

**SUPPLY CHAIN INTEGRATION AND PERFORMANCE OF HUMANITARIAN
ORGANIZATIONS IN KENYA, A CASE STUDY OF RED CROSS SOCIETY, NAIROBI**

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DECLARATION

This project is my original work and has not be presented for a degree in any other University

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This project has been submitted for examination with my approval as the university supervisor

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DEDICATION

I bestow this work to my amorous family for their unfailing love, understanding, moral, material support throughout my academic and career life culminating to this research project.

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I acknowledge Management University of Africa in lieu of the chance of learning in this institute, my supervisor Dr. Paul Machoka for his proficient leadership as well as assistance throughout and my Lecturers and employees who aided me to the success of the research. I would also like to acknowledge Red Cross Society, Nairobi for their help when gathering data for the study. Last but not least, I honestly give thanks to Almighty God for everything.

ABSTRACT

The main objective of the study was to examine the effects of supply chain integration on performance of humanitarian organizations in Nairobi County. The research was done at Kenya Red Cross Society in Nairobi County. The research was led by ensuing variables like internal integration, external integration, beneficiary integration and finally influence of human capital efficiency on the performance of humanitarian organizations in Nairobi City County. The research was based on Resource Based View Theory because this theory elucidates that identification as well as possession of inner planned resources underwrites to a company's aptitude to make as well as espousing a modest gain and expand SC recital. The study was also supported by Partnership Model and Contingency Theory. The research espoused a descriptive research design to offer the general plan in lieu of gathering as well as analyzing data to get enough knowledge on topic from the respondents. The target population of the research was 300 respondents and the investigator targeted a sample size of 90 respondents which is 30% of the entire population. The scholar used a simple random sampling method for the study. The researcher used questionnaires to gather information and were analyzed and presented through tables and figures. The analysis was done through presentation of the (SPSS) software. The investigation similarly used the regression analysis to establish the connection amidst the dependent and the independent variables. The coefficient of determination implied that the set of independent variables in this research accounts in lieu of 52% of disparities in the Supply chain integration and performance of humanitarian organizations in Kenya. The remaining percentage (48%) is accounted for other variables outside the model. The outcome shows that acquaintance as well as information concerning the independent variables offers a great share of information concerning performance of humanitarian organizations in Nairobi County. The study recommended a vigorous as well as operative Internal Integration by solidification their competences in the system, data, as well as process amalgamation before they can participate in meaningful external integration. The investigation similarly advocates for the Red Cross Society to ponder participation as well as communication of their procedures to suppliers to upsurge their buoyancy in the process and bring them on board to comprehend the facility's necessities and make them committed to conveying the facilities' prospects. Consider integrating as part of their client amalgamation procedure, the assortment, as well as distribution of crucial data of the respondents. A conclusion made by the investigation is that supply chain integration has momentous influence on enactment of humanitarian aid organizations in Kenya. The results of this investigation posited out that humanitarian aid organizations have actual communication amid all the supply chain cohorts. Sharing information permits humanitarian aid establishments to decide on better selections and to make well-versed choices in the occurrence of difficulties or tragedies.

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ACRONYMS AND ABBREVIATIONS

ANOVA:	Analysis of variance
CFI:	Cross-Functional Integration
ERP:	Enterprise Resource Planning
HO:	Humanitarian Organization
HSCI:	Humanitarian Supply Chain Integration
ICT:	Information Communication Technology
NGO:	Non-governmental Organization
SCI:	Supply Chain Integration
SCM:	Supply Chain Management
SPSS:	Statistical Package for Social Scientists
UNHCR:	United Nations Humanitarian Commissioner for Refugees

OPERATIONAL DEFINITION OF TERMS

Supply Chain Integration: Executive/Management support:	Incorporates all those activities that transport products to marketplace and create contented clienteles. The management team dynamic engrossment as well as inclination to help the organization realize its goals
Human capital efficiency:	An assortment of funds; all the acquaintance, abilities, talents, aptitudes, familiarity, astuteness, training, judgment, as well as wisdom infatuated exclusively and jointly by persons in a population.
Supply Chain Management:	The duty of assimilating organizational units beside a supply chain as well as coordinating flows to gratify client prerequisites with the goal of refining effectiveness of the supply chain as a whole.
Internal integration	Refers to information sharing amid inner functions, strategic cross-functional collaboration, as well as working together. It is the degree in which a firm can join with its important supply
External integration	chain affiliates to assemble their inter-organizational plans, practices, processes and behaviors into concerted, harmonized and manageable procedures so as to realize client necessities.
Beneficiary integration	It's a system that integrate information from prevailing programme management information systems to house comprehensive info on recipients

CHAPTER ONE

INTRODUCTION

1.0 Introduction

The contents of this chapter are; background of the study, statement of the problem, purpose of the study, objectives of the study, research questions, significance, as well as scope of the study and finalizes with organization of the study.

1.1 Background of the Study

Supply chain integration (SCI) is an essential norm, which, denotes a retreat from the outdated purposeful procedures which were wrought as silos to incorporated commercial procedures both within as well as outwardly, (Childerhouse & Towill 2017). This necessitates the establishment carrying out what they do best founded on the establishment's essential aptitudes as well as uniting with other establishments to offer other resources not accessible within to generate value for the clientele. SCI is considered as an integrative viewpoint which permits the establishment to realize its strategic objective in the acquirement of peripheral resources. The execution of SCI outcome in the upgrading of the organization's recital, effectual as well as precise processes, all geared to streamlining the product/amenity, info, as well as coffers movement from upstream to downstream cohorts.

Notwithstanding the benefits of SCI, intellectuals have suggested more researches geared toward understanding well the convolutions of achieving greater SCI links. A better understanding of the notion of SCI magnitudes and its insinuations has an impact on both the practice as well as academic prominence that will lead to tangible theory-building in SCI since there is no conjunction on the theory to apply when it comes to investigation amid SCI scopes as well as recital. The absence of merging is connected with absence of clear descriptions of SCI as well as its scopes, (Childerhouse & Towill 2017). Supply Chain Integration (SCI) is the gradation to which an establishment deliberately cooperates with its cohorts in running intra as well as inter-organizational procedures, to realize operative as well as effective movements of products as well as amenities, info, money, as well as choices to offer value to clientele, (Flynn, 2019).

In the global perspective, McLachlin, Larson and Khan (2019), did an investigation on the aspects impelling humanitarian supply chains in Spain and indicated that benevolent supply chains incline to be unsteady, disposed to political as well as military sway, and ineffective owing to absence of mutual planning as well as inter-organizational cooperation. McLachlin, Larson and Khan (2019) posited that SCI has been regarded as being both an operative as well as a well-organized mechanism by which establishments pursue to secure modest gain by warranting that the operational costs are abridged and at the similar time assuring high client service. In the recent past, researchers have made charities to SCI and establishment recital by estranging the numerous

magnitudes for example supplier, inner as well as client amalgamation and the upshot on the administrative recital, (Stevens & Johnson, 2016).

Hugos, (2018) in his research on the impact of humanitarian supply chains in Columbia, found out that philanthropic supply chains are in charge for endowment of amenities in disasters during adversities via availing food, shelter, medicine, water and sanitation. Hugos, (2018) indicated that when a disaster repression is intricate, time is an imperative aspect as time saved means lives saved. He noted that failure to realize efficacy as well as adeptness after the strike of a catastrophe can lead to death, unwanted media attention and loss of essential donor funding need for impending processes.

According to Adem, (2018), philanthropic supply chain mavens all over the universe are tackled with the challenge of scheming appropriate supply chains that meet the goal of conveying value as well as assistance to susceptible persons at the same time sustaining benefactors as well as funders' prospects. This is owing to the upsurge in philanthropic adversities globally. There is a requirement to manage as well as supervising disasters supply chains to assure philanthropic aid establishments benefit from having a supply chain outline set up. Philanthropic supply chain is intended to see to it that the philanthropic assistance establishments are not exploited even when attaining goods as well as amenities in times of predicaments. Universal, supply chain conscientious connoisseurs are in persistent recreation for novel and imaginative means for building as well as prosperous supply chains designs that shall adjust to rapid variations in disastrous circumstances, (Korpela, 2017).

Koufteros, (2017) indicated that around the globe, there is no agreement on the taxonomies of SCI extents; as well as researchers in the past have suggested multidimensional concepts for instance inner, supplier as well as internal amalgamation. Leuschner, Rogers, & Charvet, (2013), in their meta-analysis of SCI, have acknowledged SCI scopes to comprise info, operative as well as interactive amalgamation, still others like Danese and Bortolotti, (2017) have acknowledged four SCI scopes which comprise the three prevalent extents, clients, supplier, as well as inner amalgamation and have auxiliary supply chain planning amalgamation. Inner amalgamation transmits to cross-functional as well as intra-firm cooperation with the purpose of eradicating the purposeful silos and having full perceptibility of policies, practices, procedures to meet the client requirements, (Zhao, 2019; Flynn, 2018).

In a regional perspective, Vermeulen, Niemann, and Kotzé (2016) carried a research in South Africa, on the SCI as a tool to help an establishment to live in a modest market. Natural catastrophes as well as conflicts are the source of indescribable human anguish. Hundreds of persons have been murdered in numerous conflicts as well as ethnic clashes in Kenya. Thousands of persons have been murdered in wars and natural adversities for example Floods, Landslides as well as post-election violence. In 2011 and fragment of 2012, a severe deficiency affected Kenya

and the whole East Africa. It was actually, believed to be "the worst in 60 years", and it endangered the living of 9.5 million folks. Humanitarian Aid interventions were able to respond to the disaster by conveying food as well as respite provisions, (Wooldridge, 2018).

Humanitarian aid has helped victims of adversity in transformation and getting back to usual livings and even save lives. It has become a requirement in lieu of those affected by adversity and a reply for those not pretentious in the numerous calamitous circumstances. Thousands of persons make their donations to the respite exertion, consequently safeguarding that philanthropic help employees to spend years mending damage, upgrading infrastructure as well as bracing people affected by the crises, (Dok, 2015). Wassenhove (2016) claims that since disaster respite is about 80% of SCM activities, it would follow then that the solitary way to attain on time as well as eminence conveyance to the beneficiary is via glib, effective as well as operative processes, and more specifically, integrated SCM.

The circumscribed as well as short-term fauna of benefactor funding in IHOs in Africa makes it very difficult for these establishments to invest more advantageously in long-term forecasting as well as disheartening them from adequately investing in strategic information sharing infrastructure needed in the successful implementation of SCM practices. Unfortunately, inadequately planned and implemented IS infrastructure adversely impacts perilous undertakings like exigency planning as well as readiness. This led IHOs in Africa into a conservative style where info as well as communication desires cannot be sufficiently dealt with on the fly, (Tatham & Pettit, 2017). At the onset of an emergency, info such as valuations, statistics as well as census reports is required instantaneously and should be as precise as possible, acceptable to measure the required level of response. Notwithstanding this prerequisite, the emblematic certainty in adversity rejoinder is that prevailing info is either old-fashioned, out-of-the-way, speckled amid diverse foundations or untrustworthy for political or other causes making the SCM in the IHOs an uphill task, (Omondi, Ombui & Mungatu, 2016).

The snags of sending valuation crews to a location deprived of precise information are risky, habitually ensuing in wasted time as well as possessions. The adverse effects of undependable data to SCM were established in the NGO response to the Darfur skirmish. Momentarily after the skirmish started, NGOs had to get approximations on the quantity of persons in the physically circulated and difficult to access parts of Darfur to plan for the response. Roads, airfields as well as other conveyance grids were either non-existent or in very deprived situation in the area, averting NGOs aptitude to engross in copious field-level pre-valuation exertion. NGOs were habitually enforced to depend upon outmoded census info from the government, (Moeiny & Mokhlesi, 2018). In Kenya, Odongo (2017) scrutinized the connotation amid SCI as well as the recital of public universities and established that most campuses had utmost rudiments of SCI, ensuing in

augmented receptiveness. Kinya (2018) scrutinized SCI policies as well as their impact on the operative recital of the treasury in Kenya and established that it leads to modest gain. Moreover, the outcomes on the affiliation amid SCI magnitudes as well as operative recital have not been reliable (Gimenez, 2019; Sousa, 2017), some have reported a positive relationship (Kim, 2019), others such as Flynn, (2018) have reported non-momentous affiliation while Swink, (2017) reported a negative relationship.

