

**PROCUREMENT PRACTICES AND FINANCIAL PERFORMANCE OF KENYA
MEAT COMMISSION**

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D53/0L/GAR/32452/2017

**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF BUSINESS IN
PARTIAL FULFILMENT OF THE REQUIREMENT FOR THE AWARD OF
DEGREE IN MASTER OF BUSINESS ADMINISTRATION (PROCUREMENT
AND SUPPLY CHAIN MANAGEMENT) OF KENYATTA UNIVERSITY**

OCTOBER, 2020

DECLARATION

The project is my original work and has not been presented for any award in any other University. No part of this research should be reproduced with my authority or the authority of Kenyatta University.

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The research project has been submitted for examination with my approval as the university supervisor.

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DEDICATION

I would like to appreciate the work of my husband, the support, the guidance and protection. It is my prayers that God will bless you abundantly. To my parents, thank you for your prayers and support. You were always there when needed most. To my children, thank you for unwavering support and encouragement.

ACKNOWLEDGEMENT

I would like to acknowledge my supervisor Dr. Perris Wambui Chege for her support, advice and encouraging words during the project writing. I acknowledge the support and timely responses from management of Kenya Meat Commission. I also wish to thank the almighty God for the blessing of good life and good health. To my friends and family members may God bless you all.

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OPERATIONAL DEFINITION OF TERMS

Financial Performance Measurement of an organizations (Kenya Meat Commission) Sales level, net profit and total assets.

Material Control Procedure It is a systematic control over purchasing, storing and consumption of materials, inventory quantity levels, material handling and physical distributions that helps the organization to maintain a regular and timely supply of materials by avoiding over and under-stocking.

Procurement It is the process of finding and agreeing to terms, and acquiring goods, services, or works from an external source, often via a tendering or competitive bidding process.

Procurement Practices It's the series of processes that Kenya Meat Commission follow in the acquisition of products or services from their suppliers. Procurement practices will be measured by supplier assessment, tendering procedure and material control procedure.

Supplier assessment This is the process of assessing and approving potential suppliers by quantitative, qualitative assessment, supplier capacity, turn-around time, supplier competence and consistence. The purpose is to ensure a portfolio of best in class suppliers is available for use.

Tendering Practices It is a process which involves open, restricted and single source forms of tendering used by the Kenya Meat Commission to invite suppliers to supply goods or services to the organization.

ACRONYMS AND ABBREVIATIONS

CPAR :	Country Procurement Assessment Review
EU:	European Union
GDC:	Geothermal Development Company
KMC:	Kenya Meat Commission
NACOSTI:	National Commission for Science, Technology and Innovation
PPA:	Public Procurement Authority
PPD:	Public Procurement Directorate
PPOA:	Public Procurement Oversight Authority
SPSS:	Statistical Package for Social Science

ABSTRACT

Effective implementation of procurement practices significantly improves the effectiveness of purchasing decisions and thus improved firm performance. To achieve this goal, procurement Practices must be fair, competitive and must control costs. if procurement is well managed, it adds value to an organization and save time and money as well. Key benefits of proper procurement management include value for money, protection and enhancement of the environment, more efficient use of resources, greater social inclusion improved supplier relationships. However, in spite of the immense attention given to procurement Practices and financial performance and the relationship that exist between the two constructs many organisations both private and public continue to experience mixed performance. Anchored on the balanced score card, the resource based theory and agency theory the study sought to determine the effect of procurement practices on financial performance of the Kenya meat commission. Descriptive Research Design was used. The study population comprised of 71 employees working in Kenya Meat Commission headquarters in Athi River, Ladhies branch in Nairobi, Mombasa deport and the user department in Athi River. Since the population was small and of manageable sizes, a census study was done. Semi structured questionnaires were used to collect primary data. A multiple regression model was used to present the relationship between the dependent and independent variables. It was established that in Kenya meat commission, majority of the department and branches used open tendering method. It was an indication that majority of the tenders were open to the public to participate in. The findings indicated that the consistency of suppliers was vital at explaining the performance of Kenya meat commission. It was evident that material control practices significantly affected the performance of Kenya meat commission. The study concludes that the relationship between tendering practices and the financial performance of Kenya meat commission was positive and significant. The supply assessment relationship with financial performance in Kenya meat commission was insignificant and positive. The relationship between material control and financial performance of meat commission was positive and significant. The study suggests that further research to be done on inter-organizational factors affecting success of KMC.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Procurement entails acquiring services and goods at the best form of total cost of ownership in terms of quantity and quality in the right place, at the right time, from the right sources for the direct or indirect use of the Corporation the government and individuals. Simple procurement may involve nothing more than repeat purchasing. (Singh, Darwish, & Potočnik, 2016). However, Coviello, Guglielmo and Spagnolo (2017) argued that the manner in which the firm conducts its procurement process may have an impact on firm performance. Additionally, albano Cesi and Lozzi (2017) outlined that effective implementation of practices in procurement and procedures improved significantly the purchasing effectiveness and decision-making thus resulting to improved performance of the companies. The key benefits of proper procurement management may include; protection of the environment, value for money and protection of environment social and greater inclusion of the supplier relationship competitive Edge in the industry flexible supply chain and more efficient use of resources (Coviello, Guglielmo & Spagnolo, 2017).

The national government in United States of America have had tremendously complicated and highly scrappy procurement structures. According to Drabkin (2013), in USA the procurement processes operate within non-dependent frameworks which is normally administered by the checks of the constitution and balances of power from the government units and also the governments procure a variety of services and goods

which range from paper channels to advances in technologies. When managing voluminous goods, the ventral government employees' diverse employees with different expertise over a hundred thousand expertise programs contract and procurements program administrators' quality purchasing inspections traffic managements show no facilities logistics property disposal storage and managements are all ideal for proper procurement process management (Khi, 2013).

In regional perspectives, Ghana mainly deals their services deliveries as they directly involve in brands new and sophistication of procurements processes. They also invested in the inventions of new incentives like contracts to encourage the introductions of new facilities in the non-governmental sectors (Debe, 2004). Ghana Civic procurement is 24% of the international account and imports for 50% to 70% of its budget and this does not include the personal benefits without the inclusion of Its donates about 14% to the gross domestic product. It is evident that public procurements sectors are growing and becoming the biggest domestics markets in the countries which are developing.

The experience of the international trade centres in the developing countries accounts only have 50% to 70% of its imports (Hunja, 2003). Majority of the stakeholders such as African Development Bank World Bank and other economic activities are helping the countries which are normally in the process of doing development to access changes in their procurement laws. Countries such as Bangladesh, Afghanistan, Peru, Ghana, Rwanda, Tanzania, Sierra Leone and Uganda which are some of the developing countries

in Africa have all implemented program and laws which are new since the Year 2001 and this has been because of the reaction of the World Bank demands on the procurement regulations (Gelderman, 2006). According to Duffor (2006) argued that public procurements sectors will directly influence the gross domestic product of a country's which cannot be underscores.

In Uganda public procurement reforms was perceived as part of the package policy focusing on strategic to eradicate poverty in the country through the creation of appropriate policy framework that orientate the government spending in crucial sectors. These reforms involved and were based on the findings of the study which was carried out by the development and public procurement on action plan by the country's system of procuring goods services and works. Our neighbors Tanzania had procurement Act 2001 which was enacted by the parliament and subsequently assented by the president in 2001 (GoT, 2001). This forms the reference for all the public procurement. Public procurement in reference to the enactment of the central tender board which unlike the past is an organization which is independent of the ministry of finance as witnessed a lot of changes. The act established a regional ministerial District local authority and parastatal tender board. Public act 2001 which was also enacted in 2001 April is a complimentary of public procurement act and it provides a clear guideline on the registration guidelines for the use of finances to the public in Tanzania the two acts spells out the deterrent measures for any non-compliance

Kenya and Uganda who are left behind by Tanzania in the enactment of two important bills which were appointed to the country's commitment to put in place more effective and efficient public procurement system (PPOA, 2007). In Rwanda, the public procurement authority (RPPA) is a public body which was established in 2008 February through the Rwandan laws (Republic of Rwanda 2008). This act was created to replace the national tender board during which the process of reform is the public Financial Management was launched by the government of Rwanda in which the public procurement reform was one of the most significant components

In Kenya the public procurement system has undergone numerous reforms since the mid-1980s to make it consistent with the global trade. It is worth noting that in 1997 the country procurement assessment review in Kenya which was reveals that there were very serious irregularities and drawbacks in the Kenyan public procurements systems by enhancing the centralities of the public procurements. This assessment laid down the on-the-ground the public procurement reforms which were later launched in 1998 whose pillars were accountability, transparency and value for money to the tenders (Rotich & Okello, 2015). Segment of the Exchequer and the Audit act procurement public procurement in 2001 was aimed at organizing and governing the procurement in the public sector and which lake Down the creation of public procurement directorate which oversees the public processes of procurement in Kenya. Public procurement complaints review and Appeals Board (PPCRAB) also was mandated to handle the tendering disputes.

However, an independent procurement review(IPR) in two thousand and five point that it was vital to further extend the reforms in procurement and have a legal sound framework through enactment of the Parliament. Forthwith the public procurement and disposal act (PPD) of 2005 was passed and it was established Public Procurement Oversight Authority (PPOA), Public Procurement Administrative Review Board(PPARB), Public Procurement Oversight Advisory Board (PPOAB) and repealed all other laws relating to public entities procurement by ensuring that our procurement was done by one body (Ayoyi & Mukoswa, 2015). It is the work of public procurement authority to make the public procurement more efficient fair transparent that it is established five basic Pillars which guide the public procurement which includes transparent legal an institutional framework, standardize procurement and clear procedures and tender documents which are standard, measures of anti-corruption procurement measures which are independent and procurement staff with a proficient.

1.1.1 Financial Performance

Financial performance according to Richard, Devinney, Yip and Johnson (2009) relate to the results of an organization as compared to the expected results for the period. This financial performance is often observed in two main aspects profitability and sales level. Traditionally business organisations have relied on profitability such as profit after tax and operating profit to measure performance. However, modern firms have attempts to indicate performances of enterprises by utilising modern models such as the balanced scorecard in which case performance is measured through different varying dimensions which are financial in nature (including profitability and return on investment), and non-

financial such as service to customers, responsibilities to the society (outreach to the community and corporate responsibilities) and stewardship by employees. Hence, Modern firms use a combination of financial performance (profits, return on assets, return on investment, etc.); product market performance (sales, market share, etc.) and shareholder return (total shareholder return, economic value added) (Kuloba, 2016).

Profit oriented organisations measure performance in terms of productivity and profit. However, this is not the case in public sector organisations. Private firms endeavour to maximise their profitability while public institutions aim to offer services more efficiently, satisfy the user and the continuously improve their services. Consequently, performance in the public sector is viewed in terms of effectiveness and efficiency of utilisation of scarce resources and how they use the tax payers' money to provide services (Kingei, 2015). Public sector organizations according to Boland and Fowler (2010) may therefore adopt various measure of performance such as productivity, customer service, and employee retention, levels of absenteeism, motivation, innovations and surpluses.

