sugar processing firms in Western Kenya. This objective was built on the null hypothesis that supplier training had no significant effect on procurement performance of sugar processing firms in Western Kenya.

Without the effect of organizational culture, the regression results in Table 4.19 indicate that supplier training had a regression coefficient of 0.214, a t-value of 3.977 and a p-value of 0.003. The t-value was greater than the critical t value of 1.761 and p-value was less than 0.05 which means the findings are statistically significant. It means that the training given to suppliers made a positive and significant effect on how well sugar processing firms in Western Kenya performed in procurement. Therefore, the null hypothesis that "supplier training has no significant effect on procurement performance" is rejected. It appears that better training for suppliers leads to better procurement results, probably by making them more capable, aware and responsive.

As organizational culture is added as a moderator, the regression coefficient for supplier training becomes 0.199 with the t-value of 5.036 and p-value of 0.001. The t-value is greater than 1.761 and the p-value is still below 0.05. This shows that there is still a strong positive effect as supplier training continues to matter even when organizational culture is included.

Also, a higher regression coefficient means that having a supportive organizational culture could improve the success of supplier training.

The results of this study fit with the findings from descriptive statistics which show that many respondents feel supplier training improves the performance of sugar processing firms in Western Kenya. A large majority of participants agreed that supplier training has improved the skills of their suppliers and made it easier for them to meet quality and delivery requirements. It was also noted by respondents that having suppliers trained has helped reduce errors in procurement which has improved how efficiently and reliably the process is carried out. The feedback from the respondents agrees with the regression findings, proving that strong supplier training is very important for better procurement results, especially when it is supported by a positive organizational culture.

The findings of this study were similar to the findings of the study conducted by Nasiche, Ngugi, and Kiarie (2020), who investigated supplier training and the performance of sugarcane firms in Kenya. The study showed that training suppliers leads to better results for sugarcane firms, proving that investing in supplier training greatly improves how the firm operates and performs. This agreement with the study's findings suggests that supplier training is a major factor in raising the performance of procurement in sugar processing companies in Western Kenya. The fact that these findings are so similar stresses the key role supplier training has in making the sugar industry more competitive and sustainable.

4.7.2 Supplier contract management and procurement performance

The second objective of the study was to determine the effect of supplier contract management on procurement performance of sugar processing firms in Western Kenya. This objective was built on the null hypothesis that supplier Contract Management had no significant effect on procurement performance of sugar processing firms in Western Kenya**.**

With no influence from organizational culture, the results in Table 4.19 show that supplier contract management had a regression coefficient of 0.198, a t-value of 3.257 and a p-value of 0.009. Since the t-value (3.257) is greater than the critical t-value of 1.761 and the p-value is significantly less than the significance level of 0.05, the results indicate a statistically significant and positive relationship between supplier contract management and procurement performance. Therefore, the null hypothesis that "supplier contract management has no significant effect on procurement performance" is rejected. According to this finding, having clear terms, supervising performance and checking compliance in supplier contracts is important for improving the procurement results of sugar processing firms in Western Kenya.

The introduction of organizational culture into the regression model makes the coefficient for supplier contract management rise to 0.215 and its t-value is 4.815 with a p-value of 0.001. Because the t-value is still higher than the critical value and the p-value is less than 0.05, these values strengthen why the relationship is significant. A higher coefficient means that organizational culture improves the association between supplier contract management and how well procurement performs. In short, when people in the organization are accountable, transparent and collaborative, the positive impact of effective contract management is increased, helping the procurement team perform even better.

It is clear from comparing the models that when organizational culture is taken into account, supplier contract management has a greater effect on procurement performance. The regression coefficient went up from 0.198 to 0.215 shows that organizational culture strengthens the relationship. In both cases, the null hypothesis is rejected which demonstrates that supplier contract management is important. Nevertheless, the moderated model points out that when employees in a company share common values and norms, it can greatly strengthen supplier management and result in more effective procurement and better alignment with the firm’s strategy.