The discrepancy is accredited to the opposing conceptualization as well as operationalization of SCI and the diverse deployment of recital dimension as well as the investigation setting, (Ebrahimi, 2019; Zhao, 2019). In Kenya, a study by Njagi and Ogutu (2020) scrutinized SCI as well as recital in public establishments and established that inner amalgamation as well as outer incorporation definitely impact recital. There are numerous philanthropic establishments that presently function in Kenya. The details for the presence of such establishments are varied. According to Barcelo, Massaud as well as Davies (2019), there are numerous conditions that permit philanthropic response.

Lingering susceptibility owing to food uncertainty is probable to lead to the requisite for philanthropic assistance, the presence of casual defrayals in towns like Nairobi where more than 60% of the populace in the town exist in poses accommodation challenges, ethnic connected ferocity as well as famine. There are fundamentally four forms of philanthropic establishments working in Kenya. The first type comprises government supported benevolent establishments for instance the Kenya Red Cross Society (KRCS) which was started via an act of parliament in 1965. It functioned as the BRCS amid 1939 and 1965.

The establishment has been acknowledged by ICRC as well as other global organizations since 1966 ([www. Krcs.co.ke](http://www.Krcs.co.ke)). The second grouping of philanthropic establishments are those that are surreptitiously backed and are enumerated as NGOs with the NGO board. This classification similarly comprises other worldwide establishments for example Oxfam, Save the Children, MSF just to mention but a few. The third classification of philanthropic establishments are those run as well as sponsored by religious groups for example churches as well as mosques. They comprise the CRS, Adventist relief association, the LWR and various others. The final group of benevolent establishments are the ones associated with the UNO.

There are numerous philanthropic establishments under the parasol of the UNO for example the UNICEF that deals with children's privileges, UNDP which deals with matters regarding development ventures in numerous nations, WHO which deals with matters to do with well-being of people around the globe as well as UNHCR that deals with the anxieties of immigrants comprising resettlement, (Coipuram, 2018). Emergency circumstances like terrorist attacks, natural catastrophes, as well as local power outages from the past numerous years have all emphasized the

low echelons of catastrophe readiness that are at several companies. Supply chain interruptions instigated by exterior dealings can have a noteworthy monetary as well as operative influence on companies not well equipped. Consequently, refining catastrophe readiness in supply chains is perilous, (Hale and Moberg, 2019).

One precarious constituent of catastrophe management preparation in supply chains is the stowage of emergency supplies, equipment, as well as vivacious documents that may be required in periods of catastrophe. Stowage emergency supplies at each supply chain aptitude can be cost-exorbitant. Furthermore, accessing to emergency supplies that are stowed at each aptitude may be prohibited by some outside measures, like fervors or storms, since substances stowed on-site are ruined or are unreachable. Consequently, the anticipated protected site assortment procedure can balance efficacy as well as cost-efficiency by classifying the lowest number as well as probable location of off-site stowage amenities, (Hale and Moberg, 2019).

In the global perspective, SCI has been regarded as being both an operative as well as a well-organized mechanism by which companies seek to secure modest benefit by ensuring that the operational costs are abridged and at the similar time guaranteeing high customer service. In the recent past, researchers have made contributions to SCI and strong performance by estranging the numerous magnitudes like suppliers, internal as well as customer integration and the influence on the organizational enactment (Stevens & Johnson, 2016). Internationally, there is no consensus on the classifications of SCI dimensions; as well as researchers in the past have indorsed multidimensional concepts like internal, supplier as well as internal amalgamation, (Koufteros, et al. 2016; Flynn et al. 2016; Zhao, et al. 2016). While others like Leuschner, Rogers, & Charvet, (2018), in their meta-analysis of SCI, have identified SCI magnitudes to comprise gen, operative as well as interactive amalgamation, still others like Danese and Bortolotti, (2019) have acknowledged four SCI dimensions which comprise the three general dimensions, clients, supplier, as well as internal amalgamation and have added supply chain preparation incorporation.

1.1.1 Internal integration

Internal integration is essential in the organization and relays to information distribution as well as working together more tactically, (Koufteros, 2017; Zhao, 2019). According to Horn, Scheffler, and Schiele, (2017), inner integration is vital and is considered the building chunk to exterior incorporation, (Droge, 2018). Most studies on internal integration have engrossed on the affiliation of inner integration on establishments recital, while others have scrutinized inner amalgamation as a mediator of the affiliation amid exterior amalgamation as well as recital, (Schoenherr & Swink, 2019). Some of the pointers for gaging interior amalgamation are, amid others, collaboration, mundane gatherings, cross-functional teams, as well as the use of enterprise resource planning schemes, (Ataseven & Nair, 2017).

1.1.2 External integration

External integration incorporates both the upstream as well as downstream procedures of the establishment's supply chain cohorts with the purpose of augmenting value to entire chain players which comprise both client as well as supplier amalgamation, (Flynn, 2018). Supplier amalgamation is dependent on the establishment cooperating with the suppliers concerning info sharing; the supplier has two-pronged aims of offering the products required by the organization as well as sharing their proficiency and acquaintance for a syngeneic affiliation with a view of meeting the client prospects, (Narasimhan, 2017).

Supplier incorporation encompasses association, direction as well as info sharing activities amid the establishment as well as the suppliers with the purpose of harmonizing the establishment information into sellers' procedures, aptitudes, restraints and eventually permitting more proficient planning, predicting, product, procedure design, as well as transaction management, (Schoenherr & Swink, 2019; Narasimhan, 2020). Yuen and Thai (2017), claim that when companies acknowledge suppliers as a perilous tactical partner has a mammoth stake in their general hallucination, they can effortlessly halt the inert as well as preventive public procurement dogma forced practices to enhance value to the course. Equally, client incorporation is cooperating with the company's clientele via distribution of info to meet the customer's requirement and expectations, (Zhao 2017; Wong, 2018).

1.1.3 Beneficiary integration

Beneficiary integration encompasses planned information distribution in addition to partnership amid the firm as well as clientele with the main goal of enlightening perceptibility via the endowment of premeditated intuitions into market anticipations as well as prospects, (Schoenherr & Swink, 2016). Furthermore, an establishment that is copiously incorporated with its clientele attitudes to benefit via rapid problem tenacities, timely errands harmonization, cost, as well as decrease of inventories, deciding of superiority matters in good time as well as reduction in waste, (Wong, 2017).

The supposition by most researches is that SCI is an enabler of greater recital. Nevertheless, numerous establishment' recital measures have been suggested by various intellectuals. These frameworks comprise of client-oriented, monetary, as well as operative capacities and are measured via numerous pointers which are reliant on the model espoused, but most contain eminence, cost, distribution, elasticity as well as novelty. The operative recital scrutinizes the company's aptitude to diminish management costs, lead-time, as well as order-time, (Heizer, 2017). Operational recital is suggested by intellectuals as it measures companies' modest aptitudes, (Schroeder, 2016).

Operative recital is a critical provider to the general recital of the supply chain as it is an incorporation of various influences, (Lu, 2018). Most SCI researches, have largely exploited three operative recital models which are the balanced scorecard (Kaplan & Norton, 2018), the decision-

making levels (Gunasekaran, & Kobu, 2017) the Supply Chain Board suggested a model, denoted as supply chain operations reference (SCOR), (Supply Chain Council, 2019). Balanced Score Card, which is one of the prototypes applied for non-fiscal recital management and entails four concepts which are physically linked, (Zahoor & Sahaf, 2018).

Balanced Score Card is regarded as a multidimensional as well as perfect for gaging the operative recital vis-à-vis SCI, which is similarly a multidimensional concept, (Afshan, 2018). The research measures effective recital via the usage of the balanced scorecard four viewpoints which are improved for the public-segment setting of Kenya via the amalgamation of numerous researches pointers, (Aidemark, & Funck, 2019; Chatzoudes & Chatzoglou, 2018; Hong & Zhong-Hua, 2018). Supply Chain Incorporation as well as Operative Recital Intellectuals have recognized that close incorporation of an establishment with exterior cohorts to comprise both clienteles as well as suppliers outcomes in enhanced recital, (Tavakoli, 2017; Prajogo, 2018). Lummus, Vokurka, and Krumwiede, (2018) reviewed numerous dogma researches in the industrialized nations and established that a many have reported a progressive influence of SCI magnitudes on operative recital.

1.1.4 Profile of Kenya Red Cross Society

Kenya Red Cross is one of the many international Red Cross and Red Crescent movement societies around the world. It was established in 1965. The Kenya Red Cross supports and run a number of projects whilst raising awareness to the Kenyan public about the current issues or problems which may affect them. Some of the projects which are either run by or assisted by the Kenya. Red Cross are famine, blood services, first aid projects, disaster and emerging services and education services, (Loggs, 2019).

The patron of the Kenya Red Cross is Dr William Kipchirchir Samoe Ruto, The President and Commander in chief of the armed forces of Kenya . A council administers and performs a limited number of duties, and is made up of the Secretary General and twelve voting members. All other responsibilities are held by the Board which consists of 16 persons. To supplement its humanitarian efforts, Kenya Red Cross launched a first of its kind humanitarian app, the KRCS App, which offers users real-time emergency alerts and life-saving tips, activities, easy access to Membership and Volunteerism, events and training from Kenya Red Cross, job posts plus different groups such as blood groups, youth groups and volunteer groups where members can connect and share ideas..

In their process of giving assistance however, Kenya Red Cross has been faced by various challenges. These includes; insecurity in conflicts and harsh zones, poor strategic planning and mainly poor logistics management (Robertson, 2016). There is therefore need to study on the

influence of logistics management on the performance of humanitarian organization in Nairobi County.

1.2 Statement of the Problem

Supply chains connect the foundations of “supply” (suppliers) to the proprietors of “demand” (end clienteles). In a distinctive philanthropic supply chain, governments as well as NGOs are the main players involved. Governments have the key influence above political as well as fiscal circumstances and directly impact supply chain procedures with their choices. Coordination as well as management of catastrophe supply chains has perplexing glitches. The supply web is enormous as well as intricate with plentiful actors, and it is difficult to organize all of them in conjunction with all the stuffs that must be conveyed. Notwithstanding the diverse cultural, dogmatic, topographical as well as historical variances amid them, partnership as well as specialty of the errands amid NGOs, military, administration as well as private business are gradually wanted in the benevolent supply chains, (Wassenhove, 2016).

Notwithstanding being proficient and cognizant of the main points in philanthropic supply chains, individuals in control of logistics as well as supply chain administration in most philanthropic establishments are not habitually specified in this expanse, therefore they are not specialists in the tools for unravelling the glitches that may ensue during the processes. There might also be domestic obstacles for instance the requisite of unnecessary paper exertion, and explicit strategies of the area that might cause extra deferments, and exterior hitches owing to extraneous associations, (Ergun, 2019). Philanthropic supply chain management has engrossed a number of scholars. Torabi (2018) did an investigation on philanthropic supply chain management Bent. The investigation revealed that philanthropic supply chain administration is flattering a mainstream of investigation amid business conservatories in reply to the rising inclination of catastrophes all over the world.

Philanthropic establishments profoundly depend on such SCM purposes procurement, logistics, and delivery as well as warehousing in the conveyance of the prerequisite goods, exertion as well as amenities to the receiver. In 2005, Hurricane Katrina swamped New Orleans, LA, leaving inhabitants deprived of access to foodstuff or unpolluted water. Consequently, an enormous liberation of the occupants had to be carried out. Throughout the first weekend of the saving exertion, 1.9 million meals as well as 6.7 million liters of water were conveyed by philanthropic relief agencies as well as NGOs, (Gravois, 2017). Hundreds of persons have been murdered in numerous conflicts as well as ethnic clashes in Kenya.

Thousands of individuals have been murdered in wars as well as natural adversities like Floods, Landslides as well as post-election violence. In 2011 and part of 2012, a Spartan famine affected Kenya as well as the whole East Africa. It was truly, thought to be "the worst in 60 years", and it

endangered the living of 9.5 million folks. Humanitarian Aid interventions were capable to respond to the predicament by conveying food as well as respite supplies, (Wooldridge, 2019). Humanitarian relief has aided victims of adversity in upgrading as well as getting back to usual livelihoods as well as saving lives.

In recent years, humanitarians have faced enormous force from the benefactors, promising millions in aid as well as goods, to demonstrate that they are meeting their goals in the utmost effectual as well as operative manner. 80% of philanthropic establishment's processes is used on logistics as well as Supply Chain Management (SCM). Supply chain encounters confronted consequently deteriorate philanthropic procedures generating a lot of vagueness amid philanthropic establishments, (Kimani, 2017).