Upadhaya, munir and blount (2014) indicated that non-financial measures may be used together with organizational effectiveness over majority of the institution focus on using performance measures concerning the internal business processes and please let's embassies on using customer or employee related measures of performance since they are considered less vital to the organizational effectiveness. Juma and Mibey (2018) India study consider the use of organizational culture and performance of the organization and measures which were used were customer satisfaction financial measures such as return on assets and internal processes.

In order to meet its objectives, KMC has benchmarked its products and services to compete with the very best in the world. Aimed at maintaining the highest standards of hygiene and product excellence, as well as customer care and service. The commission has also upgraded its plant and machinery to be in tandem with the very best standards of global meat processing. The commission aim at increasing efficiency, effectiveness and innovation (Kingei, 2015). To improve performance, the commission, conduct training for training for its staff through build the capacity required to meet the ever changing market needs.

1.1.2 Procurement Practices

Procurement Practices according to Saussier and Tirole (2015) are a group of directives that detail what can and cannot be done as well as how each activity must be undertaken. Procurement procedure are part of the procurement process which relate to the guidelines for acquiring of appropriate goods and services at the best possible cost to meet the needs of the organization in terms of quality, quantity, time and location. Farrington and Lysons (2012) viewed procurement practices as the sequential steps or techniques for getting a task done while Amann and Essig (2015) stated that procurement practices involves decision making where the authority in charge of the process compares several purchase requisitions that have been sent in reaction to a necessity, against pre-determined conditions prior to picking one or denying all of them.

During bid evaluation, each offer must be carefully considered, on an equal basis, against the published evaluation criteria. The process must follow the approach and methodology set out in the procurement documents. The evaluation panel must determine the best

supplier based on the information provided by suppliers in their offer. The evaluation should take into account capability, capacity and value for money over the whole-of life of the procurement.

Several scholars have operationalized procurement practices in different ways. For instance, Uttam and Roos (2015) summarized procurement practices into open practices restricted practices and competitive negotiated practices. Open practices involve calling for tenders where all economic operators may submit their tender bids. Contracts are awarded based on the specified contract notice and no negotiations take place. Under restricted practices, after tenders are advertised, all economic operators may ask to submit a tender, but only those who satisfy the selection criteria may be invited to do so.

Subsequently only shortlisted candidates reply to the contract notice. Similarly, in this procedure no negotiations are allowed. The method stipulates that parties involved must go through a formal procedure with detailed invitation to tender documents. Finally, the competitive negotiated practices involve the contracting authority inviting candidates of its choice to submit tenders and from the technically compliant tenders, it selects the one that offers the best value for money. Thus the procedure involves procurement from a supplier without any competition (Gnanih, 2012).

Onyango and Muturi (2016) operationalized tendering practices, supply regulation practices, ethical practices and operating practices. Kuloba (2016) measured procurement practices through tendering practices, supplier assessment practices and material control practices but the European Union (EU) indicated that procurement practices to be

adopted by member countries should be open practices and restricted practices. Mizuno (2014) operationalized procurement practices into selection of suppliers to be invited to tender, request for and submission of tenders, technical evaluation, negotiation and award of contract and delivery, inspections, and payment.

On the other hand, Amann and Essig (2015) observed that in any organization there are standard procurement practices that are always defined relating to procurement cost levels, purchase requisitions ethical codes (including gifts and inducements, declaration of interest, supplier interaction and confidentiality), standard agreements, value for money, tendering, E procurement and Ad hoc purchases. While Jeptepkeny (2015) measured procurement practices into specification definition, bid invitation, bid evaluation and contract negotiation.

In this study, procurement practices measured through tendering practices, supplier assessment and material control. The indicators of tendering practices will be; open tendering, restricted tendering, competitive tendering and single source tendering. Supplier assessment was measured by supplier capacity, turn-around time, supplier consistency and supplier competency. Material control practices was measured by; inventory quantity levels, inventory planning control system, material handling and storage and physical distribution.

1.1.3 Financial Performance of Kenya Meat Commission

The Kenya Meat Commission (KMC) was formed in 1950 through an act of parliament with an objective of providing a ready market for livestock farmer and providing high

quality meat and meats products to customers. It is a public institutions and by far the oldest and the most experienced meat processors in Kenya and the larger East Africans regions. KMC is a fully integrated meat process or whose strengths lies in the unrivalled efficiencies of its meat processing plants along with its ability to processes high volumes of qualities meat in line with consumer's taste and preference (Kingei, 2015).

The parastatal has fixed operating costs of Sh20 million per month including Sh10 million for salaries and Sh4 million for electricity. Due to financial challenges the commission was shut down in 1991. In 2006, KMC was re-opened with the objective of promoting the meat industry in Kenya, both domestic and for export. However, since it's re-opening in 2006. KMC has been struggling to meet its costs and is currently facing bankruptcy and its racing against time to stay afloat. Cash-strapped Kenya Meat Commission (KMC) sold products worth Sh127.5 million in the nine months (June 2018 to March 2019) as it continues to operate below capacity.

Despite the government having pumped in over Sh4.1 billion in 13 years since 2006 with Sh2.3 billion of it being for development, the cash-strapped meat processor runs on archaic machines that are manually operated, pushing up labor costs and has consistently made losses over the years. During the financial year 2018, KMC posted a net loss of Sh228.1 million, a slight improvement from the Sh309.2 million loss made a year earlier (2017).Its debts stand at Sh1.1 billion, which include livestock farmers' dues of Sh254.4 million and outstanding payroll deductions totaling Sh144 million. In an attempt to raise funds KMC formed a task force to spearhead collection of debts as it moves to settle liabilities. It is also noted that the state-owned meat processor does not operate optimally

and only slaughters 200 cattle per week which is equivalent to a day's capacity. This fact may be attributed to inability of the abattoir to attract livestock from suppliers due to failure to pay livestock farmers for their deliveries which has disrupted its supplies. These has been attributed to the possibility of poor procurement practices.

1.2 Statement of the Problem

Over the year's scholars and consultants have sought to establish what really affects the financial performance of an organisation. Many factors such as organisation culture, resource availability, efficiency and effectiveness of the management team, management strategies, employee motivation, knowledge management among others (Kingei, 2015). Despite the significant contribution of Kenya Meat Commission in Kenyan economy, it is not clear the contribution of various variables such as procurement practices on its financial performance especially in Kenya Meat Commission.

Empirical studies reviewed for instance, Musau (2015) conducted a study on procurement practices and procurement performance of security firms in Nairobi and found that procurement practices greatly affected procurement performance in the security firms. The study presented a contextual and conceptual gap in that the study sought the effect of procurement practices on procurement performance in security firms while the current research bridges the identified unfilled gaps on procurement practices effect financial performances of KMC. Khisa (2015) sought to determine the influences of procurements processes on completions of road constructions projects in Kenya and concluded that the procurement process significantly affected completion of road construction projects. The study's dependent variable was on road construction project that presenting a contextual

gap since the current study will be on financial performance of Kenya Meat Commission. Mutai and Chirchir (2015) sought to establish the impact of procurement policies and practices on supply chain performances of commercial bank in Kenya. The study concludes that procurement policies and practices has a significant impact on supply chain performances while Kuloba (2016) sought to establishes the effect of procurement practices on organizational performances based on Moi teaching and referral hospital to conclude that their strong relationship amongst material planning and performances while tendering, supplier assessment are insignificant on performances. The studies by Mutai, Chirchir and Kuloba presented empirical gap, contextual and conceptual gaps. The studies dependent variables were on supply chain performances of commercial banks and organization performances while the concentration of this study will be on financial performance of Kenya Meat Commission.

The dwindling trend of financial performance of Kenya Meat Commission reflected in the total assets and net sales and reviewed literature presents an evidence that shortage of empirical literature does exist on the effect of procurement practices on financial performances. The studies reviewed also presented gaps; Contextual, conceptual and empirical gaps. The study therefore intended to fill the identified gaps by determining the effect of procurement practices on financial performance of the Kenya Meat Commission.

1.3 Research Objectives

1.3.1 General Objective of the Study

The general objective of the study was to determine the effect of procurement practices on performance of the Kenya meat commission.

1.3.2 Specific objectives of the Study

Specifically, the study sought to achieve the following objectives;

- i. To establish the effect of tendering practices on financial performance of the Kenya meat commission;
- ii. To analyse the effect of supplier assessment practices on financial performance of the Kenya meat commission;
- iii. To assess the effect of material control practices on financial performance of the Kenya meat commission

1.4 Research Questions

The study sought to answers to the following research questions;

- i. How does tendering practices affect financial performance of the Kenya meat commission?
- ii. To what extent does analyse supplier assessment affect financial performance of the Kenya meat commission?
- iii. In which ways does material control affect financial performance of the Kenya meat commission?

1.5 Significance of the Study

The study would be of great significance to numbers of stakeholders. The board of managements at KMC, the government of Kenya, consultants in supply chain management as well as scholars and researchers.

The management team of KMC would benefit from these study findings as the findings would enlighten the management on the relationships that exist between procurement practices and KMC performance. These would assist in formulation and implementation of guidelines and framework for supporting effective implementation of procurement practices at the state abattoir. It is noted that among the many challenges affecting the commission relate to lack of supplies of animals as supplies take long before they are paid their dues. Consequently, the board of management will be in a better position to reorganise their procurement department and put in place better procurement practices.

The study findings would be vital to the Kenyan government as it would enable them to better understand the concept of procurement practices and its effect on State firm performance. Subsequently, the government and its agencies will develop policies that will enhance efficiency, transparency, objective and value for money, protection of public resources, improved supplier relationships and accountability which have a bearing on firm performance. The government through the legislature would also ensure that there are adequate policies and guidelines to govern and enhance procurement processes in state parastatals.

The study findings would also be of great importance to importance to procurement professionals and consultants in various industrial sectors since it shows the relationship that exists between the constructs of procurement practices and organisational performance. Therefore, the professionals and consultants would be in a better position to offer guidance to their clients. Finally, the study findings would be of great significance to scholars and researchers since the study findings would add to the body of knowledge and theory the relationship that exist between procurement practices and organisational performance. Thus, scholars and other researches would find the findings of the study as necessary reference materials and show research gaps. Researchers would thus carry out more studies on the constructs to advance knowledge on procurement practices.

1.6 Scope of the Study

The study aimed at determining the effect of procurement practices on performance of the Kenya meat commission. The study focused on procurement practices which entailed; tendering practices, supplier assessment practices and material control practices and financial performance of KMC. The study was guided by resource-based view theory, agency theory and balanced score card theory. The study targets the procurement department team in Athi River headquarters, Ladhies Depot, Kibarani Mombasa branch and user departments in Athi River Headquarters. The study was conducted in Kenya Meat Commission based in Machakos County. Primary data was collected by the use of questionnaire.