The findings are much the same as the descriptive statistics which indicate that the majority of respondents agreed that supplier contract management boosts the procurement performance of sugar processing firms in Western Kenya. This common view among the respondents supports the regression results, showing that good contract management is seen to positively affect procurement outcomes. The fact that the data and the views of respondents agree shows that supplier contract management is very important for the improvement of procurement in these firms.

The findings of this study were similar to the findings of the study conducted by Gatari, Shale, and Osoro (2022), which determined the impact of procurement contract management on the sustainable performance of state enterprises in Kenya. The research showed that managing procurement contracts well helps Kenyan state entities perform better over time. Because the findings are the same in different organizations, we can conclude that strong contract management with suppliers helps ensure that procurement is done well and is sustainable.

4.7.3 Strategic alliance and procurement performance

The third objective of the study was to establish the effect of strategic alliance on procurement performance of sugar processing firms in Western Kenya. This was based on the null hypothesis that strategic alliance had no significant effect on procurement performance of sugar processing firms in Western Kenya.

Without the moderating variable, organizational culture, Table 4.19 reveals that strategic alliance had a regression coefficient of 0.370, a t-value of 5.231 and a p-value of 0.000. Since the t-value (5.231) is greater than the critical value of 1.761 and the p-value is significantly below the 0.05 threshold, the results demonstrate a statistically significant and positive effect of strategic alliance on procurement performance. Based on this, the null hypothesis stating that "strategic alliance has no significant effect on procurement

performance" is rejected. It means that building long-term relationships, aiming for similar objectives and solving problems with suppliers improves the procurement performance of sugar processing companies in Western Kenya.

When organizational culture is introduced as a moderator, the regression coefficient for strategic alliance becomes 0.436 and it has a t-value of 7.837 and a p-value of 0.000. The outcomes are still significant because the t-value is higher than the critical value and the p-value is less than 0.05. It means that the stronger the organizational culture, the stronger the link between strategic alliances and procurement performance. Therefore, firms that have a supportive environment and encourage teamwork, unity and flexibility are more likely to gain from strategic alliances which helps them become more efficient and competitive.

It is clear from comparing the two models that adding organizational culture as a moderator makes strategic alliances have a stronger effect on procurement performance. The regression coefficient became larger and stronger, from 0.370 to 0.436, showing that the effect is more significant when cultural context is included. In both studies, the null hypothesis is not supported which means strategic alliances do impact procurement performance. Yet, the moderated model points out that organizational culture is key for getting the most out of these alliances, so it is important for a company’s culture to support its external partnerships.

The outcomes are like those from the descriptive statistics which indicate that most respondents believe that strategic alliance helps sugar processing firms in Western Kenya perform better in procurement. It was clear to many respondents that partnering with suppliers has encouraged innovation in their supply chains, resulting in much better procurement efficiency. A large majority also thought that these partnerships help to improve procurement performance. The fact that most respondents agree with the regression results demonstrates that strategic alliances really do help improve outcomes in sugar processing procurement.

The findings of this study resonate with the findings of the study conducted by Charles, Kule, and Kapaya (2021), who investigated the influence of strategic alliance management on the performance of microfinance institutions (MFIs) in Rwanda. The research also revealed that strategic alliances lead to improved performance for MFIs which proves that partnerships can benefit organizations in different industries. This shows that strategic alliances greatly help in improving performance, whether for sugar processing firms in Western Kenya or for financial services institutions in Rwanda.

4.7.4 Organizational culture, supplier relationship management and procurement performance

The fourth objective of the study was to determine the moderating effect of organizational culture on the relationship between supplier relationship management and procurement performance of sugar processing firms in Western Kenya. This was based on the null hypothesis that organizational culture had no significant effect on the relationship between supplier relationship management and procurement performance of sugar processing firms in Western Kenya.

As seen in Table 4.19, the regression showed that organizational culture had a regression coefficient of 0.131, a t-value of 3.139 and a p-value of 0.012. Since the t-value (3.139) is greater than the critical t-value of 1.761 and the p-value is significantly less than the significance level of 0.05, the results indicate that organizational culture has a statistically significant moderating effect on the relationship between supplier relationship management and procurement performance. Therefore, the null hypothesis stating that "organizational culture has no moderating effect on the relationship between supplier relationship management and procurement performance" is rejected. That means that a strong and encouraging organizational culture helps supplier relationship management which in turn leads to better results in sugar processing firms in Western Kenya.