Ergun (2019) similarly did a research on philanthropic supply chain management. The research revealed that many encounters of benevolent supply chain are connected with the demand as well as supply of materials. EUISS and ICRC (2017) in a mutual report on town encounters on benevolent tests signpost that the challenge is to pay attention on ventures on fundamental benevolent action knowing that it happens in a setting characterized by superior evolving as well as structural inadequacies. Nyamwange and Nyaguthie (2019) in their research on benevolent logistics encounters concentrating on lessons gained from Somalia conclude that logistics of benevolent assistance are confronted by many encounters as well as stressed the prerequisite for further acquaintance and standards to aid in operative as well as effectual benevolent supply chains. The preceding researches have not focused precisely on supply chain integration and how they affect operational performance of humanitarian organizations.

The encounters philanthropic establishments face varies from different countries. One nation's challenges might not be another nation's encounters. Consequently, there is a prerequisite to carry out an investigation to inaugurate the effects of supply chain integration on operational performance of humanitarian organizations in Kenya. This assisted in likening the condition in Kenya with other nations. This research consequently sought to determine the influence of supply chain incorporation on effective recital of humanitarian organizations.

1.3 Objectives

1.3.1 General Objective of the Study

The general objective of the study was to scrutinize the supply chain integration and performance of humanitarian organizations in Kenya, a case study of Red Cross society, Nairobi.

1.3.2 Specific Objectives

- i. To determine the effect of internal integration on the performance of humanitarian organizations in Kenya Red Cross society, Nairobi City County

ii. To establish the effects of external integration on the performance of humanitarian organizations in Kenya Red Cross society, Nairobi City County.

iii. To determine the effects of beneficiary integration on the performance of humanitarian organizations in Kenya Red Cross society, Nairobi City County.

1.4 Research Questions

- i. How does internal integration affect performance of Humanitarian organizations in Kenya Red Cross society, Nairobi County?
- ii. To what extent does external integration affect performance of humanitarian organizations in Kenya Red Cross society, Nairobi County?
- iii. To what extent does the Beneficiary integration affect the performance of humanitarian organizations in Kenya Red Cross society, Nairobi County?

1.5 Significance of the Study

The results of the research was useful to policy makers, donors and humanitarian organizations as it assisted them to comprehend the affiliation amid service conveyance as well as supply chain in International Humanitarian Organizations. The outcomes of this research permitted leaders as well as other decision makers to make choices that augmented service conveyance in International Humanitarian Organizations. Policy makers like the government might find the research valuable in the application of policies aimed at obtaining operative supply chain management in public establishments. The policy makers might as well acquire acquaintance of supply chain management dynamics and the replies that are suitable as well as explicit for both governmental as well as non-governmental establishments, they consequently have acquired control from this research in scheming suitable dogmas that can safeguard operative logistics management.

In theory, the research can be of prodigious prominence to procurement managers as well as board of directors in various public establishments in Kenya as the research outcomes can offer a guiding outline for the execution of supply chain management morals in government agencies in Kenya.

The research was of significance to numerous supply chain management morals execution shareholders for example, Kenya Institute of supply chain management. United states Agency of International Development, Chartered Institute of Purchasing as well as supply Management (CIPS), Plan international, World Bank amongst others since the research outcomes aided the shareholders to evidently comprehend the faintness of supply chain management moral practices.

In practice, this assisted in determining the suitable measures to use to support operative execution of supply chain management moral practices in the humanitarian organizations. Finally, the research was useful to academicians as well as intellectuals who do investigation on supply chain

management practices as well as service conveyance in Philanthropic Establishments. Supply chain leaders could employ the outcome of this research to express a more receptive supply chain.

1.6 Scope of the Study

The research was restricted to finding out the effects of supply chain integration on performance of humanitarian organizations in Nairobi County. It was carried out at Kenya Red Cross Society at South C in Nairobi County. In addition, the target population of the study was 300 employees. The study was carried out from Jun 2022 to June 2023.

1.7 Chapter Summary

This chapter comprised of the background, statement, purpose of the research, research questions, justification as well as scope of the research taken by the scholar. Other areas discussed in chapter two included literature review relevant to the study, chapter three which presented methodology of the study. The next chapter is chapter two literature review.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter contained methodical identification, location as well as scrutiny of documents encompassing information connected to the research. Literature review makes it conceivable for the investigator to discover a flawless as well as wide-ranging research. It contained assessment of prevailing literature linked to the research to ascertain gaps in the preceding researches.

2.1 Theoretical Literature Review

2.1.1 Resource Based View Theory

The RBV theory was discovered by Wernerfelt in 1984, and has even since advanced into a planned thought of progression, (Cleland, 2009). Depending on this observation, establishments improve their competitive advantage from their aptitude to gather as well as advance a suitable mixture of resources. Resource Based View (RBV) Theory elucidates that identification as well as possession of inner planned resources underwrites to a company's aptitude to make as well as espousing a modest gain and expand SC recital, (Shalakha, 2015). A resource is well-thought-out to be tactical if it meets certain standards-cherished, non-substitutable, detailed or intermittent as well as imitable to contribute to improved SC recital of the organization (Barney, 2017). Resources need to be proficiently managed as well as subjugated given the varying exterior conditions that an establishment encounter in the modest business situation, (Lippman & Rumelt, 2018).

A resource-based view of an organization elucidates its aptitude to provide sustainable modest gain when capitals are managed in a way that their outcomes cannot be copied by rivals, which ultimately generates a modest blockade, (Mahoney & Pandian, 2018). Resource aligned theory elucidates that a company's justifiable modest gain is grasped by virtue of fashionable capitals being treasured, sporadic, non-tradable, unique, as well as non-compatible, as well as firm-detailed, (Barney, 2017). These writers inscribe nearly the fact that an establishment might reach an operative SCM through distinctive resources, which it holds, and these capitals cannot be effortlessly conveyed, bought, or clichéd, and instantaneously, they augment value to an establishment while being infrequent. It's similarly high-points the element that not entire capitals of an establishment might add to a company's operational SCM and consequently justifiable modest gain, (Mahoney & Pandian, 2018).

Meding (2019) also places a deliberation on a datum which is habitually settled upon utmost planned leaders as well as experts; Business policy is apprehensive with the game amid the inner aptitudes of the establishment as well as its external atmosphere. Numerous Companies that work

under fiscal suffering as well as unpredictability see an extreme unbalanced situation. These conservational distresses include indigenous fiscal circumstances to local politics, where all expanses of people facade disarray in as well as after dogmatic uncertainty. For Companies to equal such an atmosphere, the inner aptitudes of the firm need to be agile, adaptive as well as diverse, (Meding, 2019).

The resource-based view of an establishment offers a chance to expand its earnings via ascertaining its pertinent incomes as well as suitable consumption. For many Companies, the degree of revenue divergence rest on the amount of funds presented in the firm, how are the funds to be employed, the ratio of entire revenue made from self-funding as well as fraction of self-funding depending on the chief client or on the main selling product or amenity, (Alymkulova, 2015).

Resource-based theory indicates that the possession of funds offers an establishment with an excellent occasion to advance modest gains above its opponents. It also stresses the value of an old proverb: 'the whole is superior to the sum of its fragments'. Definitely, it is similarly imperative to acknowledge that funds can be generated by enchanting numerous policies as well as funds that each might be copied as well as hustling them together in a manner that cannot be imitated. The palpability of a company's funds is a vital deliberation in resource-based theory. Palpable capitals are funds that can be readily perceived, touched, as well as enumerated. Physical properties for example a company's property, plant & equipment, as well as money are tangible resources. Intangible possessions comprise of the acquaintance as well as expertise of workers, a company's reputé as well as an establishment' culture. In equating the two forms of resources, intangible possessions are more probable to meet the conditions for tactical possessions than are tangible possessions. Managers who desire to realize long-term modest benefits must therefore place a premium on trying to support as well as improve their companies' intangible possessions, (Cleland, 2019).

For the humanitarian organizations, Fonseka et al (2017) claim that the inconsistencies amid establishments in respect with funding is as an outcome of distinctive strategies combined and therefore increases performance and the obtainability of company's funding. This infers that frail strategies will distress humanitarian organizations' aptitude to admittance money and in an imperative aspect forecasting company's admittance to funding as it designates the aptitude of the companies to settle the loan. The potential proposition for resource dependence theory is diverse. At first, bordering switch of Businesses over its acquaintance to the market forces or the exterior setting and the usage of the petite-period agreements might lead to companies being commercial leaning, (Poutziouris, 2016).

2.1.2 Contingency Theory

Contingency theory signposts that in varied circumstances, diverse elucidations might attest to be operative (Barney, 2012), instead of proliferating entirely pertinent business administration philosophies, the theory tries to establish that diverse circumstances compel diverse organization edifices, (Odhiambo, 2013). Establishments are pretentious by copious eventualities comprising milieu, size as well as know-how. These eventualities are accountable for increasing the detailed edifices as well as undertakings of an establishment. When there is an absurdity amid the depending variables as well as the edifice, the establishment shall accomplish inferior recital, (Akintoye, McIntosh & Fitzgerald, 2010).

Kalakota and Robinson (2017) indicated that with the aim of augmenting supply chain recital for practical as well as inventive products, an establishment need to alter its administrative physiognomies as well as establishing its supply chain drivers for example board funding as well as info distribution to generate an effectual as well as receptive supply chain, (Lee, 2016).

Operative supply chain amalgamation shall probable be tangled to an assortment of tactical, conservational, human as well as processes variable. For efficacy as well as efficiency, a fit need to exist amid explicit supply chain amalgamation as well as the tactical as well as environmental situations, (Christopher, 2016). This consequently harangues to the quintessence of inventory administration in the execution of supply chain administration practices.

2.1.3 Partnership Model

Partnership model provide a fractional basis for a theoretical framework of morals in SCM (SCM-ethics). The model encompasses four echelons of assurance to virtuous morals as well as Ideologies, referred to as: ethical ethos, to as well as from workforce and stockholders, ethical organizational relics, as well as morals in the market. The partnership model enhances the prominence of establishments' assurance to EVP. This model as well as a pre-study have been applied as motivation to plan diverse alignments of SCM-ethics, (Wood's, 2017). Four placements of SCM-morals might be differentiated from the affiliations of establishments, the market place, the industry, as well as the society. They are founded upon two mechanisms (union as well as connection), all of which apply to both upstream as well as downstream instructions of business behavior as well as business maneuvers, (Rhee & Lee, 2016).

An upright amalgamation strains the EVP in business comportment as well as business processes in supply chains from the point of-origin to the point-of-consumption, whereas the horizontal amalgamation stresses the EVP in company comportment and business processes in the similarity amid supply chains or external supply chains, (Matyusz, 2017). The direct linking of corporate comportment as well as business maneuvers highpoint the EVP in segregation, where the ancillary association of corporate comportment as well as business processes emphasize the EVP in order

amid supply chains or outer supply chains. All in all, four idiosyncratic alignments of SCM-ethics might be distinguished, (Wood's, 2017). Relationship orientation is the vertical amalgamations amid EVP of corporate comportment as well as business undertakings (in a supply chain), nonetheless, it is limited to direct links to others EVP in supply chains. This is the utmost partial technique of SCM principles. Basically, it is partial to dyads like buyer/seller relations as well as administrative/ supervision sustenance.

The corporate arrangement of SCM-morals at this level is perilous, as it merely trusts upon the atomistic features of EVP in a trivial portion of supply chains, (Matyusz, 2017). Channel orientation has vertical amalgamations amid EVP of corporate comportment as well as business processes. It also contains ancillary links to other EVP in supply chains. This is a protracted method of SCM-ethics equated to the affiliation alignment. It comprises the entire supply chain from the point-of-origin to the point-of-intake, all of which contain of the EVP of chronological or linked affiliations. The corporate orientation of SCM-morals at this level is slightly thorough, but it still abandon the situations of EVP in the market as well as society, (Huang & Liu, 2019).

Competition (or comparative) alignment goes outer upright amalgamations amid corporate comportment as well as business maneuvers to horizontal unions of EVP (between supply chains). It encompasses direct links to EVP in other supply chains. This is an augmented technique of SCM morals likened to affiliation with channel orientations. It enhances the connotation of EVP in the market. It has also accentuates on the EVP of contestants, (Roy & Wilkinson, 2018). Environment orientation is the horizontal amalgamations amid EVP of corporate comportment/business processes and the public via info distribution/ communication approach. It comprises ancillary acquaintances to EVP in the society. This is the widest method of SCM morals equated to the preceding alignments. It enhances the connotation of EVP in the society as a whole. It similarly has a prominence on the EVP of other diligences as well as other markets, (Wood's, 2017).