1.7 Limitations of the Study

The study anticipated to encounter a number of challenges. First the study found through literature review that the construct of procurement practices has been operationalized differently by various scholars and therefore there was no universally accepted way of operationalizing the concept. The study was limited to tendering practices, supplier assessment practices and material control practices. The study encountered reluctance from some of the respondents. Persuasion was done and respondents were promised that the data was for educational purposes only.

Secondly, the study targeted the user department heads who were also among the management team of KMC who had busy schedules. However, to improve on the response rate, the researcher adopted drop and pick technique in data collection. The current study was a case study and therefore, the findings of the study related to KMC only and may not be generalised to other parastatals in Kenya. The conclusions and inferences made related to this period only and different results would be obtained if different methodological practices are adopted, for this reason, the study findings may not be generalised in longitudinal studies of other studies adopting secondary data.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews theoretical and empirical literature previously done by other scholars on literature related to procurement practices. The section examined literature on tendering procurement, supplier assessment, material control, and financial performance. The section also presents the summary of the literature reviewed and the research gaps. Conceptual framework is also presented which includes the variables and their indicators.

2.2 Theoretical Literature Review

This study was anchored on three theories namely: the balanced score card theory, the contingency theory and agency theory.

2.2.1 Resource-Based View Theory

This theory was designed by Grant in 1991 and earlier supported by Hill (1989). The theory supposed that the extensive analysis and the operating capabilities and competencies of the firm a based on the firm's capabilities and Resources. The theories based on the capability and the concept to the firm can use to slice the economic resources of the company and the view of the company to use the collection of its cover abilities and employees within the firm. The theory supports the view that strategies and integration of activities in the form must be placed before any other mechanism such as decisions making not based on the resources available (Kay, 2005).

Resource-based view over the fundamental and critical insight into why majority all the companies and institutions with very valuable in mid-table rare and valuable resources are well-organized and major superior performance other than their competitors who has less of the latter (Barney, 1995). Resource based analysis is applicable in general terms in any principles to any resources anywhere in the firm and be applicable in this study. Its applicability at the same time presents both weaknesses and strength with former which is the strength being the ability for it to be broadly applicable to many analysis dealing with the resources of the firm and being a weakness is the generality of resource-based view which means may not be specific to a certain matter in a study. Meaning of utilized resource-based view in application on how the managers utilize the resources for the purposes of choosing a certain Direction and one more important available resources in the firm. One significant critical views of this Theory is that resource-based view may not be clear on what sufficient about all the resources in the company may be utilized to create value and that operationalization of these resources may be difficult that has such factory not been answered by many researchers (Priem & Butler, 2001).

The resource-based view of the company builds itself around the competence internal to the firm. He argues that the competitive advantages in the firm is rooted within the firm and its assets that are valuable and cannot be imitated results to the generation of revenue. it is therefore that the scarce resources which are not substitutable and difficulty to imitate organization must exploit the opportunities with those resources and provide competitive advantages which are unique to the firm (Barney, 1991). There could be barriers which are explicit and which can be introduced by the internal strategy of the

company or by the government intervention and this may facilitate the inevitability of resources and rareness of resources. Advantage in size, superior performance, sides lags in time and information preference access and superior of information and Resources which are complex to copy are the possible barriers which may cause lack of imitation to the competitors (Barney, 1991).

According to Barney (1986), Russo and Fouts (1997) internal competencies nurturing and applying this appropriate and external companies' environment can develop a good strategy to exploit the opportunities and reduce the threats which may affect the company's success. This theory will be in a position to explain the procurement practices and how they will affect the financial position of Kenya meat commission. It will explain the relationship between the independent and dependent variable and it will help in guiding the establishment of the relationship between the supplier assessment, tendering procedures, material control procedures, record-keeping with financial performance in Kenya meat commission

2.2.2 Agency Theory

The agency theory advocated by Donahue (1989), explains how procurement managers must play the agency role. The procurement department takes the role of agents on behalf of their institutions. The Principal-Agent model main concept is the premise the Principal is so busy that they can't execute a certain task, making it important to hire an agent, but the principal cannot supervise the agent ideally because he or she is busy. Agency Theory explains how to best organize relationships in which one party determines the work while another party does the work. In this relationship, the *principal* hires an *agent* to do the

work, or to perform a task the principal is unable or unwilling to do." According to the agency concept the principals (owners) must supervise and be in command of agents (managers) to guard the owners' outstanding claims from the extremes of self-centred agents, Bansal, (2013)

In this study, the principal is the CEO's or the managers and the entrepreneurs of the Kenya Meat Commission while the agents represent the procurement professionals. In order for an organisation to achieve best performance, it must ensure that all the stakeholders work with the same cognitive dissonance to ensure there is utmost performance in any entity. Procurement practices must be embraced by both the principal and the agent to avoid agency conflicts (Flynn & Davis 2014).

Agency theory is helpful to companies in a variety of industries and contexts. For example, fully functioning supply chains are crucial for nearly every business, but supply chains can develop problems. The managers, especially those in the procurement department need to understand and resolve abnormal behaviours across supply chains, Procurement can be seen as having a minimum of two components with two different objectives--a buyer and seller in competition for contracts. Nonetheless, on top of the agency connection that the buyer and competing vendors have, several internal stakeholders with potentially conflicting interests may also exist, increasing the sophistication of the procurement process. This is where resource-based view theory and agency theory may be helpful in decision making. Agency theory also explains how best to organize relationships in which one party, called the "principal," determines the work

and in which another party, known as the "agent," performs or makes decisions on behalf of the principal, according to Schroeder, (Rungtusanatham & Golstein 2011).

However, Agency theory assumed both the principals and the agent are motivated by self-interested. This assumption of self-interests dooms agency theory to inevitable inherent conflicts. Thus, if both parties are motivated by self-interests, agents are likely to pursued self-interested objectives that deviates and even conflicts with the goals of the principals. Yet, agents are supposed to act in the sole interests of their principals. This theory will be anchored on financial performances and will explains the interests and contributions of KMC managers in improving sales and profitability.

2.2.3 Balanced Scorecard

Kaplan and Norton (1992) who are the pioneers of balanced scorecard. Balanced scorecard was proposed to decrease the over dependency of the outdated accounting methods. It was aimed at converting to strategy to performance by aligning the measures to strategy. Balance scorecard helps at breaking the organizational mission into specific achievable objectives. It helps in breaking values the organizational all-inclusive approach that helps in evaluating the predictability and all-inclusive approach that can be taken for future improvement (Kaplan & Amina, 1992). According to Biazzo and Garengo (2012) this model helps in providing the Enterprise view of the organization overall performance to the integration of financial measures with other performance indicators which are internal businesses customer perspectives nation learning and organizational growth. This study will assess supply assessment, material control, tendering procedures and procedures for procurement. It will help in making

recommendation to the Kenya meat commission on the proper procedures of procurement in order to achieve optimum performance. It will help in linking the company's strategy by bringing in the performance management concept in connection with managerial actions.

Balanced scorecard is based on four major pillars which measures performance of the organization and these Pillars include growth learning internal processes and customer and financials (Kaplan & Norton 1992). The balanced scorecard financial aspect will provide the firm to succeed financially through meeting the gas shareholders demand and delivering the profitability through the return on asset return on equity and customer share index and other measurable cash flow measures (Rugelsjoen, 2010). The perspective which has been used widely by majority of them firms to measure performance and therefore needed to be mixed with other measures of balanced scorecards.

The perspective of the customer dwells with meeting the customer demands through the utilization of the available resources. Usually involves translating the X which can be measured in handling the customer's services and products and issues raised by the customers and this will entail how long you take to place order, all customer queries are answered and responded to and how fast the customer's complaints are being handled. The firm use of bleached or has the responsibility to periodically review the customer satisfaction index through surveys and implement any suggestion mint and communication of the survey being recommended (Tayler, 2010).

The perspective on internal measures indicate how the shareholders and the customers are being handled as being satisfied and the Firm chooses the right processes and policies which will help in delivering their unique and more especially the customer demands (Niven, 2011). These policies which are internal to the business may include the mission oriented which will focus on the overall mission support oriented which mainly Focuses on task which are repetitive to the employees and which are being carried out in the course of their business. The internal perspective and shows that the time taken to respond and spend on prosperity and the amount of the work required in a certain task is being minimized (Hosque, 2014). According to Northeott and Ma'amora (2012), the growth and learning perspective describes how the Firm will achieve its mission sustaining sustainability and its ability to change with the Vision. It helps in guiding the organization to where and how to focus in fund training and the concentration of its employees in training to improve performance. The perspective will ensure that these creations and maintenance of corporate cultures attitudes that will definitely results to be achieving of these Visions through strategies implementation. The current study will use the balanced scorecard theory to support performance of Kenya meat commission.

2.3 Empirical Literature Review

The sections reviews existing literatures from scholars relating to on tendering procurement, supplier assessment, material control and record keeping.

2.3.1 Tendering Practices and Financial performance

Kisurkat (2017) sought to evaluate the effect of tendering on the performance of organizations in the case of public entities in Kajiado County. The study adopts

descriptive research design on all public entities in Kajiado County. Primary data was collected using a. The study utilised primary data which was collected using a questionnaire. The collected data will be analysed using descriptive statistics and presented in charts, graphs, percentages and frequency tables. The study findings revealed that tendering services affects the performances of public entities in Kajiado County. However, this study was a case study research on all public entities in Kajiado County and therefore its findings are applicable only to public entities in Kajiado County and cannot be inferred in the current context.

Murigi and Okello (2017) sought to examine public tendering practices and operational performance of energy sector parastatals. The purpose of the study is the examination of effects of national open competitive tender practices, direct procurement tendering practices, request for quotation tendering practices, and restricted tendering practices. The study utilized the descriptive research design and targeted procurement officials and senior operations officers of Kenya Power, Geothermal Development Company (GDC), and Kenya Electricity Generating Company (KenGen) within Nakuru County. From the study findings, it was found that short time required to procure items have no impact on operational performance while breakdown of critical items have a great effect on operational performance. The current study focused on KMC.

Awozum (2010) conducted a study to assess the role of tendering in Procurement and Supply Chain Management in Public organizations. The study assumed an exploratory and descriptive approach. The target population for the study comprised of twenty (20) MoH-PU officials. Data was collected using detailed interviews through structured and

semi-structured questionnaires. The Statistical Package for Social Sciences (SPSS) and excel were used for data entry and analysis of the data collected the study findings discovered that procurement function is not considered as a profession and procurement activities are sometimes performed by people who are not trained in procurement. This study was conducted in Ghana and focused on medical sector and therefore its findings may not be applicable in Kenyan contexts.

Kimutai (2013) conducted a study to determine the effects of tendering practices on quality of rural access roads in Elgeyo Marakwet County. Explanatory research design was on 13 Construction Companies in Elgeyo Marakwet County. A census of all the 13 Construction Companies was conducted. The study data was collected using a semi-structured questionnaire. Multiple regressions were used to determine the effect of tendering practices on quality of rural roads. The findings revealed that quality of tender document enhances quality of roads, similarly, qualification requirement was also shown to positively affect the quality of roads.