The findings are similar to the descriptive statistics because most of the respondents said that the culture within an organization shape how well sugar processing firms perform in Western Kenya. A lot of the respondents pointed out that the right organizational culture leads to teamwork with suppliers and speeds up the decision-making process in procurement. These views support the regression analysis by showing that a positive company culture results in better supplier relationship management which improves procurement performance and proves that culture is vital for effective procurement in the industry.

The findings of this study resonate with the findings of the study conducted by Tiwari and Gupta (2023), who carried out a regional study on the impact of organizational culture on supplier relationship management and procurement efficiency in South Asian manufacturing firms. Their findings further showed that the type of organizational culture plays a big role in the link between supplier relationship management and procurement performance. It confirms that culture is vital for better procurement results by building strong ties with suppliers and this is important everywhere.

4.8 Theoretical Relevance

The findings from the study align closely with the Resource-Based View (RBV) theory, which emphasizes that firms gain competitive advantage through the development and effective management of valuable, rare, and inimitable resources. Firms can use supplier training, contract management and forming strategic alliances to improve how they handle procurement. Because of these supplier management strategies, sugar processing companies in Western Kenya can operate more efficiently, manage risks and create capabilities that other companies find hard to match. The role of organizational culture helps RBV by pointing out that having the right culture within a company helps to nurture and sustain these resources which leads to better results in procurement.

The findings of the study also match up with Transaction Cost Theory which aims to cut down on the expenses and risks involved in business transactions by using proper governance. Using supplier contracts and forming strategic alliances helps companies reduce risks and avoid opportunistic actions which leads to less money being spent and better purchasing results. The fact that these practices help firms so much proves that structured deals and long-term ties with suppliers cut down the costs of supervising, bargaining and implementing contracts. A culture that encourages trust, teamwork and common norms helps smooth out interactions and conflict among suppliers which reduces the costs involved in transactions.

Social Exchange Theory also gives a helpful perspective on the social aspects of supplier relationship management. It suggests that building trust, being reciprocal and working for mutual advantage strengthens and improves partnerships. The results of the study, mainly in the areas of supplier training and strategic alliances, indicate that forming such relationships can boost how well procurement performs. Because of organizational culture, values and norms in a company encourage employees to interact well, feel more committed to their job and act cooperatively with suppliers. The theory helps by proving that supplier relationship management is shaped by social and cultural influences, not just by buying and selling.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This section gives relevant research summary, makes conclusions, and gives the recommendations derived from the results of the research. The section further identifies areas of the research where future studies can be focused.

5.2 Summary

5.2.1 Supplier training and procurement performance

The first objective of the study was to examine the effect of supplier training on procurement performance of sugar processing firms in Western Kenya. Both descriptive and inferential statistics was analyzed. The descriptive statistics results indicated that most of the respondents agreed that supplier training affects procurement performance through frequency of supplier training programs, number of suppliers attending training sessions and regular update of training programs.

The correlation analysis results showed a correlation coefficient of 0.731and p value of 0.000 between supplier training and procurement performance indicating a strong positive relationship between the variables. Linear regression analysis was conducted to test the null hypothesis that supplier training had no significant effect on procurement performance of sugar processing firms in Western Kenya. The results indicated a regression coefficient of 0.214 (p-value of 0.003) and 0.199 (0.001) without and with the moderating effect of organizational culture respectively. Therefore, the null hypothesis was rejected implying that supplier training had a positive and significant effect on procurement performance without and with the moderating effect of organizational culture.

5.2.2 Supplier contract management and procurement performance

The second objective of the study was to determine the effect of supplier contract management on procurement performance of sugar processing firms in Western Kenya. Both descriptive and inferential statistics was used to analyze the study. The results from the descriptive statistics indicated that most of the respondents agreed that supplier contract management affects procurement performance through regular update of supplier contracts, adherence to supplier contracts, smooth and timely contract renewal and clarity of contract terms.