2.2 Empirical Review

Numerous researches have been carried out relative to SCM as well as philanthropic support. Salvage et al (2017) carried an investigation on the perils linked with exploitation in philanthropic assistance funding. The research applied descriptive design and the populace of research was 30 respondents and the data in lieu of the designated respondents were created, analyzed as well as compared via ordinary least square (CKS). The outcomes were fundamentally assenting that there is an adverse association amid corruption as well as the echelon of benefactor sustenance in philanthropic assistance. Nevertheless, the investigation did not reveal other matters that are connected to philanthropic support for example logistics. Either, the milieu of research, Afghanistan, is method far diverse from the Kenyan context.

Nyamu (2017) carried out another significant study on the impact of supply chain on service delivery in humanitarian organizations. The investigation applied descriptive research design and the populace of research was 100 respondents. The designated respondents were generated analyzed and compared using SPSS. He found out that there is an affirmative association amid the nature of the supply chain as well as the scope of service conveyance to the persons by philanthropic establishments. His study nonetheless dealt chastely on the supply chain management challenges that affect charitable establishments in Kenya. His work was limited to the range of logistics as well as supply chain practices though.

Mungatia (2016) study revealed that World Vision Kenya was receptive to adversities founded on the evidence of the numerous cases that the firm helped in adversities. Nevertheless, the use of World Vision Kenya as the merely case study of adversity response by NGOs limited the way other NGOs reacted. Mungatia (2016) investigation was crucial in that it obliterated in what way supply chain administration practices aid in the service conveyance by philanthropic establishments. The researcher targeted 180 participants who were designated via simple random sampling. Nevertheless, his research was restricted to the recital rapport amid supply chains as well as the amenity which benevolent establishments convey to the publics.

Moeiny and Mokhlesi (2016) research recognized that the accomplishment of any benevolent assistance is simply via a suitably artistic supply chain. Regression scrutiny as well as variance analysis were the assessments used via SPSS program. Sample used was the 58 respondents from diverse establishments in a period of 2012-2013. Nevertheless, the fiscal as well as dogmatic scenery of their investigation was bench-marked on an advanced state, unlike in an unindustrialized country similar to Kenya.

Mbohwa (2017) conferred the encounters, snags as well as glitches confronted by benevolent establishments in managing logistics schemes in Southern Africa, with an emphasis of certain schemes in Zimbabwe. Miniscule investigations of the maneuvers of the World Health Organization (WHO), the Global Red Cross Society as well as the Zimbabwe Red Cross Society, the World Food Programme, UNICEF as well as the Zimbabwean Civil Protection Organization were deliberated. The populace of the research was 75 participants from different firms. The research was conducted via primary as well as secondary evidence gathered in different firms. The investigation categorized the encounters confronted as absence of skilled logistics workers, absence of admittance to particular benevolent logistics progressions as well as investigation info, the exertion in using as well as familiarizing current logistics schemes in joining benevolent logistics as well as absence of cooperative exertions that address the expanse unambiguously. The investigation engrossed only on Zimbabwe as well as bordering republics.

Vorst et al (2018) acknowledged vagueness as the main encounter fronting benevolent establishments. They indicated that vagueness might stem from numerous rudiments linking to the job, the establishment itself or nature of the plea. The researcher used a sample of 150 participants which was designated through random sampling. They auxiliary indicated that vagueness could ascend from intrinsic physiognomies for instance what as well as how much material is needed, product characters, and procedure variations as well as supply concern. Vorst, et al also acknowledged how supply chain alignment as well as rheostat arrangements, extensive prognostication vistas, decision intricacy, meagre info dependability as well as agency ethos could generate vagueness.

Okwach (2019) carried out a research on supply chain management: philosophy, practice as well as impending encounters in Europe and acknowledged supply chain management enablers as well as obstacles as clearness of info as well as acquaintance, supply chain comportment as well as recital measurement as well as SCM drivers as globalization, subcontracting as well as disintegration and to some degree market divergence. The research was carried out on 300 respondent selected through random sampling. Regression scrutiny as well as variance examination were the assessments used via SPSS program. This research though pertinent was done in Europe and concealed an expansive latitude than the emphasis of this investigation.

Richard (2019) did an investigation of supply chain management practice in UK Industrialized SMEs. The populace of the research was 65 respondents and were designated via simple random sampling. The researcher established that there was absence of operative alteration of outdated argumentative affiliations to contemporary concerted e-supply chain and the issues businesses want to address to advance recital of their competitiveness by clutching the welfares of functioning supply chain management. This research had a key emphasis on the supply chain affiliations as well as benefits of SCM. Additionally, the research enthralled on industrial SMEs in UK therefore the outcomes could not relate to global establishments.

Andebe (2018) did a study of green SCM rehearses in the textile industry in Kenya. The population of study was 46 respondents which was carried out through random sampling method and the data was generated and analyzed using SPSS. The study revealed that the textile industry has espoused green supply chain management rehearses to a minimal degree. The investigation in question nonetheless did not comment on these specific rehearses in that industry. Furthermore, the textile industry in Kenya is astounded with strong rivalry from the low cost ingresses of novel as well as recycled outfits; therefore the rehearses could not be pertinent to global establishments in Kenya. Kimani (2018) did a research on the SCM encounters fronting the oil business in Kenya and recognized that info expertise, supply chain design, conglomerate/ association and persons have a progressive effect on the execution of an operative supply chain administration. The researcher

targeted 400 respondents who were selected through simple random sampling. The investigation was done via an evocative design. This was an investigation with a slight emphasis on the SCM encounters fronting the petroleum business. The outcomes were consequently not decisive because it had espoused a thin emphasis on SCM encounters as opposed to the wider supply chain management matters.

Awino and Wainaina (2019) did a research on SCM best rehearses of an enormous manufacturing businesses in Kenya and resolved that working dogmas, associations with supply chain companies, enhanced recital, info expertise schemes, tactical associations, recital processes, goal alignment, client amenities plans as well as processes, supplier assessment are the most imperative supply chain management rehearses of enormous private manufacturing companies in Kenya. The researcher used a sample of 90 participants which was designated via simple random sampling. The investigation moreover recognized that SCM best rehearses applied in the enormous businesses in Kenya relate well with SCM unsurpassed rehearses worldwide. The practices applied in this investigation had been espoused in order to relate with the practices with global establishments in Kenya.

Abdifatah (2018) did a research of SCM practices in benevolent firms in Kenya and revealed that conservation of virtuous client associations, effectual as well as operative inner processes, incessant enhancement, elastic invention procedures, application of info expertise to accelerate benevolent exertion, inter-managerial amalgamation as well as easiness in interior maneuvers to be the predominant practices amid the benevolent establishments. The researcher targeted 700 participants who were designated through simple random sampling from the fishermen from different departments in state corporations. The data was gathered and generated through tables and figures. Though this research was carried out in Kenya, the emphasis was on SCM rehearses themselves and not on the factors of operative execution of supply chain management rehearses in global establishments.

2.2.1 Internal integration and performance of humanitarian organizations

Internal amalgamation contributes to cost diminutions, the decrease of stock-outs as well as lead time, and modest gain. As there is a move towards more seamless procedure the emphasis is enhanced on accomplishing interior amalgamation. The academia have not grasped an agreement on the edict of amalgamation, if inner enables peripheral amalgamation, or is exterior amalgamation establishes inner amalgamation, or if the two can concur as well as exist and progress autonomous of one another. This contributes to the equivocality of amalgamation – if those who investigate it cannot say how things progress, how can administrators recognize what to presume as well as plan for it.

Both Rushton et al and Simchi-Levi (2015) advocate the amalgamation advancement as going from a well-designed to interior to exterior amalgamation. Some of those heartening a rapport amid inner as well as exterior amalgamation are Chen et al who indicated that with factual supply chain amalgamation, there is both upstream (supplier →) as well as downstream (distributor →) players as well as “interior amalgamation offers the basis for both. Chen et al. (2016) observed that there is “absence of a flawless demarcation of the impression [inner amalgamation]”. Quoting Lawrence and Lorsch, Chen et al. (2016) revealed that internal amalgamation is equivalent to association amid sections. Their literature review indicated that in initial Logistics/SCM literature, inner amalgamation was implicit as undertakings inside the establishment.

In another article published by Chen et al, (2016) this observation is constant affirming that interior amalgamation occurs inside the firm. Interior amalgamation entails of “customary cross-functional management rehearses” rendering to Johnson and Filippini. (2015), interior amalgamation is applied chiefly when emphasis is on emerging novel merchandises, i.e. NPD.

Miniga (2017) did a study on the association amidst information sharing in business rheostat and performance of Public firms, the aim was to institute rapport amid information sharing in business governance as well as enactment in government corporations. The populace of the research was 75 participants from different public institutions. The research was conducted via primary as well as secondary evidence gathered in state firms from 2007-2008, results shows business governance accounts for a large percentage of fiscal performance of all sorts of institutions. The upshots revealed that there was a progressive but stunted connection amid business performance in addition to fiscal performance of Government Establishment in Kenya, (Miniga, 2017).

Ramagopal (2015) carried out a research on the outcome of demand information sharing in a supply chain. The investigation was done in a manufacturer serving many retailers in Kenya. The aim of the investigation was to examine the ideal figure of venders that would be involved in information sharing. The researcher used a sample of 150 participants which was designated through random sampling. The research revealed that information sharing increase the conveyance of outputs as well as the outcomes. There is a necessity to assimilate the native gages with venture level pointers. This will provide a further all-inclusive assessment of the venture paybacks. This procedure similarly offers pointers for assessing the habitually tough to measure upshots for example enablement from the viewpoints of the societies or persons tangled in the venture. He found that the supplier shall more likely to embrace more allocation cohorts when demands amid retailers are autonomous, as the value of information sharing shall upsurge considerably with the amassed number of sharing cohorts.

Tang et.al, (2017) did an investigation on the benefits of gen dissemination in augmenting the number of dealers tangled when the demand processes incongruity are linked over time in Uganda.

The research was carried out on 300 respondent selected through random sampling. Regression scrutiny as well as variance examination were the assessments used via SPSS program. The outcome disclosed that experts are starting to apply expertise specifically in information sharing in a procedure of appealing their donors in preparation, growing joint objectives and vision, as well as jointly assessing progress in their companies. The researchers also found out that business people are being attentive to matters as well as apprehensions of stakeholders and are altering their results, outputs, as well as indicators centered on their priorities. The study was carried out in Uganda and consequently, its results might not be fully pertinent in the Kenyan context and in the management retail business as far as info sharing is concerned.

Lau *et al* (2018) did an investigation on the effect of info allotment in a supply chain. The investigation focused on manufacturers, distributors as well as two retailers. The motivation of the investigation was to scrutinize the sway of info distribution to distribution firms. The populace of the research was 65 respondents and the respondents were designated through simple random sampling. The study showed that four unifications of allocation demand and inventory levels were deliberated: no gen sharing; sharing demand and inventory level amidst merchants as well as purveyors only; providers and the manufacturer and full gen sharing. Counter-impulsively, the second sort of gen sharing followed in the highest total supply chain price compared to other methods, even that of no gen dissemination. The lowermost full cost was increased in the full distribution style. Three situations are scrutinized: no info sharing; partial info sharing (only 50% of trading cohorts in each channel involved); in addition to full info sharing. The replication research establish that amassed degree of info sharing ensued in diminished inventory echelons at venders. The benefits are greater when demand is vastly capricious. Note that not all firms benefited from information sharing, (Lau *et al*, 2018).

Full demand information-sharing ponders a demand supply system in which all phases are conversant to downstream plea. Inventory control is habitually centralized. Full demand info-distribution reduces both the bullwhip upshot as well as the level of safety stocks. When customer demand erraticism is stumpy, full demand info-sharing makes a probable 75% decrease in inventory echelons equated to solitary order info-sharing.

2.2.2 External integration and performance of humanitarian organizations

According to Seybolt, (2019), harmonization of exertions amid thespians in a philanthropic and/or adversity reprieve have been confronted owing to physiognomies of philanthropic aid milieu as it is enormous, very multifaceted, separate, wobbly, as well as modest connectivity. Exciting demand and supply vagueness is another apparent obstacle to form rapport with other thespians in the philanthropic support meadow, (Van Wassenhove, 2016). There is a squabble over the prominence

of synchronization to contemplate amid main perilous aspects motivating organization achievement which augment the conveyance recital, (Pettit & Beresford, 2019).