Ayoti (2012) investigated factors influencing effectiveness in tendering processes in public sectors, the case of Nyeri County, Kenya. The study was confined to Road Construction Industry. The study adoption of description surveys research designs using both qualitative and quantitative research paradigms. Data was collected using self-administered questionnaire and analysed using descriptive statistics and inferential statistics and the results revealed that there were practices of favouritism, tribalism and nepotisms in the tendering processes in public sectors in Nyeri County. This study was confined to Road Construction Industry only and therefore its findings are only applicable

to round construction industry and other related industries in the public sector and may not be generalizable to the Kenya meat commission. Moreover, tendering practices was treated in this study as a dependents variable while in the current study tendering process will be the independent variables.

2.3.2 Supplier Assessment Practices and Financial Performance

Epainitus (2018) sought to examine selected factors of supplier prequalification on organization performance a case study of Danish Refugee Council. The study employed descriptive research design and targeted 40 employees working for the Danish Refugee Council in Kenya. Primary data was collected using questionnaire. Data collected was analysed and the results showed that the selected factors of supplier prequalification mainly supplier capacity, supplier pricing, professional ethics and financial status had an influence on the prequalification processes.

Mwangi (2014) sought to assess the effect of supplier relationship management on operational performance of sugar firms in Kenya. The study utilised descriptive researches designs on a target population comprising of all the employees of the 13, currently operational, sugar companies in Kenya. Primary data was using questionnaires and analysed using SPSS. The findings revealed that trust-based relationships, information sharing and supplier collaboration in NPD positively impact operational efficiency in the sugar sector in Kenya.

Magutu, Mogikoyo and Dolo (2017) established the supplier evaluation relationship to attributes with supply chain performance. The researcher adopted both quantitative and

qualitative research designs untargeted 40 respondents from 20 Commercial Street operations. Data from the primary source were collected using questionnaires and analyzed using stepwise regression analysis (SLA). The findings indicated that these commercial state corporations do pay a lot of attention to the financial health of the suppliers and autonomy, security of the suppliers, chain experience of suppliers, perfect cultural fit programs on training and the human resource management policies quality supplier relationship beneficiaries' efficiency of cost in an effort to improve chain performance. The current study sought to establish the relationship between the attributes of suppliers in evaluation and supply chain performance but failed to indicate the suppliers' evaluation attributes which are affecting the organizational overall performance.

Wachiuri (2019) assessed a study to investigate the influences of supplier evaluation criteria on the performances of state corporations in Kenya. The study adopted cross-sectional survey design using both quantitative and qualitative approaches on 187 state corporations in Kenya. The study employed a census approach and utilized primary data collected using questionnaires. Descriptive statistics, Statistical Packages for Social Sciences, regression and correlation analysis were used for data analysis. The study findings indicated that supplier quality commitment, supplier competence, supplier financial viability and supplier capacity have appositve and significant association with performance of state corporations.

2.3.3 Material Control Practices and Financial Performance

Oyebamiji (2018) examined the effect of materials managements on the performances of manufacturing industry with particulars reference to the selected cement industry. 30 respondents were selected for the study. Structured questionnaires and a personal interview were used to collect data. Data analysis was conducted with the aids of multiple regression analysis. The result revealed that materials management dimensions jointly contributes significantly to firm performances. The findings further revealed that materials inventory, materials procurements and inter-departmental collaborations have an insignificant effect on firm performances.

Ibegbulem and Okorie (2015) study on handling of organizations material management. The study found that the organizations can handle the problems which are connected to effective material management to increase the profitability in Nigeria. Study revealed that the material management in Nigeria was used for the purposes of increasing profitability for the majority of the companies to ensure storage facilities are adequately use without interruption and production processes among other things are kept intact. Study recommended that there should be a good record system connected to material for the purposes of good operations of the organization which ensures productivity and training of employees to acquire better knowledge and skills for the work of the organization and benefits of the shareholders in general.

Keitny, Wanyoike and Ricu (2014) sought to assess the role of materials managements on organizational performances of the New Kenya Cooperative Creameries, Eldoret, Kenya.

The study targeted 49 employees from different departments including productions, purchasing, quality Controls, Warehouse/stores, Human Resources Developments, Finances and audits and physical Distributions departments. Data was collected through a structured questionnaires and analyses through descriptive statistics. The findings showed that there were significant increases in organizational performances as a results of inventory controls systems involvement. Further, results showed that lead time was highly significant to organizational performances through acquiring and delivering the needed materials within the shortest time possible.

Ondiek and Odera (2012) studies the recognition of manufacturing companies in Kenya by giving to material management and the benefits of adopting good material management practices. The study found that there's a long-term success and the survival of these companies who depend on where management of the material costs. The study did a survey of large and medium manufacturing companies which were based in Kenya Nairobi. Sampling technique was used which was stratified and selected 55 companies while data was collected using questionnaires which were open-ended questionnaires. Data was analyzed through the description measures. 23% of these companies found to have recognized material management is the head in charge reported directly to the chief executive. The study found that Kenyan manufacturing firms were not practicing professionalism in management and Material Handling going to the amount increasing or resources that were committed to material and related activities.

2.4 Summary of the Literature Review and Research Gaps

The summary of the literature review and the research gaps identified are as summarized in Table 2.1

Table 2.1: Summary of the Literature Review and Research Gaps

Author/s	Research Topic	Research Finding	Research Gaps	Focus of Current Study
Awozum (2010)	The role of tendering in Procurement and Supply Chain Management in Public organizations.	Procurement function is not considered as a profession and procurement activities are sometimes performed by people who are not trained in procurement.	This study was conducted in Ghana and focused on medical sector and their findings may not be applicable in Kenyan context.	The current study is a case study of Kenya Meat Commission. The study sought to investigate the effects of procurement practices on performance of Kenya meat commission.
Ayoti (2012)	Factors influencing effectiveness in tendering process in public sector, the case of Nyeri County, Kenya	The results revealed that there was practice of favouritism, tribalism and nepotism in the tendering processes in public sector in Nyeri County.	In the study, tendering practices was operationalized as a dependent variable but will be measured as an independent variable in the current study	Tendering practices was operationalized as an independent variable. The study will be a case study of Kenya Meat Commission.

Kimutai (2013)	The effects of tendering practices on quality of rural access roads in Elgeyo Marakwet County.	The findings revealed that quality of tender document enhances quality of roads, similarly, qualification requirement was also shown to positively affect the quality of roads.	The study only examined the role of tendering practices but failed to show how these practices influence performance of Construction Companies.	This study seeks to establish the effects of procurement practices on the performance of Kenya Meat Commission.
Keitany Wanyoike and Richu (2014)	The role of materials management on organizational performance: A case of new Kenya cooperative creameries limited	Materials management significantly affected performance of Kenya cooperative creameries limited in Eldoret. The results showed that lead time was highly significant to organizational performance.	The study was a case study of Kenya cooperative creameries limited in Eldoret which has a different line of operation from KMC. The study focused on materials management.	The current study is a case study of Kenya Meat Commission and will only while the current study included other procurement practices such as supplier assessment practices and tendering practices.
Kisurkat (2017)	Effect of tendering on the performance of organizations in the case of public entities in Kajiado County	The study findings revealed that tendering services affects the performance of public entities in Kajiado County.	However, this study was conducted on all public entities in Kajiado County and therefore its findings are applicable only to public entities in Kajiado County and cannot be inferred in the current context.	The current study was broader in scope to include other procurement practices unlike this study which concentrated on tendering process only.

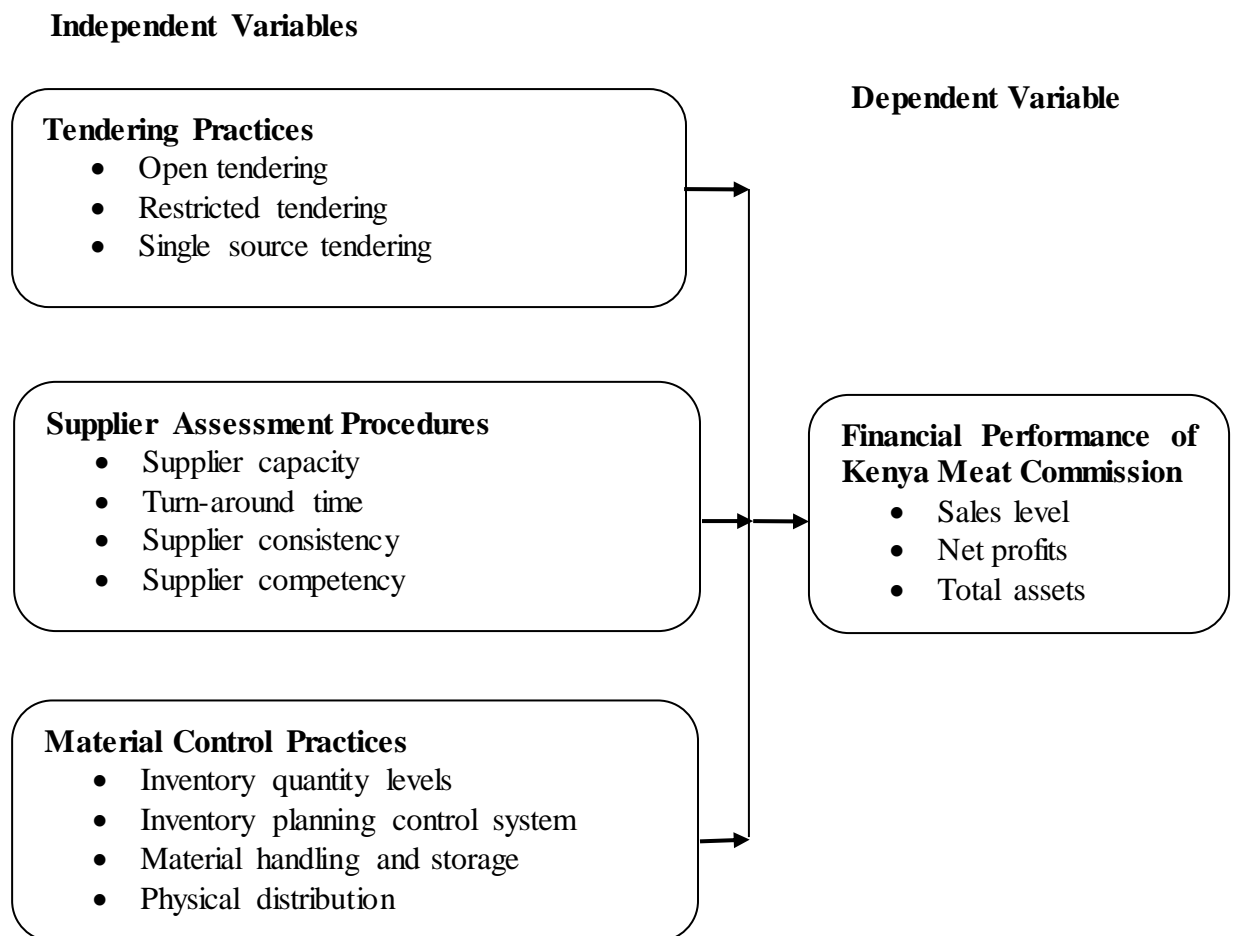
Mogikoyo Magutu, and Dolo (2017)	Relationship between supplier evaluations attributes and supply chain performance.	The study findings revealed that commercial state corporations pay a lot of attention to the suppliers' financial health and autonomy, the supplier's physical security and the supplier's supply chain experience.	This study sought to establish the relationship between supplier evaluations attributes and supply chain performance but failed to show how supplier evaluation attributes affected the overall performance of the organisation.	The current study sought to establish the effects of procurement practices on the performance of Kenya meat commission.
Epainitus (2018)	Selected factors of supplier prequalification on organization performance a case study of Danish Refugee Council	The results showed that the selected factors of supplier prequalification mainly supplier capacity, supplier pricing, professional ethics and financial status had an influence on the prequalification processes.	In the study, supplier prequalification was treated as a dependent variable.	The study sought to determine the effects of tendering practices, supplier assessment practices and material control practices as independent variables on the performance of Kenya Meat Commission.
Oyebamiji (2018)	Effect of materials management on the performance of manufacturing industry with particular reference to the selected cement industry	The findings revealed that materials inventory, materials procurement and inter-departmental collaboration have an insignificant effect on firm performance.	The study was conducted in Nigeria and therefore its findings may not be generalizable to the study conducted in Kenya.	The study focused on material management only while the current study included other procurement practices such as was conducted in Kenya.