The correlation analysis indicated that supplier contract management and procurement performance had a correlation coefficient of 0.723 and p value of 0.001. This indicated a strong positive relationship between supplier contract management and procurement performance. Linear regression was used to test the null hypothesis that supplier Contract Management had no significant effect on procurement performance of sugar processing firms in Western Kenya. The results indicated that supplier contract management had a regression coefficient of 0.198 (p-value=0.009) and 0.215 (p-value=0.001) without and with the moderating effect of organizational culture. Therefore, the study rejected the null hypothesis and this implies that contract management had a positive and significant effect on procurement performance.

5.2.3 Strategic alliance and procurement performance

The third objective of the study was to establish the effect of strategic alliance on procurement performance of sugar processing firms in Western Kenya. Both descriptive and inferential statistics were used to analyze the study data. The descriptive statistics findings showed that most of the participants agreed that strategic alliance affects procurement performance through multiple strategic partnerships with suppliers, joint strategic planning and collaborative decision-making with suppliers.

The results from correlation analysis indicated that strategic alliance had a correlation coefficient of 0.697 (p value of 0.001) with procurement performance. This showed that

strategic alliance had a positive and significant association with procurement performance. Linear regression analysis was used to test the null hypothesis that strategic alliance had no significant effect on procurement performance of sugar processing firms in Western Kenya. Strategic alliance had a regression coefficient of 0.370 (p value=0.000) and 0.436 (p value=0.000) without and with the moderating effect of organizational culture. Therefore, the null hypothesis was rejected implying a positive and significant effect of strategic alliance on procurement performance without and with the moderating effect of organizational culture.

5.2.4 Organizational culture, supplier relationship management and procurement performance

The fourth objective of the study was to determine the moderating effect of organizational culture on the relationship between supplier relationship management and procurement performance of sugar processing firms in Western Kenya. Both descriptive and inferential statistics was used to analyze the study. The results from the descriptive statistics showed most of the participants agreed that organizational culture affects the relationship between supplier relationship management and procurement performance. This was through open communication between departments on procurement matters, ethical procurement practices, strong alignment between organizational culture and procurement goals.

Linear regression was used to test the null hypothesis that organizational culture had no significant effect on the relationship between supplier relationship management and procurement performance of sugar processing firms in Western Kenya. The results indicated that organizational culture had a regression coefficient of 0.131 and p value of 0.012. This means the study rejected the null hypothesis and this indicates a positive and significant effect of organizational culture on the relationship between supplier relationship management and procurement performance.

5.3 Conclusion of the study

The conclusion of the study was based on both descriptive and inferential statistics carried out. The descriptive statistics are made per the objectives of the study.

5.3.1 Supplier training and procurement performance

The results from the descriptive statistics shows that most of the respondents agreed that supplier training affects procurement performance through frequency of supplier training programs, number of suppliers attending training sessions and regular update of training programs. The correlation results indicated that supplier training had a positive and significant association with the procurement performance. This was supported with a correlation coefficient of 0.731and p value of 0.000. The regression results indicated that supplier training had a positive and significant effect on procurement performance. This is evidenced by a regression coefficient of 0.214 (p-value of 0.002) and 0.199 (0.001) without and with the moderating effect of organizational culture respectively. Therefore, the study rejected the null hypothesis and concluded that supplier training had a positive and significant effect on procurement performance of sugar processing firms in Western Kenya.

5.3.2 Supplier contract management and procurement performance

The findings from the descriptive statistics indicated that most of the respondents agreed that supplier contract management affects procurement performance through regular update of supplier contracts, adherence to supplier contracts, smooth and timely contract renewal and clarity of contract terms. The results from correlation analysis indicated that supplier contract management had positive and significant association with procurement performance. This is evidenced with a correlation coefficient of 0.723 and p value of 0.001. The findings from regression analysis indicated a positive and significant effect of supplier contract management on procurement performance. This was supported with a coefficient of 0.198 (p-value=0.009) and 0.215 (p-value=0.001) without and with the moderating effect of organizational culture.

Therefore, the study rejected the null hypothesis and concluded that contract management had a positive and significant effect on procurement performance.