Nevertheless, the literature discloses deprived harmonization amid benevolent as an elucidation for recital gaps, (Mbohwa, 2016; McLachlin & Larson, 2017). In particular, preceding correlated literature divulges the harmonization of encounters alongside the philanthropic supply chain owing to copious aspects, such as presence of diverse arbitrary thespians in the philanthropic support setup (e.g. Jahre, Jensen, & Listou, 2009; Kovács & Spens, 2017), unevenness gen amid the thespians (Carroll & Neu, 2019), absence of flawless expertise as well as rheostat plus quickly altering primacies, (McLachlin & Larson, 2017). Accordingly, the upshot of such meagre harmonization has momentous adverse upshot in rapports with both fiscal as well as communal ideals.

Kakwezi (2018) carried an investigation on the impact of recyclable factors upsetting procurement performance in county administrations at Uasin Gishu County. The focus of the study were to understand what kind of environment factors affect procurement performance. The researcher targeted 400 respondents in Uasin Gishu County who were selected through simple random sampling. The study was done via descriptive design. The research indicated that legal, political, in addition to socioeconomic sceneries dismayed procurement performance. The investigation further shown that researchers have pondered Public Procurement Performance in Kenya nonetheless, they have not addressed IFMIS in addition to its impact on Public Procurement Performance in decentralized governments. A firm must evaluate latent suppliers' general in addition to fiscal functioning practices. Such an evaluation might commence with a questionnaire regarding the establishment's trade practices, operative benefit info as well as capability information. Comprehension similarly can be gained via a location visit as well as cross-examining an assortment of the establishment's workers. The selected supplier might then be located on audition for agreed time frame till they have proven themselves to be decent, meticulous as well as acquiescent member of the establishment's universal supply chain. From there, periodic corporeal audits are suggested to guarantee demeanor remains at a constantly high level whereas giving one the chance to further advance the affiliation. By having a supplier rules in place, businesses prove their assurance in upholding high moral values.

Kiage (2017) carried a research on the aspects upsetting efficiency of buyer-supplier relationship in the Kenyan Ministry of Energy. The drive of the research was to scrutinize the impact of purchaser-supplier relationship in the ministry. The researcher used a sample of 90 participants which was designated via simple random sampling. The survey applied the specimen of workforce through diverse sections. The researcher found out that the chief aspects affecting operative as well as proficient buyer-supplier relationship under the research were the inner assets for example resource distribution, workforce aptitude as well as contract management. There occurs a study gap

because the research was carried out in the energy sector and its results might not directly be relevant to our study.

Stephenson (2015) referred to humanitarian network as social network (Grandori & Soda, 2019), which is categorized by smallest recognized harmonization contrivance. Van der Laan et al. (2019) accentuate the inter-organizational harmonization amid the respite thespians, thus recommend some events which are entirely deliberated in the portions linked to rehearse of philanthropic supply chain.

2.2.3 Beneficiary integration and performance of humanitarian organizations

As philanthropic predicaments gradually become a fragment of our everyday lives, benevolent logistics as well as philanthropic supply chain administration are becoming more imperative than they have perpetually been. As both natural as well as man-made adversities are growing, distressing the frugality as well as the lives of more individuals, pliability and scalability has develop novelty in benevolent supply chain administration in dealing with demand flows, (Adebayo & Fisher, 2017).

The benevolent segment, and therefore philanthropic supply chains, is crucial in offering the unsurpassed conceivable amenities to the persons pretentious by charitable predicaments. Philanthropic supply chains are demarcated by the numerous encounters in relative to the randomness of adversities as well as the impulsiveness of demands. Charitable supply chains are increasing, as numerous of the adversities have a worldwide influence instead of a native sway. Recent philanthropic predicaments in Syria as well as Bangladesh and latest adversities, for example the quakes in Kashmir and Nepal as well as Tornados Maria and Irma, show the prominence of scalability in benevolent procedures, (Akintoye et.al 2016).

As we dialog on supply chain amalgamation now, impending exertion must take recipients into account; much as viable supply chains assimilate customers into their chain, benevolent establishments need to converse correctly to recipients as well as hearing their voices so as to generate supportable societies. Benevolent supply chains are ascendable, therefore they are capable of swiftly rallying funds as well as watching the people incessantly so as to forestall what is impending, nevertheless this happens habitually where evolving relief is taking place. Furthermore, indigenous thespians are imperative for communicating to the native publics, as they are conscious of the prerequisites of the pretentious populace. The native thespians can similarly permit benevolent establishments to rapidly increase their aptitudes whereas continuing to offer charitable amenities to the recipients. For instance, the International Federation of Red Cross as well as Red Crescent Societies (IFRC) has been making scalability to their supply chains so as to be more maintainable as well as permitting them to upgrade rapidly by collaborating with native groups, (Abdifatah, 2018).

It is imperative to highpoint unsurpassed business rehearses and how they can equally help philanthropic establishments. Structural suppleness is presented as a supply chain design attitude that permits supply chains to deal with gushes in demand in an epoch of turmoil. It similarly transfers supply chains to a more client-centric method, as it permits supply chains to forestall the flow demand from the fraudulent plea. Equally, philanthropic establishments are building operational tractability amid their cohorts so as to upsurge the scalability of benevolent processes, (Andebe, 2018).

Diamond et al, (2017) did an investigation on the influence of supply chain enactment in philanthropic establishments. The aim of the investigation was to inspect the influence of supply chain in philanthropic establishments. The population of the study was 130 respondents and the investigator used a case study design for the research. The researcher established that albeit ICT systematizes the errands involved in performing procurement procedures for example acquisitions, demands, quotations exploration, as well as making of local purchase orders, conveyances as well as goods proceeds, ICT programs alters the manner in which philanthropic establishments info is apprehended, abridged as well as interconnected and the welfares of these developments must not be underrated. The investigation revealed that the echelon of intricacy of philanthropic execution for procurement is greatly advanced than other ICT-founded administration transformations owing to distinctive impediment of communal monetary administration scheme. Furthermore, the study revealed that, philanthropic establishments is fairly a perplexing chore and needs numerous situations to be gratified for efficacious executions of long term sustainability.

Odneyo et al. (2019) did an investigation on the influence of money administration rehearses in the benevolent establishments at Eldoret West District. This research was required via the fact that the usage of ICT in the communal amenity was experiencing encounters by several operators facing glitches with certain intricate aspects of ICT joined with security, plasticity as well as dependability concerns that have an influence on effectual money administration in the philanthropic establishments. The researcher targeted 180 participants who were designated via simple random sampling. Research outcomes revealed that dependability as well as suppleness of ICT definitely impact resources management. The results similarly showed that a reliable system is basically one that is accurate, sensible, inclusive as well as dependable in assortment of gen as well as the organization which back the ICT is supposed to be secure from extinction, deceit, unlawful admission as well as breach of discretion to have effective cash management. The upshots similarly showing that the application of ICT hasn't stood a firm triumph due to the top down management exhibited in greatest of the philanthropic establishments.

2.2.4 Human Capital Efficiency and performance of humanitarian organizations

Study demonstrates that there are firm interdependencies amid supply chain management as well as Human capital administration and therefore it is not easy to ascertain meticulous confines. Furthermore, these precincts are continually instable to billet an amalgamation of supply chain as well as human resource (HR) accomplishments, (Huang & Liu, 2019). The problem that the SCM experts faces is that managing companywide HR strategies to upshot harmonized variation is habitually outside the supervision range. This eradicates the utmost point of power in realizing cross-functional amalgamation for those who have such obligation deprived of equal ability, (Huang & Liu, 2019).

Additionally, it is enormously problematic to adapt harmonized HR dogmas that enhance purposeful sections; numerous SCM experts lack acquaintance as well as capability in this multifaceted expanse. If SCM experts are to be dependably functioning, they need to have Integrative hallucination to form integrative, cross-functional, as well as cross-establishment agendas that permit product to flow swiftly and instinctively via the establishment as well as the channel. Furthermore, Human resources aptitude to join the control of HR dogmas to ensure that the agendas are executed efficiently via the establishment is similarly perilous, (Richard, 2019).

Munyao, et, al., (2020) did an investigation on the effects of workers appreciation on the enactment of Africa Inland Church Theological Training Establishments in Kenya with a target population of 1221 and 120 respondents from the target population which was selected by the use of 10% rule. The questionnaire's response rate was 78.3% which was good. The outcome of the correlation analysis and regression analysis indicated a presence of positive correlation linking workers appreciation with organizational performance, (Munyao, et, al., 2020). The conclusions of this research indicated a positive effect existing between workers appreciation and organizational enactment. These researchers further advised leaders to set strategic direction as well as measurement of performance which is a requirement and not an option to survive in today's unpredictable business environment.

The advancement of jobs for workers offers them new opportunities of erudition, emerging and to progress as depending on employees in an establishment, (Shutan, 2017). Workers frequently understand that they want repeated development, learning as well as emerging novel skills so that they can progress in all means of their lives. The erudition as well as progressing in new means makes workers capable of choosing the tasks to carry out, as well as being adept of escalating to novel adversities normally as they realize their objectives, (Shutan, 2017). Career advancement as a non-fiscal recompense is applied in impetus workers as well as refining their assurance to their everyday business in the establishments they work for.

Ravineet, et., al., (2019) carried a research on the impact of career development on competitive advantage of a firm. He used empirical analysis concerning the Indian IT Industry with the data of

1600 IT and ITeS companies published by Bombay Stock Exchange (BSE) and a sample of 50 Indian IT and ITeS enterprises. The researcher concentrated on the effects of utilization of resources like Intangible assets, net fixed assets, and total assets. Observation of the results came out positively which showed that career development is very important on organizational performance. The researcher concluded that resources and capabilities assist the organization to enhance career development of workers and also gain competitive advantage, though inefficient utilization of resources and capabilities will lead to the organization being uncompetitive in today's market.

Additionally, Ravineet, et., al., (2019) suggested that the management should re-evaluate its organizational resources and capabilities and exploit them effectively and eliminate redundant or obsolete resources to enhance career development of workers. Also, the management should put more energy into making plenty of resources and capabilities which would assist them to achieve competitive advantage and keep pace with global swings.

Daniel (2019) did an investigation on the effects of human capital growth on organizational enactment in Trust Fund Pension Limited in Nigeria with a populace of 151 and a sample size of 110. He used a questionnaire as an instrument in lieu of congregation data. He distributed 110 copies to the respondents and 80 copies were returned successfully without errors. A descriptive research method was adopted to analyse data and two hypotheses were examined with the help of Pearson's Moment Correlations Coefficient. The study's outcome showed the existence of a positive association connecting human capital growth as well as organizational enactment.

Daniel (2019) recommended further studies on this research that human resource management must ensure that there is a proper analysis, determination, as well as valuation of human capital requirements in an establishment that should guarantee the correct and categories of employees are designated for the training as well as development programs. Similarly, constant research should be done on the growth of an organizational environment that meets training, upgrading, as well as improving the skills of personnel by choosing the correct training as well as development agendas to be mapped out and executed so that it may keep the employee's breast with a development.

Daniel (2019) also recommended implementation of sufficient and operative system of rewarding employees who finishes their training successfully through elevation, progression, and status augmentation, in addition to improved responsibilities and this, will boost the employee's morale to participate in training and growth programs. The programs should be done continuously to increase the efficiency of staff which is very important for the sustainability as well as development of an organization.

2.3 Critique of Literature

Literature recommends that establishments function under diverse circumstances, and therefore diverse elucidations might prove operative, (Antal, 2016). Instead of spreading generally pertinent organization management principles, the contingency theory attempts to prove that numerous conditions dictate diverse organization edifices, (Baranyi, 2016). Firms are swayed by numerous eventualities encompassing size, milieu as well as expertise and once there is an incongruity amid these variables as well as the edifice, the establishment will accomplish inferior recital, (McGovern & Earl, 2018). Supply chain administration enablers and hampers as transparency of gen as well as acquaintance, supply chain comportment, recital measurement as well as SCM teamsters as globalization, subcontracting as well as disintegration and to some degree market divergence are some of the supply chain administration enablers, (Storey, 2016).

In another study conducted by Andebe (2018); a research of green SCM rehearses in the textile business in Kenya, the investigator recognized that the textile business has espoused green supply chain administration rehearses to a trifling degree. Nevertheless, the investigation didn’t comment on these specific rehearses in that business. Additionally, the textile business in Kenya is astounded with powerful rivalry from the squat cost ingresses of novel and secondhand clothes; thus, the practices may not be valid to international humanitarian organizations in Kenya.