Wachiuri (2019)	Influence of supplier evaluation criteria on the performance of state corporations in Kenya.	The study findings indicated that supplier quality commitment, supplier competence, supplier financial viability and supplier capacity have a positive and significant association with performance of state corporations.	The study was a cross sectional very of state corporations.	The study was a case study of Kenya Meat Commission.
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Source: Researcher and Literature Review (2020)

2.5 Conceptual Framework

A conceptual framework is a basic structure representing the systematic characteristics of the operationalization of the study variables. The framework presents the interrelation between procurement practices and financial performance of Kenya Meat Commission. The indicators of procurement practices are tendering practices, supplier assessment and material control practices. Financial performance was measured by sales level, net profits and total assets.



Figures 2.1: Conceptual Framework

Source: Researcher (2020)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introductions

The chapter explains the methodology used in the study. Specifically, the chapter presents; research designs, target populations, sampling procedures, data collection instruments, validity and reliability of research instruments, data collection practices as well as data analysis and finally the ethical considerations.

3.2 Research Designs

This study adopted descriptive research design. According to Mugenda and Mugenda (2013) descriptive research is a research that attempts to gather facts from a population so as to establish the existing status of the respondents in regards to the variables. The study utilized primary data that was collected using questionnaires from the Kenya Meat Commission staff members.

3.3 Targets Population

A study population is a set of members that belong to a group within which research is carried out and possess similar observable characteristics Creswell (2014). The study targeted Kenya Meat Commission Headquarters in Nairobi, Ladhies Procurement department, Mombasa Depot and the user department in Athi river branch. There are 1015 employees in KMC. The study targeted 13 employees in the Ladhies procurement department, 21 employees from Athi River Headquarters procurement department, 11 employees from Mombasa Depot, and 26 employees from user departments in Athi River

in Machakos County. A total of 71 respondents was targeted. Table 3.1 below shows the target population of the study.

Table 3. 1: Target Population

Procurement Department	Frequency	Percentage
Athi River HQ Employees	21	29.6
Kibarani Employees	11	15.5
Landhies Employees	13	18.3
User Department	26	36.6
Total	71	100

Source: Kenya Meat Commission (2020)

3.4 Sampling Technique and Sample Size

Sampling is normally done when the population is large and the researcher is unable to collect data from every single member of the population (Mugenda & Mugenda, 2013). Since the population was small and of manageable size the researcher used a census.

3.5 Data Collection Instruments

Semi structured questionnaires were used to collect the primary data. The tool contained two sections. The first section entailed Gathering the Demographic characteristic of the respondents. The second section contained question regarding the study variables the stated specific objectives. Both closed and open-ended questionnaire were captured in this document and captured matters related to the Research questions in section 1.4. Open ended questions gave the respondent's profound time while the closed-ended questions

gave the respondents and evaluated view of the research. It also enabled the respondents an easier way of responding to them questions and data required that's enabling the researchers to analyze the data with ease. Closed-ended questions enabled the researcher to code with ease and present the data in a quantitative manner.

3.6 Pilot Study

The aim of the pilots' study is to test the questionnaires consistencies ensured and that they measured what they intended to measure. According to Cooper (2010), a pilot tests is necessary for testing the whether the data collection instruments can be used to answer the research questions. The researcher selected a pilot group of 7 (10%) individuals from the management of Kenya Meat Commission to test the research instrument. According to Mugenda and Mugenda (2013) 10% of the sample is a good representation for a pilot tests. The pilot sample was not included in the actual study. The pilot study allowed for pre-testing of the research instruments. The result helped the researcher to correct inconsistencies that were seen to arise from the instruments.

3.6.1 Validity of the Research Tools

Csikszentmihalyi and Larson (2014) argued that the duty of the research instrument helps in determining whether the interpretation of the data and the meaningfulness and accuracy of the data is determined. Content and face validity were tested by the use of the 9respondents. Face validity helped in looking at the representation of the instruments and the face value and it helped in structuring a good instrument. According to Bryman and Bell (2015) it helps in determining if the instruments covered and what should be covered. Content validity on the other hand sought to infer from a similar title that was

drawn from similar items like those tested in the research. The researcher sought more assistance from the supervisors, experts and lecturers in Kenyatta University to determine the validity of the research instruments.

3.6.2 Reliability of a Research Instruments

Cronbach alpha tests was used to determine the reliability of the current research instruments. It measured how well the instruments gave the same results once repeated under similar circumstances. According to the Tomioka, Iwamoto, Saeki and Okamoto (2011) it shows how consistence in measuring study objectives. The researcher accepted the Cronbach Alpha coefficient which is more than 0.7 and this was determined by the adequacy reliability suggested by field (2009).

3.7 Data Collection Procedures

Drop and pick method was used to administer the questionnaire in this study which allowed the respondents to have an adequate time to respond to the research questions. The researcher made telephone calls to make appointment with the respondents prior to the data collection. The researcher was accompanied by the introduction letter from Kenyatta University. Moreover, the researcher had a permit from National Commission for Science and Technology and Innovation. The questionnaires were picked after 14 days.

3.8 Data Analysis and Presentation

Data collected from the field was first edited, cleaned and evaluated to establish accuracy, completeness, consistency and usefulness. Once data was cleaned it was coded and fed in to the analysis software. Data was analysed statistically using Statistical Package for Social Science (SPSS) version 23. Both quantitative and qualitative data was

collected in this study. The study employed descriptive statistics such as frequency distributions, percentages, mean and standard deviation to analyse the quantitative data. The qualitative data from the open ended questions was analysed using content analysis and results presented in prose form. This involves organising, sorting out, coding and thematically analysing, searching for meaning, interpreting and drawing of conclusions based on concepts. In addition to descriptive statistics, inferential analysis was conducted using multiple regression model to determine the effect of procurement practices on performance of KMC. The regression model was of the form: $Y = \beta_0 + \beta_1.X_1 + \beta_2.X_2 + \beta_3.X_3 + \varepsilon$

Where: - Y = Financial Performance

β_0 = constant, -

$\beta_1, \beta_2, \dots, \beta_5$ = Beta coefficient of the study variables

X_1 = Tendering Practices

X_2 = Supplier Assessment Practices

X_3 = Material Control Practices

ε = Error-term.

3.9 Diagnostic Tests

Diagnostic tests were done through the use of multicollinearity tests, normality tests and heteroscedasticity tests. Multicollinearity tests help in predict whether the independent variables are highly correlated to each other. According to Field (2008) variables are

highly correlated when Pearson correlation values of more than 0.8. VIF and Tolerance were used to test multicollinearity.

Heteroscedacity occurs in the subpopulations that have different variability from each other. Heteroscedasticity test was done with the help of Breusch Pagan Godfrey test. To test whether there was a normal distribution population in the study normality test was done.

3.9 Ethical Consideration

The researcher obtained relevant permission to carry out research in KMC from relevant authorities such as NACOSTI and the graduate school, Kenyatta University. The respondents were allowed to participate in the research voluntarily and confidentiality assured. Citation was done to all reviewed literature in the study to acknowledge the work of other scholars.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

This section presents the findings and discussions on procurement practices and financial performance of Kenya meat commission. The study considered three indicators of procurement practices which were supply assessment practices material control practices and tendering practices and three indicators of financial performance which were sales level, net profits and total assets. Mean and standard deviation are used to describe the data tables and figures were used to present the data.

4.2 Response Rates

Figure 4.1 shows the response rate. The researcher gave out 71 questionnaires. Out of 71 issued questionnaires 60 were completely filled and this represented 85% of the response rate. According to Mugenda and Mugenda (2013) this was an excellent response rate and the researcher proceeded with the data to do with that analysis. The findings in figure 4.1 indicates a non-response rate of 15%. The respondents constituting the 15% were unreachable, some of the questionnaires were partially completed and some had contradicting responses in the statements presented to the respondents. The results are reflected in the figure 4.1.

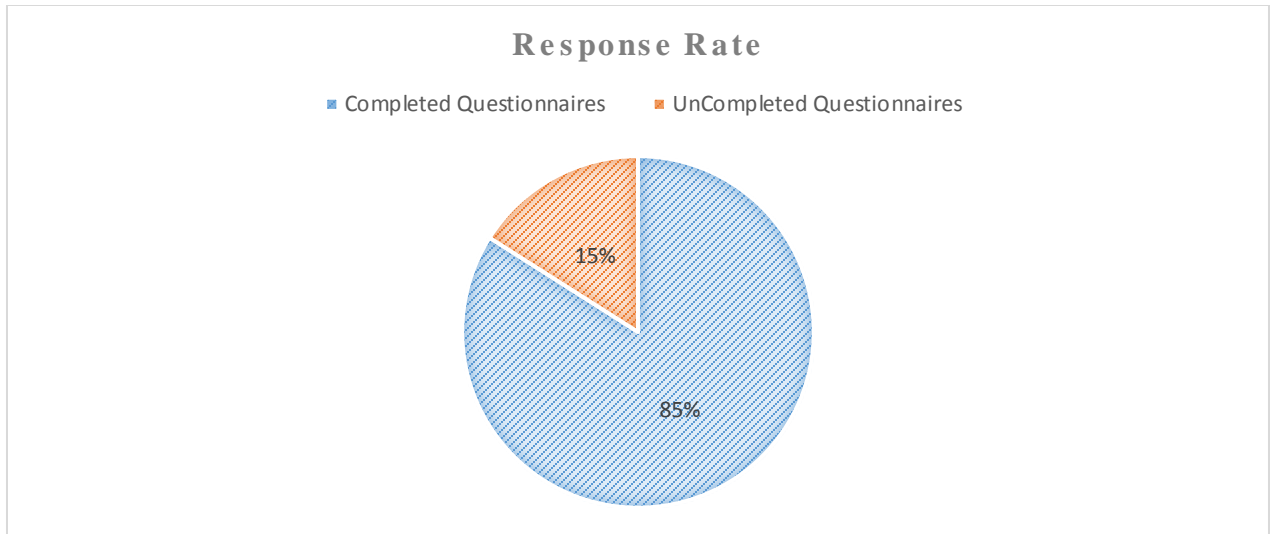


Figure 4.1: Response Rate
Source: Research Results, (2020)

4.3 Pilot Study Results

The study carried out a pilot study to test the validity and reliability of the research instruments.