5.3.3 Strategic alliance and procurement performance

The results obtained from descriptive statistics indicated that strategic alliance affects procurement performance through various aspects such as multiple strategic partnerships with suppliers, joint strategic planning and collaborative decision-making with suppliers. The findings from correlation analysis stated a positive and significant association between strategic alliance and procurement performance. This is based on the obtained correlation coefficient of 0.697 and a p value of 0.001. The results from regression analysis indicated a positive and significant effect of strategic alliance on procurement performance. This was supported with a regression coefficient of 0.370 (p value=0.000) and 0.436 (p value=0.000) without and with the moderating effect of organizational culture. Therefore, the null hypothesis was rejected and the study concluded that there is a positive and significant effect of strategic alliance on procurement performance of sugar processing firms in Western Kenya.

5.3.4 Organizational culture, supplier relationship management and procurement performance

The study conclusion was drawn from both descriptive and inferential statistics results. The descriptive results indicated that most of the participants agreed that organizational culture affects the relationship between supplier relationship management and procurement performance. This was through open communication between departments on procurement matters, ethical procurement practices, strong alignment between organizational culture and procurement goals. The findings from correlation analysis indicated that organizational culture had a positive and significant association in the relationship between supplier relationship management and procurement performance of sugar processing firms in Western Kenya. This was accompanied with a correlation coefficient of 0.717 and p value of 0.001. The regression

results also indicated that organizational culture had positive and significant effect on the relationship between supplier relationship management and procurement performance. The study null hypothesis was therefore rejected and the study concluded that there is a positive and significant effect of organizational culture on the relationship between supplier relationship management and procurement performance.

5.4 Recommendation of the study

The study recommendations were provided based per objective and based on the study findings obtained.

5.4.1 Supplier training and procurement performance

Most of the participants felt that the number of supplier training programs was not high enough. The research recommended that sugar processing businesses in Western Kenya should offer more frequent and regular supplier training to boost how well they purchase goods. Regular and well-planned training sessions allow suppliers to understand what procurement, quality and the organization require.

A large number of participants said that not enough suppliers were attending the training sessions. The study recommended that Western Kenyan sugar processing firms should open up and increase the range of supplier training to encourage more participation. More suppliers attending training will make sure they have the right knowledge and skills to meet the standards which will lead to better procurement results.

The majority of the participants thought that training programs did not get updated as often as needed by industry standards. The study recommended that sugar processing companies in Western Kenya should keep updating their training programs for suppliers, following the latest changes in the industry, technology and what is expected in procurement. If firms update their training regularly, their suppliers will be better prepared with the right knowledge and procedures for fast and compliant procurement work.

5.4.2 Supplier contract management and procurement performance

Most of the people surveyed agreed that the procedures for managing contracts were not clear and followed properly. It was s recommended that sugar processing firms in Western Kenya should set up and use well-defined procedures for managing their suppliers to improve procurement. Improving contract management helps prevent misunderstandings and disputes with suppliers which leads to better accountability, efficiency and long-term relationships with suppliers that benefit procurement.

A large number of participants thought that suppliers were not always aware of the contract's expectations. The study recommended that sugar processing firms in Western Kenya should increase their communication with suppliers, so that they are fully informed about the requirements in their contracts. Making sure suppliers are aware of what is expected from them will help them support the company's goals, avoid non-compliance and boost how well procurement is performed.

Most of the people surveyed said the process for renewing contracts was not efficient and took too long. The study recommended that sugar businesses in Western Kenya should make their contract renewal process more organized and use automated tools to make sure it is done properly and promptly. Improving how renewals are done allows companies to prevent breaks in supplier partnerships, maintain a steady supply and perform better in procurement.

5.4.3 Strategic alliance and procurement performance

Most of the participants believed that sugar firms rarely plan strategies together with their suppliers. It was recommended that sugar processing companies in Western Kenya should increase their teamwork with suppliers in planning to improve their procurement results. Regular strategic planning sessions with suppliers can help identify shared opportunities, mitigate risks, and align procurement processes with the firms' overall objectives.