Even though most of the research studies have been done concerning the philanthropic supply chain, still there are a lot to be investigated upon. The research done by earlier scholars showed that insufficient literature in resource allocation, communication of strategic direction, and skill enhancement among employees, (Monte, 2016). In this argument therefore there are essential factors that are to be taken into consideration when monitoring organizations' performance. These factors when perfectly considered can enable an organizational performance achieved positively. For example, lack of understanding of organizational vision, lack of strategic leadership in an organization, lack of skills to craft strategies, (Mapetere, 2017). With correct research findings on these factors, the researcher came up with important findings that pinpoint and communicate the cause of inefficiencies in an organization thereby being able to guide on how to boost work practices on employees’ performance.

2.4 Summary of research gaps

Table 1: Research Gaps

Author / Year	Study Objective	Methodolog y used by the study	Findings	Research gaps	Focus of Current study

Huang and Liu (2014)	Re-examining supply chain integration as well as suppliers' performance affiliations of manufacturing firms	Critical review of literature	Use of contemporary technologies led to enhanced organizational performance	The research limited itself to supply chain amalgamation	Focuses on four variables of humanitarian organizations to enhance supply chain and integration
Roy and Wilkinson (2004)	Innovation generation in supply chain relationships	Case Study	Study showed that innovation is an essential tool in supply chain relationships. Additionally, it was revealed that supply chain innovation led to diminished costs	The study laid much focus on innovation generation and supply chain relationships ignoring the other aspects of supply chain management such as the determinants of effective implementation	Focuses on humanitarian organizations in Nairobi City County and will concentrate more on supply chain integration
Author / Year	Study Objective	Methodology used by the study	Findings	Research gaps	Focus of Current study
Miyare (2014)	Sought to determine supply chain practices and their effects on firm profitability at KenolKobil Limited	Correlational design	Found that there was a strong correlation between supply chain practices and firm profitability	Focused on supply chain practices Kenol Kobil only	The study will be conducted at humanitarian organizations in Nairobi City County and will focus on supply chain integration to bridge the gap

Willianson , (2017)	Factors affecting the integration of supply chains, such as: internal resource and environment uncertainty	Descriptive research design	The findings revealed that internal resource, or recently known for its IT context, tend to drive firms to be unique, rare, more valuable, and more competitive	Nonetheless, the study targeted the SMEs and not humanitarian organizations	The on- going study will target humanitarian organizations in Nairobi County and will concentrate on supply chain integration in the firm.
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2.5 Conceptual Framework



Fig 1: Conceptual framework

2.6 Operationalization of Variables

Table 2: Operationalization of Variables

VARIABLES	INDICATORS	MEASUREMENT SCALE	TOOLS OF ANALYSIS
Internal integration	- Coaching -Mentorship - Support -Employee counselling	Performance	Descriptive Regression

External integration	- Team building - Budgetary allocation - Creativity - Motivation	Performance	Descriptive Regression
Beneficiary integration	- Planning - Coordination - Feedbacks - Performance appraisal	Performance	Descriptive Regression
Human capital efficiency	- Professional competence - Employee skills - Employee abilities - Social competence	Performance	Descriptive Regression
Performance of humanitarian organizations	- Financial Resource utilization - Number of Beneficiaries - Availability of funds	Efficiency	Descriptive Regression

2.7 Chapter Summary

The chapter has theoretical framework, also discussion of variables which include, internal integration, external integration, beneficiary integration as well as human capital efficiency.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This section covered the methodologies that guaranteed completion of the investigation. The subtitles comprise research design, target population, sampling techniques, data collection methods and data analysis presentation methods.

3.1 Research Design

According to Mugenda and Mugenda (2018), descriptive design is a process of gathering data towards responding to questions regarding the current importance of the topic of the study. The study design for the research was a descriptive exploration design. A descriptive design is concerned with ascertaining the what, where and how of a phenomenon. The descriptive design was used in the investigation. The design was used to define the characteristics of the independent variables. This was appropriate to obtain gen concerning the present prominence of the spectacle to designate what the modern state of matters is with respect to the variable of the research.

3.2 Target Population

A target population is the precise population about which evidence is anticipated. Mugenda and Mugenda, (2018) describes the target population as comprehensive set of individual circumstances or substances with some mutual characteristic to which the study wishes to generalize the outcome of the research. The target population was 300 employees of Kenya Red Cross Society in Nairobi City County. The population was divided into three sets with varied segments of top, middle and lower management. Total target population was as follows:

Table 3: Target Population

Departments	Target Population	Percentage
Operations	40	13
Human resource	60	20
Supply Chain	200	67
Total	300	100

Source: Kenya Red Cross Society, (2023)

3.3 Sample and Sampling Technique

A sample is a smaller set of facts that an investigator selects from a larger populace using a well-defined assortment way, (Chandran, 2016). Sampling is the act of picking a lesser set of respondents or matters from a target population in an investigation to take part in a study, (Kothari, 2018). Sampling has also been defined as the process of selecting a suitable sample, or a representative part of a population for the purpose of determining parameters or characteristics of the whole population (Creswell, 2009). The sample size was determined using the formula by Cochran and Snedecor (1989) and the sample size determined as:

$$n = N / (1 + Ne^2)$$

$$n = 300 / (1 + 300(0.1)^2) = 171 \text{ sample size}$$

Where:

n = sample size,

N = is the population size and,

e = is the level of precision which is 10%; at 95% confidence level and p is assumed to be = .5

The study will utilize the stratified random sampling in selecting a sample of 171 respondents. Stratified random sampling is a type of probability sampling that helps to reduce bias in a sample by ensuring that all subgroups of the population are represented proportionally. Stratified random sampling involves categorizing the study population into small groups (strata).

Table 4: Sample Size

Category	Frequency	Sample Size
Operations	40	30
Human resource	60	40
Supply chain	200	101
Total	300	171

3.4 Data Collection Instruments

In this research, the investigator established facts gathering tools for primary data. The questionnaire, a gathering tool of facts to which the respondent respond in written form was considered by the investigator. It contained questions in word format that was dispersed to the respondents. General gen was covered in the first part whereas the second part captured questions

linked to the objective of the research. A 5-point likert scale structural questionnaire was applied. Participants' degree of agreement or incongruity to a specific declaration was conveyed and this allowed the investigator to scale attitude of participants.

3.5. Pilot Study

A pilot study is the first phase of the whole investigation procedure and is frequently a smaller-sized research helping in planning as well as alteration of the main study. The researcher used 10 respondents for piloting which was carried out at Kiambu County. Mugenda & Mugenda (1999) indicated that one tenth of the sample size is sufficient for pilot testing and therefore the researcher selected 10 participants for the piloting.

3.5.1 Validity

The investigator applied KMO as well as Bartlet test to measure validity of the tool. Creswell (2013) indicated content validity of an instrument was enhanced through skilled ruling as such the researcher eliminated any prejudice in the research instrument by creating them in line with the objective of the study.

Validity indicates that degree to which the instrument measures the contrasts under investigation, (Mugenda and Mugenda, 2018). Also validity indicates the degree to which scores are consistent with the objective of measurement and free of measurement errors. The researcher also sought for specialists' in this case the supervisor as well as professionals scrutinized and gave their thoughts. This allowed the investigator to evaluate the eminence of the piloted questionnaires which enabled this work to describe the reliability of answers and made modification as was required. Simple words were used to certify easy indulgent by participants.

3.5.2 Reliability

Level to which study instruments in a study provides dependable data on frequent repeated investigations, (Mugenda and Mugenda, 2018). It is the trend towards constancy found in recurring measurements. The investigator constructed questionnaires' that were given to the respondents who were not imperiled to this research. The same questionnaires were attained with the same assortment of subjects with a two weeks break meaning a test re-testing process was used on the instruments. The investigator's supervisor assisted in ensuring that the instruments were consistent to the set goals as well as content area under study. His suggestions and comments were applied as a foundation to alter the study items and made them adaptable to the research.

Based on the feedback from the professional, the wording of the instruments was appropriately modified. Cronbach's Alpha was calculated by correlating the score for every scale item with the total notch in lieu of each participant to the test and equating that to the alteration of the whole

score. Construct testing in lieu of reliability was accomplished by computing Cronbach's Alpha. The recognized dependability score level is supposed to be above 0.7. Gay (1992) says that any research instrument with a split half coefficient of between 0.8 and 1.00 are acceptable and reliable enough. This survey helped the researcher to ensure that respondents can answer in the best possible manner.

3.6 Data Collection Procedure.

Self-administered questionnaire that were dispersed to the respondents will be used to assemble primary data. The investigator later collected the complete questionnaires in lieu of analysis. Permission was sought from the participants to allow the investigator complete the test. The interviews was scheduled and a guideline in lieu of them drafted before conducting interviews. The researcher also sought a letter of approval from Management University of Africa and also NASCOSTI permit for data collection.

3.7 Data Analysis and Presentation

To test how supply chain integration on performance of humanitarian organizations are correlated, a linear multiple regression test was carried out. Coefficient of multiple regressions was calculated to examine the proportion of disparity in ROA elucidated by selected ratios. After data assembly, it was cleaned and coded. Statistical package for social sciences (SPSS) was used as an assistance data analysis. This is since the software authorize a wide range of investigation in lieu of most statistical and graphical facts as well as its analysis. Content analysis was useful in analyzing qualitative facts. This investigation permitted assemblage of facts into codes, summarizing these into groups and even organize definite data to compute occurrence of certain objectives.

The investigation used the regression analysis to establish the association amidst the dependent and the independent variables. Additionally, inferential statistics, correlation as well as regression was prepared. The regression model that was tested and presented as follows;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \alpha$$

Where **Y** = Performance of humanitarian organizations

β_0 = beta constant

$(\beta_1 - \beta_4)$ = The coefficient for the various independent variables

X_i representing: X_1, X_2, X_3, X_4

X_1 = Internal integration

X_2 = External integration

X_3 = Beneficiary integration

X_4 = Human capital efficiency

α =error term

3.8 Ethical Considerations

3.8.1 Voluntary participation

Voluntary participation means that all research subjects are free to choose to participate without any pressure or coercion. All participants are able to withdraw from, or leave, the study at any point without feeling an obligation to continue. Participants don't need to provide a reason for leaving the study. It was made clear to participants that there were no negative consequences or repercussions to their refusal to participate.

3.8.2 Informed consent

Informed consent refers to a situation in which all potential participants receive and understand all the information they need to decide whether they want to participate. This includes information about the study's benefits, risks, funding, and institutional approval. Participants were informed that their data was to be kept confidential, and they were free to stop filling in the survey at any point for any reason. They could also withdraw their information by contacting the researcher or the supervisor.

3.8.3 Anonymity

Anonymity means that you don't know who the participants are and you can't link any individual participant to their data. You can only guarantee anonymity by not collecting any personally identifying information—for example, names, phone numbers, email addresses, IP addresses, physical characteristics, photos, and videos. In many cases, it may be impossible to truly anonymize data collection. For example, data collected in person or by phone cannot be considered fully anonymous because some personal identifiers (demographic information or phone numbers) are impossible to hide.

3.8.4 Confidentiality

Confidentiality means that you know who the participants are, but you remove all identifying information from your report. All participants have a right to privacy, so you should protect their personal data for as long as you store or use it. Even when you can't collect data anonymously, you should secure confidentiality whenever you can. Before beginning the study, everyone was requested to keep what's discussed confidential and to respect each other's privacy.

3.8.5 Privacy

The way you communicate your research results can sometimes involve ethical issues. Good science communication is honest, reliable, and credible. It's best to make your results as

transparent as possible. Take steps to actively avoid plagiarism and research misconduct wherever possible.

3.9 Chapter Summary

This section contain Overview, Research Design, Target Population, Sample as well as Sampling Technique, Data Collection Instruments, Pilot Study, Validity of the study, Reliability of the research, Data Collection Procedure, Data Analysis as well as Presentation and Ethical Considerations.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.0 Introduction

The chapter first captured response rate, reliability and validity in advance of the demographics of participants and then followed by correlation analysis as well as regression analysis. This chapter provided analysis as well as presentation of the findings and interpretation. Analysis was done with the assistance of SPSS version 21 as well as Microsoft's excel version 2016. Descriptive statistics was used to examine the Supply chain integration and performance of humanitarian organizations in Kenya, a case study of Red Cross society, Nairobi. An analysis of variance was applied. The chapter finalizes with the discussion on findings while referring to empirical literature.

4.1 Presentation of Research Findings

This part of the research examined the research presentations, interpretations and discussion according to the research objectives.