4.3.1 Validity Tests

The researcher selected 7 (10%) individuals from the management of Kenya Meat Commission to test the research instrument. The researcher was able to test the content and construct validity of the research instruments. Sections under the questionnaire which were not clear to the respondents were corrected by using simpler language or rephrasing the sentences.

4.3.2 Reliability Tests

Reliability tests results were presented in table 4.1. The table presents the Cronbach alpha score and remarks. Cronbach alpha tests was used to determine the reliability of the current research instruments. Cronbach test was done through the use of 7 managers in KMC. The researcher accepted the Cronbach Alpha coefficient which is more than 0.7 and this was determined by the adequacy reliability suggested statistician (Field, 2009).

Table 4.1 Reliability Tests

Variables	Cronbach Alpha Score	Remarks
Tendering Practices	.856	Accepted
Supplier Assessment	.871	Accepted
Material Control Practices	.849	Accepted
Financial Performances	.893	Accepted

Source: Research Results (2020)

The results in table 4.1 indicates that tendering practices cronbach alpha score was 0.856, cronbach alpha score for supplier assessment was 0.871, material control practices cronbach alpha score was 0.849 and cronbach alpha score of financial performance was 0.893. The findings present that the research instruments were reliability since all variables cronbach score was more than 0.7.

4.4 Demographic Characteristics

The study sought to establish the age the gender the working experience at the highest level of education of the respondents.

4.4.1 Gender of the Respondents

Gender of the respondents were presented in figure 4.2. The figure presents gender of the respondents whether male or female. The results indicated that majority of the respondents (77%) were male while the minority were female (23%). This indicated that majority of the workers in the procurement department in Kenya meat commission were men and that the organization did not meet the constitutional threshold of one third gender rule. This an implication that majority of the employees required in the Kenya Meat commission are male probably are male because of the nature of responsibilities which require muscles.

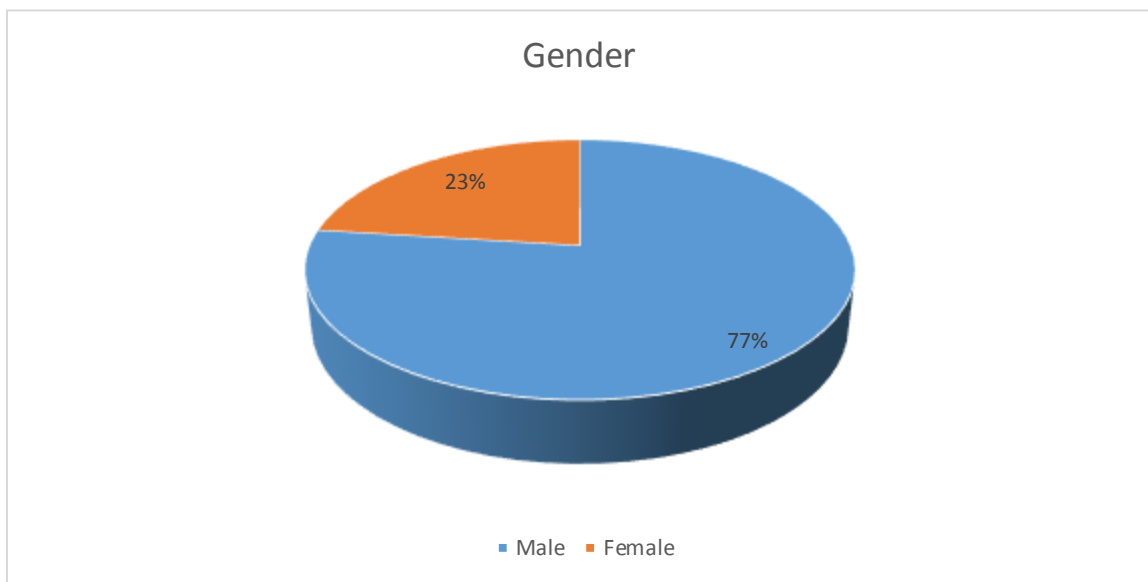


Figure 4.2 Gender of the Respondents

Source: Survey Data (2020)

4.4.2 Age of the Respondents

The respondents were requested to indicate their age. Various age brackets were included and the respondents were requested to indicate the age range. The findings are presented in Table 4.2.

Table 4.2: Age of the Respondents

Years	Frequency	Percentage
18-25	9	15
26-35	10	17
36-45	27	45
More than 46	14	23
Total	60	100

Source: Researcher, (2019)

The findings indicated that majority of the respondents were between 36 to 45 years old age(45%). 23% of the respondents who had above 46 years of age. 17 percent were between 26 and 35 years' age. The respondents with 18 to 25 years of age were the minority 15%. Findings indicated that majority of the respondents and more than 36 years old. It was a clear indication that French majority of the respondents and worked for many years in Kenya meat commission and this could translate to more experienced workers in Kenya meat commission.

4.4.3 Working Experience

The study sought to establish the number of years the respondent had work in Kenya meat commission. The results were presented in table 4.3.

Table 4.3: Working Experience

	Frequency	Percentage
Below 1 Years	7	11.67
2-3 Years	3	5.00
4-5 Years	19	31.67
More than 6 years	31	51.66
Total	60	100

Source: Researcher, (2020)

The findings in table 4.3 above indicates that majority of the workers in Kenya meat commission had worked for more than 6 years (51.66%). 31.67% of the respondents had worked for a 4 to 5 years. 11.67% of the respondents targeted had worked for less than 1 year and the minority of the respondent (5%) had worked for two to three years. This an indication that majority of the respondents had enough experience to respond to the questions raised

4.4.4 Level of Education

The researcher request of the respondents to indicate the highest level of education. The findings were presented in Table 4.4.

Table 4.4: Level of Education

	Frequency	Percent
Masters holders	3	5
Degree holder	52	86.67
Diploma	5	8.33
Total	60	100

Source: Survey Data (2020)

The findings indicate that most of the respondents had a degree certificate as the highest level of education (86.67%). 5% of the respondents had a Master as the highest level of

education. 8.33% of the respondents targeted had a diploma as the highest level of education. It is argued that the academic qualification of workers in an organization will enhance the ability to handle their duties efficiently for they have the working formula due to the experience gained over the years. The findings in this study indicated the employees had the relevant skills and knowledge required in the procurement department.

4.5 Descriptive Results Analysis

The section below presents the descriptive analysis on data collected related to tender practices, supply assessment practices and material control practices. The section used standard deviation and mean to describe the data collected.

4.5.1 Tendering Practices and Performance of Kenya Meat Commission

The first objective of the study was to establish the tendering processes effects on performance of Kenya meat commission. Various statement measuring tendering process were presented to the respondents and the results were summarized in Table 4.5.

Table 4.5: Tendering Practices and Performance of Kenya Meat Commission

Statements	Mean	Std. Dev
Open Tendering	4.27	1.181
Restricted Tendering	1.13	1.039
Single Source Tendering	1.51	1.119

Source: Research Data, (2020)

The results on tendering practices done by Kenya meat commission indicates that majority of the department and branches within the Kenya meat commission used open tendering method (Mean 4.27, Standard Deviation 1.181). Restricted tendering was found to be less practiced by Kenya meat commission as indicated by a mean of 1.13 and standard deviation of 1.039. Single sourcing was also found to be less practiced by Kenya

meat commission as evidenced by a low mean of 1.51 and a standard deviation of 1.119. This was a clear indication that majority of the tenders were open to the public to participate in. The study findings support Kimutai (2013) that quality of a tender document and when qualification requirements were open positively affect the quality of work in the road industry. The findings disagree with Ayoti (2012) findings that open tendering may not result to quality of work being done for it will be very hard for organization to select the best supplier of services or products in an open tendering process.

4.5.2 Supplier Assessment Practices and Performance of Kenya Meat Commission

The research sought to establish how supplier assessment practices affect performance of Kenya meat commission. The respondents were supplied with various statement measuring supplier assessment practices and this statement included supplier capacity, turnaround time, suppliers' consistency and supplier competency. The results were presented in table 4.6.

Table 4.6: Supplier Assessment Practices

Statements	Mean	Std. Dev
Supplier capacity	3.89	.871
Turn-around time	4.33	.999
Supplier consistency	3.21	1.021
Supplier competency	4.73	1.231

Source: Survey Data, (2020)

The results indicated supplier capacity greatly affected performance of Kenya meat commission (Mean =3.89, Standard Deviation 0.871). The respondents argued that the

ability of the suppliers to supply large quantities required by KMC enables the commission to perform at its optimum level. The study also found that turnaround time is paramount in ensuring that the performance of Kenya meat commission is at the level supposed to be (Mean=4.33, Std deviation=.999). The findings indicated that the consistency of suppliers was vital at explaining the performance of Kenya meat commission as evidenced by a mean of 3.21 and a standard deviation of 1.021. The consistency was vital in explaining the need for the suppliers it consistently supply the required material at the right time. The results also indicated that competence of suppliers is an important aspect in explaining the performance of Kenya meat commission (Mean 4.73, Standard deviation 1.231).

The findings supports study done by Epainitus (2018) on supply prequalification on organizational performance (a case of study of Danish Refugee Council). The findings indicated that supplier capacity, professional ethics, financial status and supplier pricing influences the pre-qualification process. The study also supports the findings by Mwangi (2014) that trust-based relationship between supplier and organization, sharing of information and supplier collaboration positively affects operational efficiency in sugar sector in Kenya

4.5.3 Material Control Practices and Performance of Kenya Meat Commission

The study sought to establish the extent to which material control practices affected the performance of Kenya meat commission. Indicators of material control practices used were inventory quantity levels, inventory planning control system, Material Handling and storage and physical distribution. The respondents were requested to indicate the extent

to which the indicators affected the performance of Kenya meat commission. The results were presented in table 4.7.