Most participants thought that sugar firms do not give their key suppliers access to their resources and technology. According to the study, it is important for sugar processing companies in Western Kenya to share resources and technology with their main suppliers to improve their partnerships and boost how well they purchase supplies. This way of working fosters trust and reliance between partners and allows suppliers to meet the firms' needs for quality and on-time delivery which results in more dependable and cheaper procurement.

A number of respondents thought that trust between firms and their suppliers was low. It was recommended that sugar processing firms in Western Kenya should put effort into forming trusting relationships with their suppliers to improve their alliance and make procurement more efficient. When trust is high, the company can perform better, the supply chain becomes stronger and goals in procurement are more closely met.

5.4.4 Organizational culture, supplier relationship management and procurement performance

Most of the participants agreed that there was not much open communication about procurement matters among departments. It was recommended that firms in Western Kenya improve how they communicate about procurement among different departments. Making openness and teamwork important in the company culture can help overcome communication difficulties and improve the procurement process.

Most people in the survey felt that management encourages lasting relationships with suppliers. The study recommended sugar processing companies in Western Kenya to keep improving and formalizing their support for long-term suppliers by including it in both their organizational culture and purchasing policies. Promoting long-term relationships with suppliers helps firms use supplier relationship management more successfully to be more efficient and competitive.

The majority of the respondents did not think that ethical procurement was given priority and supported by the organization. The study recommended that sugar processing businesses in Western Kenya should focus on and actively support ethical procurement by making sure ethical rules are clearly a part of their company culture. Focusing more on ethics will improve the relationships with suppliers and also ensure the company performs well in procurement and avoids risks linked to unethical actions.

5.5 Areas for further researcher

Future researchers should;

Review how the strategies used in supplier relationship management help reduce risks, for example, those caused by supply shortages or changes in prices.

Look at how procurement performance in sugar processing firms in Western Kenya differs from that in other regions or countries due to supplier relationship management.

Study the impact of different leadership styles on the way sugar processing firms handle relations with suppliers.

Look at how supplier relationship management affects both the quality and the number of defects found in sugar processed products.

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APPENDICES

Appendix I: Letter of introduction

Dear Sir/Madam,

Re: Request for Research Data

I hope this message finds you well. I am undertaking a study on the effect of supplier relationship management on the procurement performance of sugar processing companies in Western Kenya, as part of my academic degree. This study aims to analyze critical elements such as supplier training, contract management, strategic alliances, and the moderating influence of corporate culture on procurement outcomes. I request your participation in completing a questionnaire to acquire crucial data for our project. Your views and comments will be handled with the highest level of confidentiality and utilized exclusively for scholarly reasons. Your involvement will significantly enhance the effectiveness of this study, and I sincerely value your time and support.

Thank you for considering this request. I look forward to your positive response.

Yours faithfully,

Andrew

TEL: 0706139128

Appendix II: Questionnaire

Section A. General Information

1. **What is your age group?**

Age	25 years and below	26-35 years	36-45 years	46-55 years	Above 55 years
Tick where appropriate					

2. **What is your highest level of education?**

Level of education	Certificate	Diploma	Bachelors	Masters	PhD
Tick where appropriate					

3. **Number of years served in the sugar firm**

Number of years	Below 1 year	1-5 years	6-10 years	11-20 years	Above 20 years
Tick where appropriate					

Section B: Supplier Training and Procurement performance

Rate the following statements using a 5 Point Likert scale of 5- Strongly Disagree (SD), 4- Disagree (D), 3- Neutral (N), 2- Agree (A), 1- Strongly agree (SA). Tick where appropriate.

No.	Statement	5 SA	4 A	3 N	2 D	1 SD
1.	The frequency of supplier training programs is sufficient					
2.	The number of suppliers attending training sessions is adequate					
3.	I am satisfied with the content of the supplier training programs					
4.	Supplier training has resulted in an improvement in supplier skills					
5.	A high percentage of our suppliers have been trained in the last year					
6.	Suppliers demonstrate an improved understanding of quality standards post-training					
7.	Training programs are regularly updated based on industry needs					
8.	The training sessions are effectively communicated to all suppliers					
9.	Supplier training has reduced errors in the procurement process					
10.	Training programs are aligned with our procurement goals and strategies					

Section C: Contract Management

Rate the following statements using a 5 Point Likert scale of 5- Strongly Disagree (SD), 4- Disagree (D), 3- Neutral (N), 2- Agree (A), 1- Strongly agree (SA). Tick where appropriate.