4.1.1 Response Rate

The response rate is the number of participants who responded to the questionnaires separated by the number of persons in the sample and it is constantly conveyed in the percentage method. The investigation targeted 171 participants of which 60 of the questionnaires were attended to with precise level of 35%. Mugenda and Mugenda (2008) indicated that a response rate of 50% is satisfactory, 60% is good and above 70% is excellent. Therefore, the response rate of 35% was considered fair to examine the Supply chain integration and performance of humanitarian organizations in Kenya.

4.1.2 Reliability of the data

Reliability result showed that human capital efficiency had an acceptable reliability of 0.904, beneficiary integration had an acceptable reliability of 0.757, internal integration had an acceptable reliability of 0.750, while external integration had an acceptable reliability of 0.790. Lee Cronbach pointed out that the acceptable reliability threshold should be above 0.70. Table 5 shows the reliability outcomes.

Table 5: Reliability

Variable	Number of items	Cronbach's Alpha	Decision
Internal integration	5	.750	Acceptable

External integration	5	.790	Acceptable
Beneficiary integration	5	.757	Acceptable
Human capital efficiency	5	.904	Acceptable

4.1.3 Validity of the data

Factor analysis was done to test for validity of variables. Kaiser-Meyer-Olkin measure of sampling capability as well as Bartlett's test of Sphericity were used to test the connotation of the affiliation amid the variables. KMO offers a range of 0 to +1 with upshots less than 0.5 being regarded insufficient, 0.5 being barely adequate score, 0.7 to 0.8 being acceptable, and values above 0.9 being superb, (Cresswell, 2013). Bartlett's tests on the other hand concentrated on the validity as well as aptness of responses on the research. As per Bartlett's tests, instruments are valid if the significance value is less than 0.05 and unacceptable if the significance value is bigger than 0.05 (Che et al, 2013).

KMO values close to one demonstrate that the affiliations are close and the factor Analysis is dependable (Cresswell, 2013). In Table 6, the KMO value in lieu of strategy formulation is given as 0.747 which is satisfactory as per KMO test. The Bartlett's test of Sphericity is momentous ($p < 0.000$) with a chi-square of 636.593 showing a strong affiliation amid the variables.

Table 6: Factor analysis -KMO and Bart

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin	Measure of Sampling Adequacy.	.747
Bartlett's Test of	Approx. Chi-Square	636.593
Sphericity	Df	3
	Sig.	.000

4.1.4 Gender of the respondents

The respondents were requested to show their gender and the results are as follows;

Table 7: Respondents gender

Gender of the Respondents	No of Respondents	Percentage %
Male	32	54
Female	28	46
Total	60	100

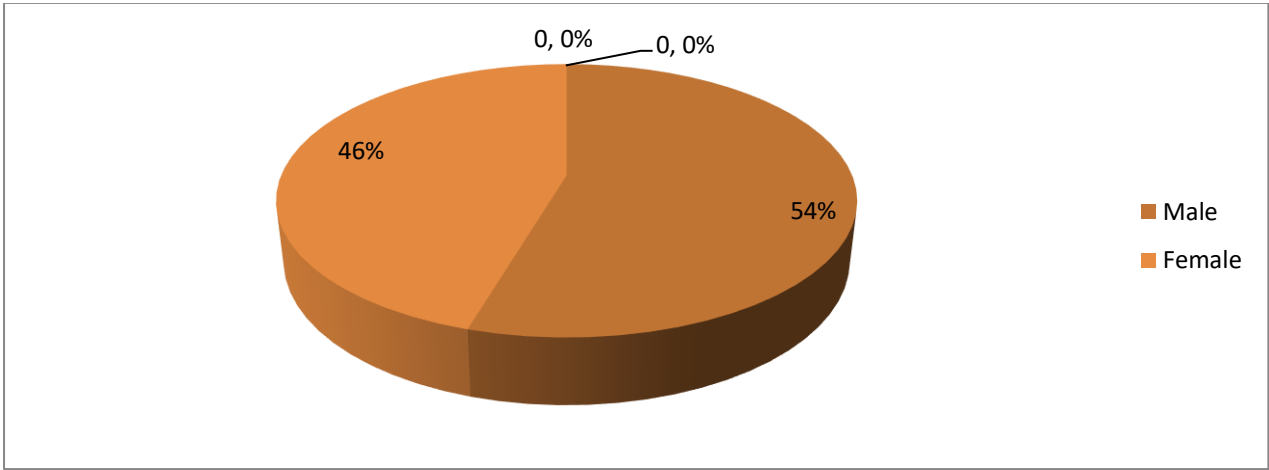


Figure 2: Gender of Respondents

The participants who were involved in the research were requested to state their gender as indicated in table 6 and the investigator realized that out of 44 participants, 54% were male whereas 46% were female. It infers that male participants were more than female participants. It indicated that males were more acquainted with Supply chain integration in humanitarian organizations issues than females.

4.1.5 Work Duration

The participants were requested to indicate their service length in the organization, table 8 below shows the following results.

Table 8: Work Duration

Work Duration	No. of Respondents	Percentage %
1-3 years	12	20
4-6 years	13	22
7-9 years	15	25
Over 10	20	33
Total	60	100

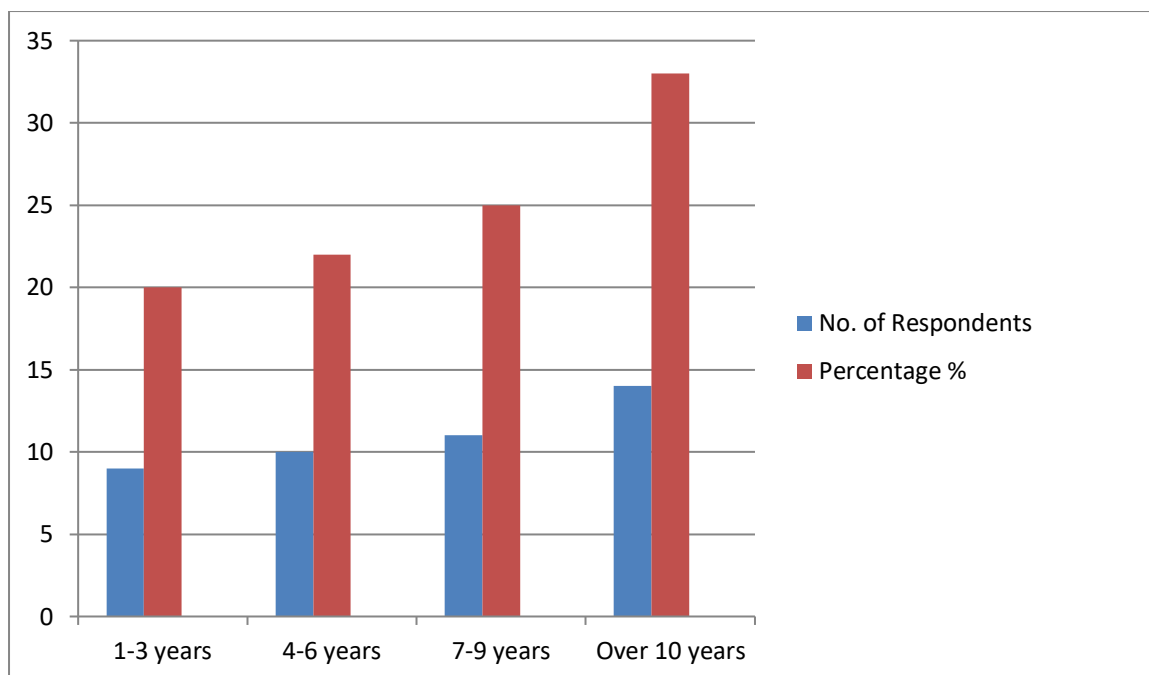


Figure 3: Work Duration by the Respondents

According to the data gathered by the investigator, 20% of the participant indicated that their working experience was between 1-3 years, 22% of the participant indicated that they had a working experience of between 4 and 6 years, 25% of the participant posited out that they have a working experience of amid 7 and 9 years whereas 33% pointed out that they have a working experience for over 10 years. The investigator indicated that the uppermost percentage of employees in the enterprise have a working know-how of over 10 years in the establishment for over 10 years while the smallest with 20% had an operative knowledge of amid 1-3 years. This concludes that, most of the participants have a working know-how of above 10 years. It means that the responses are credible in terms of experiences and also shows that they are of great assistance to the research on the supply chain integration on performance of humanitarian organizations since they have been in the organization for a long time.

4.1.6 Age of respondents

The selected participants from numerous sections in the organization were requested to indicate their age brackets. Table 9 below shows the age dissemination of the participants.

Table 9 Ages of the Respondents

Age	No of respondents	Percentage %
Twenty four to Thirty years	20	34
Thirty one to Thirty seven years	20	34
Thirty eight and above	19	32
Total	60	100

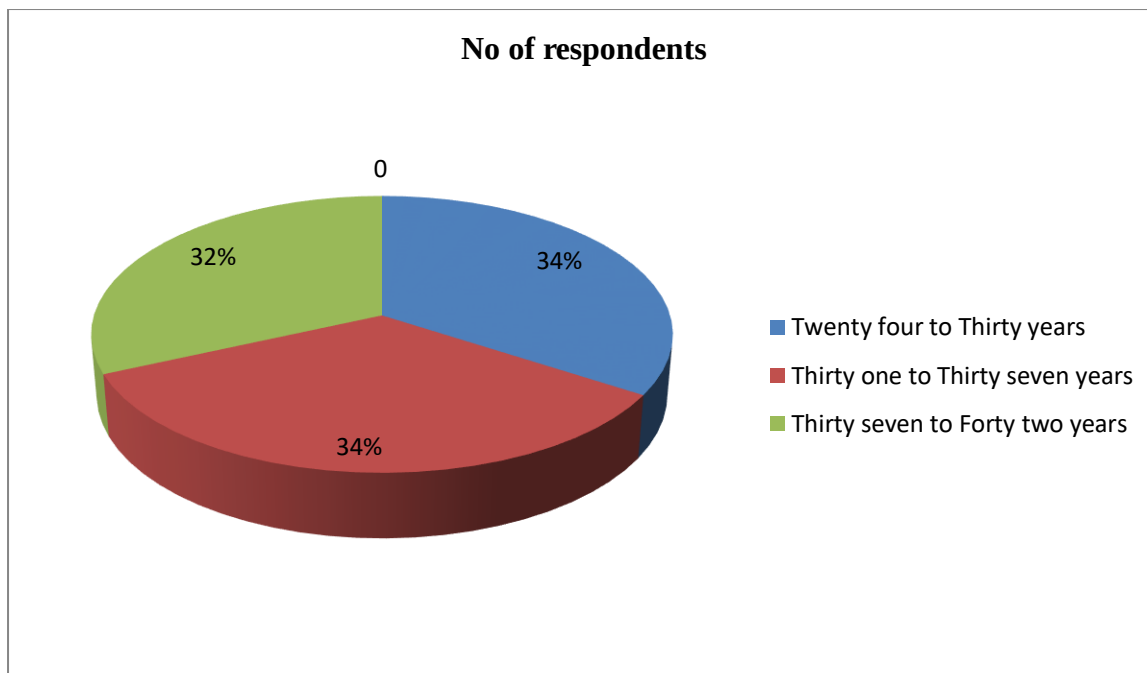


Figure 4: Respondents Age

The participant indicated their age bracket and the outcomes are as shown in table 4.4, the evaluated data displays that out of 60 participants who attended the surveys, 34% were amid twenty four and thirty years, 34% of the participants were amid thirty to thirty six years, whereas 32% of the participants were thirty eight and above years of age. It infers that most of the participants were young as well as enthusiastic and hence could apprehend the supply chain amalgamation on performance of humanitarian organizations in the organization.

4.1.7 Influence of internal integration on the performance of humanitarian organizations in Nairobi City County

So as to examine the upshot of influence of internal integration on the performance of humanitarian organizations, the study used a Likert scale in which 1,2,3,4, and 5 represented continuum scores for 1= *Strongly Disagree* 2= *Disagree* 3= *Neutral* 4= *Agree* 5= *Strongly Agree* respectively.

Table 10: Influence of internal integration

Statement on influence of internal integration	SD	D	N	A	SA
Coaching offered suit the job and improves performance	8%	23%	29%	28%	12%
Integration is done in a method I can easily understand	12%	19%	14%	35%	10%

The management provide employee with counselling	15%	22%	16%	33%	14%
Integration is evaluated by management after its offered	9%	15%	20%	38%	18%
Management's support for my efforts to improve my weaknesses	10%	30%	25%	20%	15%

Regarding the first statement; ‘Coaching offered suit the job and improves performance; only 12% of the respondents strongly agreed and 28% agreed to the declaration. This offers a total of 40% supportive to the declaration as likened to a total of 31% (8+23%) not supportive of the statement. 29% of the respondents were neutral. Thus the percentages of the respondents that indicated that coaching offered suit the job and improves performance were more than those which had contrary opinion.