Table 4.7: Material Control Practices and Performance of Kenya Meat Commission

Statements	Mean	Std.Dev
Inventory quantity levels	4.15	.983
Inventory Planning control systems	4.75	.899
Material handling and storage	4.17	1.007
Physical distribution	4.00	1.213

Source: Survey Data, (2020)

The result shows that inventory quantity levels greatly affected performance of Kenya meat commission as indicated by a mean of 4.15 and a standard deviation of .983. The respondent argued that the inventory quantities are very important in ensuring that these effective and efficiency in the operation of Kenya meat commission and ensuring that there is constant supply of meat to the users in Nairobi and its environment. It was evident that inventory planning control system greatly affected the performance of Kenya meat commission as indicated by a very high mean of 4.75 and a standard deviation of .899. The respondents argued that planning helps in controlling the stock levels in insuring that the cost of handling and the cost of transport is maintained at optimum level and also ensure that the cost of stock out was minimized. The respondents were requested to comment on material handling and storage process and how it affected the performance of Kenya meat commission and argued that how materials are handled in Kenya meat commission and the storage process greatly affects the performance of Kenya meat commission (Mean=4.17, Std Deviation=1 007). The finding on distribution material in Kenya meat commission indicated that it greatly affected the financial

performance of Kenya meat commission (Mean=4.00, Std. Deviation=1.213). The findings agree with Ondiek and Odera (2012) study finds that the long-term success and survival of any company depends on how the management of the material cost are done. The study also agrees with Keitny, Wanyoike and Ricu (2014) control system involvement affects greatly the organizational performance.

4.5.4 Financial Performance of Kenya Meat Commission

The findings on financial performance of Kenya Meat commission was presented in Table 4.8. Log of sales, net profit and total asset figures were presented in the table.

Table 4.8 Financial Performance of Kenya Meat Commission

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Sales	5	7.71	9.05	8.2311	.54603
Net Profit	5	-8.52	-7.12	-7.9681	.58620
Total Assets	5	7.56	9.45	8.8024	.78445
Valid N (listwise)	5				

Source: Researcher (2020)

The findings in the table 4.8 indicates that there was a great sales drop from 9.05 in 2014 to 7.71 in 2018. The drop was greatly associated with poor assets and depreciating old machineries and equipment's. The drop in sales caused net losses to increase further from -7.12 to -8.52. The net profit and sales decline was associated with a decline in assets (from 9.45 to 7.56). Lack of new technology machines and accumulation of non-efficient vehicles and equipment resulted to low turnover in Kenya Meat Commission.

4.6 Diagnostic Tests

Before regression analysis, the study carried out diagnostic tests to the study hypotheses and to ensure that assumptions of regression are not violated. Multicollinearity was conducted.

4.6.1 Multicollinearity Tests

These tests help in predict whether the independent variables are highly correlated to each other. According to Field (2008) variables which are highly correlated when Pearson correlation values of more than 0.8. VIF and Tolerance were used to test multicollinearity. Tolerance indicates the percent of variance in the independent variable that cannot be accounted for by the other independent variable while variance inflation factor (VIF) is the inverse of tolerance.

Table 4.9 Collinearity Statistics

	Tolerance	VIF
Financial Performance	0.452	4.625
Tendering Practices	0.224	5.211
Material Control	0.515	4.124
Supplier Assessment	0.473	6.126

Source: Survey Data (2020)

Table 4.9 shows that tolerance values ranged between 0.224 and 0.515 with corresponding VIF values ranging between 4.124 and 6.126. Since tolerance values were above 0.1 and VIF below 10, there was no possibilities of multicollinearity in the model.

4.6.2 Normality Tests

A graph was used to examine the normality tests and results were presented in figure 4.3.

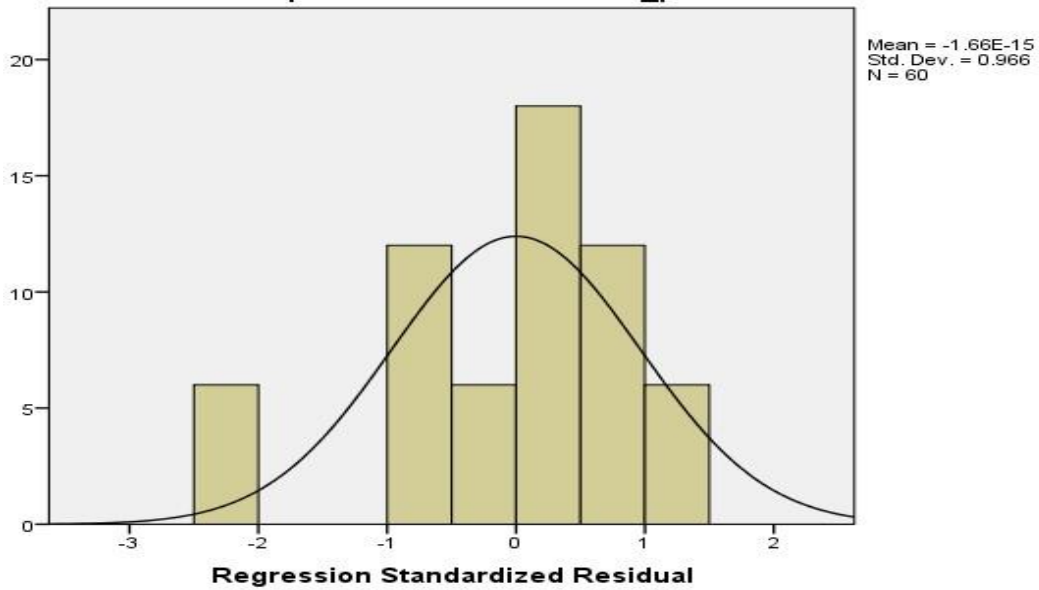


Figure 4.3: Normality Tests

The results in figure 4.3 indicates that the results were normally distributed since all the data fall under the normal curve. The graphical examination method indicates that the residuals were normally distributed.

4.6.3 Heteroscedasticity Test

The data collected were subjected to the test against the violation of homoscedasticity assumptions. The study used a test by Breusch Pagan to check the possibility of heteroscedasticity.

Table 4.10: Heteroscedasticity Results

Breuch Pagan/Cook Weisberg Test

Ho: Constant variance

Variables: fitted values

chi2 (1) = 1.03

Prob > chi2 = 0.2065

Table 4.10 results presents that the null hypothesis on homoscedasticity error term was not rejected as it is supported by the fact that the study's p-value of 0.2065 was greater than critical P value of 0.05.

4.7 Inferential Analysis

This sub-section presents the correlation between variables, Model summary, analysis of variance and regression coefficients. The study aimed to establish the correlation between the predictor variable and the predicted variable. The predictor variables were material control procedures, supplier assessment practices and tendering practices. The predicted variable was the financial performance of Kenya meat commission. The study used Karl Pearson correlation coefficient.

Table 4.11: Correlation Analysis

Correlation table presents the nature and strength of relationship amongst variables. The variables considered in the study were tendering practices, supplier assessment, material control and financial performance of Kenya Meat Commission. The nature of relationship could be positive or negative. The strength of relationship could be weak or strong and ranges from 0 to 1. The closer the values are to 1 the stronger their relationship.

		Financial Performance	Tendering Practices	Supplier Assessment	Material Control
Financial Performance	Pearson Correlation Sig. (2-tailed)	1			
Tendering Practices	Pearson Correlation Sig. (2-tailed)	.622 .032	1		
Supplier Assessment	Pearson Correlation Sig. (2-tailed)	.551 .0221	.112 .0514	1	
Material Control	Pearson Correlation	.656	.015	.021	1
	Sig. (2-tailed)	.014	.072	.145	

Source: Survey Data, (2020)

The correlation between tendering practices and financial performance (Pearson = 0.622, $P < 0.05$) was strong and significant. The correlation between supplier assessment and financial performance (Pearson = 0.551, $P < 0.05$) was strong and significant. The correlation between material control practices and financial performance (Pearson = 0.656, $P < 0.05$) was strong and significant. The results indicated that the relationship amongst the independent variables (tendering practices, supplier assessment and material control practices) were weak and insignificant (Pearson Correlation < 0.5 , $P > 0.05$) and therefore independent variables did not have similar observable characteristics.

4.7.1 Regression Analysis

Regression analysis will present the relationship between dependent and independent variable. The dependent variable was performance of Kenya meat commission on the independent variable were material control procedures, assessment practices selling practices.

The model summary was used to present the correlation coefficient and the coefficient of determination. Correlation coefficient measures the strength and nature of the relationship between variables while the coefficient of determination measures the extent to which the independent variable will determine the changes in the dependent variable.

The results were presented table 4.12.

Table 4.12: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.776 ^a	.602	.516	.23415

a. Predictors: (Constant), Tendering practices , Supplier assessment, Material Control

Source: Survey Data, (2020)

It is evident that tendering practices supply assessment and material control contributed to 51.6% changes in the financial performance of Kenya meat commission(Adjusted R-squared of 51.6%). It is true that 48.4% all the changes of financial performance of Kenya meat commission was determined by other factors not considered in the study. Relationship between the independent variable (Tendering practices, supply assessment and material control) was found to be positive and strong (correlation coefficient=R=.776).

Analysis of variance presents the overall significance of the model. The results were presented in table 4.13 below.

Table 4.13: Analysis of Variance

Indicator	Sum of Squares	Df	Mean Square	F	Sig.
Regression	15.507	3	5.169	33.348	0.001
Residual	8.68	56	0.155		
Total	24.187	59			

Source: Research Data (2020)

The findings on analysis of variance in table 4.13 indicate that the overall model was significant since the F critical (33.348) was significant ($P < 0.05$). These results indicated that tendering practices, supplier assessment and material control were good predictors of financial performance of Kenya meat commission.

Regression coefficients shows the magnitude and the direction in the dependent variable as a result of one unit change in the independent variable. The results were presented in Table 4.14.

Table 4.14: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	13.308	2.243		1.236	1.215
Tendering Practices	1.236	0.301	0.217	3.423	.002
Supplier Assessment	0.823	0.516	0.210	3.352	.771
Material Control	0.999	0.215	0.231	3.112	.001

Source: Survey Data, (2020)

The model used was;

$$Y = 13.308 + 1.236X_1 + 0.823X_2 + 0.999X_3 + \epsilon$$

The regression coefficients present that holding factors considered in the model constant (tendering practices, supply assessment and material control) changes in the financial performance of Kenya meat commission result to a 13.308 units marginal increase ($\beta_0 = 13.308$).

Using the tendering practices coefficients generated in table 4.14, it is clear that the relationship between tendering practices and the financial performance of Kenya meat Commission was positive and significant ($\beta_1=1.236$, $P=.002$). A unit changes in the tendering process would result to marginal 1.236 units' changes in the financial performance of Kenya meat commission. The study findings support Kimutai (2013) that quality of a tender document positively and significantly affect the quality of work. The findings disagree with Ayoti (2012) findings that tendering process is insignificant in explaining changes in performance.

Table 4.14 results in supply assessment relationship with financial performance Kenya meat commission indicated that their relationship was insignificant and positive. ($\beta_2=.823$, $P=.771$) and therefore supply assessment insignificantly affect the financial performance of Kenya meat commission. The findings disagree with Epainitus (2018) on supply prequalification on organizational performance (a case of study of Danish Refugee Council) which found that supplier capacity and supplier assessment significantly affects performance.