No.	Statement	5 SA	4 A	3 N	2 D	1 SD
1.	Supplier contracts are regularly reviewed and updated					
2	The terms and conditions of supplier contracts are clear and understandable					
3	Supplier adherence to contract terms is high					
4	Disputes related to supplier contracts occur infrequently					
5	Contract management procedures are well-defined and followed					
6	Suppliers are always aware of the expectations set in the contract					
7	The contract renewal process is conducted smoothly and timely					
8	The contract terms allow flexibility to accommodate market changes					
9	Contract management is supported by effective tracking systems					
10	The clarity of contract terms contributes to better supplier relationships					

Section D: Strategic Alliance

Rate the following statements using a 5 Point Likert scale of 5- Strongly Disagree (SD), 4- Disagree (D), 3- Neutral (N), 2- Agree (A), 1- Strongly agree (SA). Tick where appropriate.

No.	Statement	5 SA	4 A	3 N	2 D	1 SD
1.	Our company has formed multiple strategic partnerships with suppliers					
2	Strategic alliances with suppliers are regularly reviewed for effectiveness					
3	We engage in joint strategic planning with our suppliers regularly					
4	We share resources and technology with our key suppliers					
5	Our company has more long-term relationships with suppliers than short-term					
6	There is a high level of mutual trust in our supplier alliances					
7	Strategic alliances with suppliers have led to innovation in our supply chain					
8	The strategic alliances significantly improve procurement efficiency					
9	We prioritize collaborative decision-making with our strategic suppliers					
10	Our strategic alliances contribute to improved overall procurement performance					

Section E: Organizational Culture and supplier relationship management and procurement performance

Rate the following statements using a 5 Point Likert scale of 5- Strongly Disagree (SD), 4- Disagree (D), 3- Neutral (N), 2- Agree (A), 1- Strongly agree (SA). Tick where appropriate.

No.	Statement	5 SA	4 A	3 N	2 D	1 SD
1.	There is open communication between departments on procurement matters					
2	Management supports long-term relationships with suppliers					
3	Our organizational culture encourages cross-functional collaboration in procurement					
4	Ethical procurement practices are prioritized and supported by the organization					
5	The organizational values align with supplier relationship management strategies					
6	There is a strong focus on supplier relationship management within the company					
7	Organizational culture promotes a collaborative approach to problem-solving with suppliers					
8	The company values transparency and trust in supplier relationships					
9	There is strong alignment between organizational culture and procurement goals					
10	Organizational culture facilitates quick decision-making in procurement					

Section F: Procurement performance

Rate the following statements using a 5 Point Likert scale of 5- Strongly Disagree (SD), 4- Disagree (D), 3- Neutral (N), 2- Agree (A), 1- Strongly agree (SA). Tick where appropriate.

No.	Statement	5 SA	4 A	3 N	2 D	1 SD
1.	A high percentage of procurement orders are delivered on time					
2.	Our procurement process has resulted in significant cost savings					
3.	Supplier performance meets or exceeds our expectations most of the time					
4.	We experience minimal delays in the procurement process					
5.	The procurement process is free from errors or inaccuracies					
6.	Procurement decisions are based on accurate and timely data					
7.	We consistently meet the procurement objectives and KPIs					
8.	Procurement performance has improved due to better supplier relationships					
9.	The cost per unit of procurement has decreased over time					
10.	Supplier relationships directly contribute to enhanced procurement performance					

Appendix III: List of sugar firms in western Kenya

No.	Name of sugar firm
1	Chemelil sugar factory
2	Muhoroni sugar company
3	Mumias sugar company
4	Nzoia sugar factory
5	South Nyanza sugar company
6	Kibos Sugar and Allied Industries Limited
7	Sony sugar company
8	Butali sugar mills
9	West Kenya sugar company
10	Sukari Industries Limited
11	Busia
12	Kisii sugar factory
13	Olepito Sugar Factory
14	Naitiri Sugar