The results on the relationship between material control and financial performance of meat Commission was positive and significant ($\beta_3=.999$, $P=.001$). The results also indicate that a marginal unit change in the material control would result to 0.999 marginal changes in the financial performance of Kenya meat commission. The findings support Ondiek and Odera (2012) findings that material control positively and significantly affects financial performance. The study also agrees with Keitny, Wanyoike and Ricu (2014) material control affects greatly the organizational performance.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the data findings on procurement practices and financial performance of Kenya meat commission. The study considered three indicators of procurement practices which were supply assessment practices material control practices and tendering practices.

5.2 Summary of the Study

The study aimed to establish the effect of procurement practices on financial performances of Kenya Meat Commission. The findings on various variables were summarised in the subsequent subsections.

The first objective was to determine the effect of tendering practices on financial performance of Kenya Meat Commission. The results on tendering practices done by Kenya meat commission indicates that majority of the department and branches within the Kenya meat commission used open tendering method. Restricted tendering was found to be less practiced by Kenya meat commission as indicated by a low mean and lower variation. Single sourcing was found to be less practiced by Kenya meat commission. It was clearly indicated that majority of the tenders were open to the public to participate.

The second objective was to assess the effect of supplier assessment practices on performance of Kenya Meat Commission. The results indicated supplier capacity greatly affected performance of Kenya meat commission. The respondents argued that the ability

of the suppliers to supply large quantities required by KMC enables the commission to perform at its optimum level. The study also found that turnaround time is paramount in ensuring that the performance of Kenya meat commission. The findings indicated that the consistency of suppliers was vital at explaining the performance of Kenya meat commission. The results also indicated that competence of suppliers is an important aspect in explaining the performance of Kenya meat commission.

The third objective was to establish the extent to which material control practices affected the performance of Kenya meat commission. The respondent argued that the inventory quantities are very important in ensuring that these effective and efficiency in the operation of Kenya meat commission and ensuring that there is constant supply of meat to the users in Nairobi and its environment. It was evident that inventory planning control system greatly affected the performance of Kenya meat commission. The respondents indicated that planning helps in controlling the stock levels in ensuring that the cost of handling and the cost of transport is maintained at optimum level. The finding on distribution material in Kenya meat commission indicated that it greatly affected the financial performance of Kenya meat commission.

5.3 Conclusion

Based on the summary of the study, the study concluded that the relationship between tendering practices and the financial performance of Kenya meat Commission was positive and significant. The quality of a tender positively and significantly affect the quality of work done. The study concluded that open tendering processes was the most

practiced form of tendering in Kenya meat commission. The restricted and single source tendering were only used on special occasions.

The study concluded that supply assessment relationship with financial performance Kenya meat commission was insignificant. Therefore, the changes of supply assessment insignificantly affect the financial performance of Kenya meat commission. From the descriptive results the study concluded that supplier capacity, supplier competency, supplier consistency and turn-around time were major and vital in determining the financial performance in Kenya Meat Commission.

The study concluded that the relationship between material control and financial performance of meat Commission was positive and significant. The study also concluded that material control would result to positive marginal unit changes in the financial performance of Kenya meat commission. The study concluded that inventory quantity levels, inventory control systems, material handling and physical distribution of resources were significant contributors to financial performance of Kenya Meat Commission.

5.4 Recommendation

Based on the conclusions of the study, the following recommendations were made. The study recommended that tendering process should consider open method of tendering which is fair to all. The researcher recommended that the management of Kenya meat commission should ensure fairness in tendering process by having an open systems. This would ensure that there is competitiveness in the tendering process in Kenya Meat

Commission. The research also recommends that the Government should ensure that process of material control and supplier assessment process in Kenya meat commission is clear and that there is a unit responsible for each step.

There was poor utilization of the available assets and capacity in KMC and therefore the research recommends that the County government together with the national government should work together to ensure there is proper utilization of the available assets and the capacity. The study recommends that the government should consider privatising Kenya Meat Commission if no considerable measures can be put in place to revive its full operations.

5.5 Suggestions for Further Research

This study investigated on effect of procurement practices on financial performance of Kenya meat commission. The study considered three indicators of procurement practices which were supply assessment practices material control practices and tendering practices. The study suggests that further research to be done on inter-organizational factors facing success of KMC. The study considered three independent variables (supply assessment practices material control practices and tendering practices) which according to the findings contributes to 51.6% of financial performance of KMC as represented by the adjusted R^2 . The study therefore suggests further study to establish the contributors of 48.4% on financial performance of KMC.

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APPENDICES

APPENDIX I: COVER LETTER

Kenyatta University

P.O. Box 43844-00100

Nairobi,

Kenya.

Tel: +254 20 870 Ext 4000/3000

Dear Sir/Madam,

REF: Invitation to Participate in a Research

I am a student at Kenyatta University currently conducting a research on effects of procurement procedures on performance of Kenya Meat Commission (KMC). I humbly request that you spare a few minutes off your schedule to complete the attached questionnaire. The questions seek your opinions regarding your organization relationship marketing and customer satisfaction. Kindly respond with your most honest opinion. Your anonymity is assured and the information you provide will remain confidential.

Thank you for participating in this study. Your cooperation and contribution in this research is appreciated.

Yours faithfully,

Aminazhra Mohamud Sigat

APPENDIX II: RESEARCH QUESTIONNAIRE

This questionnaire is designed to collect data on procurement procedure and performance of Kenya Meat Commission. All information provided will be treated with confidentiality.

Answer all questions as indicated by either filling in the blank or ticking the option that applies.

Part one: Demographic Information

- 1) What is your gender? Male [] Female []
- 2) What is your age?
 18-25 years [] 26-35 years []
 36-45years [] 46 years and above []
- 3) For how long have worked for KMC?
 Below 1 years [] 2-3 years []
 4-5years [] 46 years and above []
- 4) What is your designation in the organisation?
 Top Manager []
 Middle level Manager []
 Lower level Manager []
- 5) What is your highest level of education?
 Post graduate [] Undergraduate []
 Diploma [] Certificate []

PART 2: Procurement procedures and performance of Kenya Meat Commission

Tendering Procedures

- 6) To what extent do you think tendering procedures affect the Performance of Kenya Meat Commission?
 Very great extent [5] Moderate extent [3] Very low extent [1]
 Great extent [4] Low extent [2]

7) To what extent do the following aspects tendering procedures affect the Performance of Kenya Meat Commission?

Use a scale of 1-5 where 1= Very great extent; 2 Great extent; 3= Moderate extent; 4= Low Extent and 5= Very Low Extent

Aspects of Tendering Procedures	1	2	3	4	5
Open tendering					
Restricted tendering					
Competitive tendering					
Single source tendering					

8) In your opinion how do the aspects tendering procedures affect the performance of Kenya Meat Commission?

.....

Supplier Assessment Procedures

9) To what extent does supplier assessment procedures affect the performance of Kenya Meat Commission?

Very great extent [5] Moderate extent [3] Very low extent [1]
 Great extent [4] Low extent [2]

10) To what extent do the following aspects of supplier assessment procedures affect the Performance of Kenya Meat Commission?

Use a scale of 1-5 where 1= Very great extent; 2 Great extent; 3= Moderate extent; 4= Low Extent and 5= Very Low Extent

Aspects of Supplier Assessment Procedures	1	2	3	4	5
Supplier capacity					
Turn-around time					
Supplier consistency					
Supplier competency					

11) In your opinion how do the aspects of supplier assessment procedures affect the performance of Kenya Meat Commission?

.....

Material Control Procedures

12) To what extent does material control procedures affect the Performance of Kenya Meat Commission?

Very great extent [5] Moderate extent [3] Very low extent [1]
 Great extent [4] Low extent [2]

13) To what extent do the following aspects of material control procedures affect the Performance of Kenya Meat Commission?

Use a scale of 1-5 where 1= Very great extent; 2 Great extent; 3= Moderate extent; 4= Low Extent and 5= Very Low Extent

Aspects of Material control procedures	1	2	3	4	5
Inventory quantity levels					
Inventory planning control system					
Material handling and storage					
Physical distribution					

14) In your opinion how do the aspects of material control procedures affect the performance of Kenya Meat Commission?

.....
.....
.....

Performance of Kenya Meat Commission

15) What is your level of agreement with how projects in Kenya meat commission have met the outlined criteria? Use a scale of 1-5 where 1= Very great extent; 2 Great extent; 3= Moderate extent; 4= Low Extent and 5= Very Low Extent

	2014	2015	2016	2017	2018
Sales					
Net Profit					
Total Assets					

End of Questionnaire
Thank you for participating.



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Internal Memo

FROM: Dean, Graduate School

DATE: 13th November, 2019

TO: Aminazahra Mohamud Sigat
C/o Management Science Dept.

REF: D53/OL/GAR/32452/2017

SUBJECT: APPROVAL OF RESEARCH PROJECT PROPOSAL

This is to inform you that Graduate School Board at its meeting 6th November, 2019 approved your Research Project Proposal for the M.BA Degree Entitled, "Procurement Practices and Financial Performance of Kenya Meat Commission".

You may now proceed with your Data Collection, Subject to Clearance with Director General, National Commission for Science, Technology and Innovation.

As you embark on your data collection, please note that you will be required to submit to Graduate School completed Supervision Tracking Forms per semester. The form has been developed to replace the Progress Report Forms. The Supervision Tracking Forms are available at the University's Website under Graduate School webpage downloads.

Thank you.

ANNBELL MWANIKI
FOR: DEAN, GRADUATE SCHOOL

c.c. Chairman, Management Science Department.

Supervisors:

1. Dr. Peris Wambui Chege
C/o Department of Management Science
Kenyatta University



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Our Ref: D53/OL/GAR/32452/2017

DATE: 13th November, 2019

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P.O. Box 30623-00100
NAIROBI

Dear Sir/Madam,


RE: RESEARCH AUTHORIZATION FOR AMINAZAHRA MOHAMUD SIGAT – REG. NO.
D53/OL/GAR/32452/2017.

I write to introduce Aminazahra Mohamud Sigat who is a Postgraduate Student of this University. The student is registered for M.B.A degree programme in the Department of Management Science.

Sigat intends to conduct research for a M.B.A Project Proposal entitled, “Procurement Practices and Financial Performance of Kenya Meat Commission”.

Any assistance given will be highly appreciated.

Yours faithfully,


PROF. ELISHIBA KIMANI
AG. DEAN, GRADUATE SCHOOL



REPUBLIC OF KENYA



NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Ref No 61104

Date of Issue: 14 November 2019

RESEARCH LICENSE



This is to Certify that Ms.. AMINAZAHRA SIGAT of Kenvatta University, has been licensed to conduct research on the topic: PROCUREMENT PRACTICES AND FINANCIAL PERFORMANCE OF KENYA MEAT COMMERCIAL ENTERPRISES for a period ending :

License No: NACOSTI/P/19/286

61104

Applicant Identification

Director NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

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