Regarding the second statement that ‘internal integration is done in a method employees can easily understand’ only 10% strongly agreed and 35% agreed to the declaration. This gave a total of 45% supportive to the declaration as equated to a total of 31% (12%+19%) not supportive of the declaration. 14% were neutral. Therefore the percentages of the participants that indicated that internal integration is done in a method employees can certainly comprehend’ were less than those who had conflicting views.

About the statement that the management provide employee with counselling; 14% strongly agreed and 33% agreed to the declaration. This gave a total of 47% supportive to the declaration as equated to a total of 37% (15%+22%) not supportive of the statement while 16% were impartial. Thus the percentages of the participants that showed that the management provide employee with counselling were more than those who had contrary opinion.

Regarding the statement on the ‘internal integration is evaluated by management after it is offered’ 18% of the respondents strongly agreed and 38% of the respondents agreed to the statement. This means, a total of 56% (18%+38%) of the respondents were supportive to the respondents as equated to 9% of the respondents who strongly disagreed with the statement and 15% disagreed with the statement. It means that 24% (9% + 15%) disagreed with the declaration while 20% of the participants were neutral. It means that the number of the participants who agreed with the declaration was bigger than the one with contrary opinion.

About the statement on the ‘management's support for my efforts to improve my weaknesses, 15% of the respondents strongly agreed, 20% agreed, 10% of the participants strongly disagreed with the declaration, 15% of the respondents differed with the statement whereas 18% of the participants were neutral. The outcomes agree with those of Ramagopal (2015) who indicated that information sharing increase the conveyance of outputs as well as the outcomes. There is a necessity to

assimilate the native gages with venture level pointers. This will provide a further all-inclusive assessment of the venture paybacks.

4.1.8 Effect of external integration on the performance of humanitarian organizations in Nairobi City County.

The investigation on the effect of external integration on the performance of humanitarian organizations in Nairobi City County entailed the use of a Likert scale in which 1,2,3,4, and 5 represented continuum scores for *Strongly Disagree*, *Disagree*, *Neutral*, *Agree* and *Strongly Agree* respectively. Through these, presentation as well as interpretation of findings from the investigation tools was possible. They show the degree at which the respondents agreed or disagreed with the statements put forth on the effect of external integration on the performance of humanitarian organizations in Nairobi City County. This is well elaborated in the table and narratives below which shows the participants and the figures.

Table 11: Effect of external integration on the performance of humanitarian organizations in Nairobi City County

Statement on effect of external integration	SD	D	N	A	SA
It enhances quick response to beneficiaries needs	10%	18%	10%	40%	22%
External integration promotes creativity	8%	23%	29%	28%	12%
Strategy development is facilitated by external	12%	19%	24%	35%	10%
integration Beneficiary relations is improved	14%	16%	12%	40%	18%
Supplier risks are mitigated through collaboration	29%	40%	10%	15%	6%

Regarding the statement on ‘external integration enhances quick response to beneficiaries’ needs, the result shows that 22% strongly agreed and 40% agreed to the declaration. This gave a total of 62% supporting the statement as equated to a total of 28% (10%+18%) not supportive of the statement while 10% were neutral. Thus, most of the respondents that believe that external integration enhances quick response to beneficiaries needs were more compared to those who disagreed with the statement.

Regarding the statement that ‘External integration promotes creativity’, 12% of the respondents strongly agreed and 28% agreed to the declaration. This gave a total of 40% supporting the declaration as equated to 31% (8%+23%) not supportive to the statement while 29% were

impartial. Therefore the percentage of the participants who believed that external integration promotes creativity was slightly higher than those with difference opinion.

Regarding the statement on ‘strategy development is facilitated by external integration’, 10% strongly agreed and 35% agreed to the declaration. This gave a total of 45% supporting the declaration as equated to a total of 31% (12%+19%) not supporting the declaration whereas 14% were impartial. Thus the percentage of the participants who believed that strategy development is facilitated by external integration’ were slightly higher than those of contrary opinion.

18% of the respondents strongly agreed that beneficiary relations is improved, 40% of the respondents agreed that beneficiary relations is improved, 14% of the respondents strongly disagreed that Beneficiary relations is improved, 16% of the respondents disagreed that Beneficiary relations is improved while 12% of the respondents were neutral. 58% of the respondents supported the statement that beneficiary relations is improved.

6% of the participants strongly agreed that supplier risks are mitigated through collaboration, 15% of the respondents agreed with the respondents, 29% of the respondents strongly disagreed with the statement, 40% of the respondents disagreed whereas 10% of the respondents were neutral. The outcomes agree with the results of Fey et al. (2000) who pointed out that external integration on the performance of humanitarian organizations.

4.1.9 Effects of beneficiary integration on the performance of humanitarian organizations in Nairobi City County.

In order to investigate the effects of beneficiary integration on the performance of humanitarian organizations in Nairobi City County, the research used a likert scale in which 1,2,3,4, and 5 epitomized scale scores in lieu of *Strongly Disagree, Disagree, Neutral, Agree and Strongly Agree correspondingly*. This allowed the tabularization as well as analysis of the replies from the study tools. This is well expounded in the narratives below which shows the participants as well as the statistics.

Table 12: Effects of beneficiary integration on the performance of humanitarian organizations in Nairobi City County.

Statement on effects of beneficiary integration	SD	D	N	A	SA
Beneficiary integration improves the quality of services provided.	8%	23%	29%	26%	7%
Integrating beneficiaries enhances efficiency and effectiveness.	12%	19%	14%	35%	10%
Beneficiary integration increases the level of acceptance	15%	22%	16%	33%	14%
Beneficiary integration assists in decision making	3%	19%	14%	47%	17%
The communication gap is reduced through integration of beneficiaries.	35%	20%	15%	20%	10%

The first statement was ‘Beneficiary integration improves the quality of services provided’. 7% of the respondents strongly agreed and 26% agreed to the statement. This gives a total of 33% supporting the declaration as equated to a total of 31% (13%+8%) not supportive to the statement while 29% were neutral. Thus the percentage that supported the statement is almost equal to the one that did not support.

Regarding the second statement; ‘Integrating beneficiaries enhances efficiency and effectiveness’, 10% of the respondents strongly agreed and 35% agreed to the declaration. This gave a total of 45% supporting the declaration as equated to a total of 31% (12%+19%) not supportive of the statement while 24% were neutral. Thus the people that supported the statement is higher than the one that did not support.

On inquiring if beneficiary integration increases the level of acceptance, 14% of the respondents strongly agreed and 33% agreed with the declaration. This gave a total of 47% supportive to the statement as compared to a total of 37% (15%+22%) not supportive to the statement while 16% were impartial. Thus the percentage of the participants that believe that beneficiary integration increases the level of acceptance is higher than that which believe otherwise.

Regarding the statement ‘beneficiary integration assists in decision making ’; 17% strongly agreed and 47% agreed to the declaration. This gave a total of 64% supporting the declaration as related to a total of 22% (3%+19%) not supporting the statement whereas 14% were impartial. Thus the percentage of the participant that trust that beneficiary integration assists in decision making was very significant compared to those who had contrary opinion. 10% of the respondents strongly agreed that the communication gap is reduced through integration of beneficiaries, 20% of the respondents agreed that communication gap is reduced through integration of beneficiaries, 35% of the respondents strongly disagreed that communication gap is reduced through integration of

beneficiaries 20% disagreed with the statement while 15% of the participants were impartial. The outcomes agree with those of Zhao et al. (2016) who indicated that client integration is cooperating with the organization's clientele via sharing of information to meet the client's decision besides anticipations.

4.1.10 Influence of human capital efficiency on the performance of humanitarian organizations in Nairobi City County

The investigation of the influence of human capital efficiency on the performance of humanitarian organizations entailed the use of a likert scale in which 1,2,3,4, and 5 represented continuum scores for *Strongly Disagree*, *Disagree*, *neutral*, *Agree* and *Strongly Agree* respectively. Through these, arrangement as well as explanation of the reactions from the study tools were possible. They show the range at which the respondents agreed or disagreed with the declarations put forth. This is well elaborated in the table below which show the participant and the statistics.

Table 4.13: Effect of human capital efficiency on the performance of humanitarian organizations

Statement on the effect of human capital efficiency	SD	D	N	A	SA
Professional competence is observed	6%	18%	21%	42%	13%
Employee skills is considered	16%	32%	11%	27%	14%
The organization consider Level of Experience of employees	20%	32%	16%	23%	9%
The organization consider employee abilities	16%	18%	28%	36%	2%
The company consider social competence of employees	14%	21%	18%	25%	22%

Concerning the statement 'professional competence is observed', 13% strongly agreed and 42% agreed, making a total of 58% of those who supported the declaration, 6% strongly agreed and 18% disagreed with declaration, giving a maximum of 24% of those who had opposing view concerning the declaration while 21% of the participants were impartial.

Regarding the statement that 'employee skills is considered', 14% strongly agreed with the statement, 27% agreed to the statement, giving a total of 41% approval of the statement. 16% strongly disagreed with the statement and 32% disagreed with the statement, giving a total of 50% of the respondents who disagreed with the statement while 11% of the respondents were neutral.

In regard to the statement 'the organization consider level of experience of employees', 9% strongly agreed and 23% agreed with the declaration, giving a total of 32% approving the statement. But 20% strongly disagreed with the statement and 32% disagreed with the statement giving a total of 52% who had contrary opinion while 16% were neutral.

Regarding the statement that ‘the organization consider employee abilities’, 2% of the respondents strongly agreed with the declaration, 36% of the respondents agreed with the respondents, 16% of the respondents strongly disagreed with the statement, 18% of the respondents disagreed with the statement while 28% were neutral.

22% of the respondents strongly agreed that ‘The company consider social competence of employees’, 25% of the respondents agreed with the statement, 14% of the respondents strongly disagreed with the statement, 21% of the respondents disagreed with the declaration whereas 18% of the participants were impartial. The results agree with those of Akintoye, McIntosh & Fitzgerald (2010) who indicated that skills as well as edification requirements do not differ evocatively by business size or area, which suggests that supply-chain staffs can move amid areas with certain degree of easiness. Employers showed that communications as well as analytical skills are an obligation in lieu of all occupation categories across all sub-functions.

4.1.11 Correlation Results

Correlation analysis is a method used to determine how variables are connected with one another. Correlation matrix was made to demonstrate connotation amid independent as well as dependent variables. Table 14 presents the outcomes of the correlation investigation.

Table 14: Correlation Matrix

Variables		Performanc e	Internal I	External I	Beneficiary I	Human C
Performance	Pearson	1				
	Correlation					
	Sig. (2-tailed)					
Internal I	Pearson	.033	1			
	Correlation					
	Sig. (2-tailed)	.591				
External I	Pearson	.203**	-.067	1		
	Correlation					
	Sig. (2-tailed)	.001	.277			
Beneficiary I	Pearson	.075	-.025	.330**	1	
	Correlation					
	Sig. (2-tailed)	.224	.685	.000		

Human C	Pearson	.230**	.144*	.689**	.278**	1
	Correlation					
	Sig. (2-tailed)	.000	.019	.000	.000	
N		60	60	60	60	

** . Correlation is significant at the 0.01 level (2-tailed). * . Correlation is significant at the 0.05 level (2-tailed).

The findings indicate that there is a positive correlation amidst each pair of independent variable. The correlation among the sets is reasonable as well as momentous at .05 significant levels. This shows that the independent variables measure the same construct that is of supply chain integration. This forms the other strength of this research.

The correlation amid the independent variables (internal integration, external integration, beneficiary integration and human capital efficiency) and the dependent variable (performance of humanitarian organizations) findings shows that all are positive as well as significant. Particularly, internal integration is positively as well as significantly correlated ($r=.033$, $p<.05$). Equally, external integration ($r=.203$, $p<.05$), beneficiary integration ($r=.075$, $p<.05$), and human capital efficiency ($r=.230$, $p<.05$) are positively as well as significantly correlated with performance of humanitarian organizations. A regression model was assessed that links supply chain integration and performance of humanitarian organizations. There are some figures (with no stars) whose affiliation with performance of humanitarian organizations is not momentous.

4.1.12 Regression analysis results

Table 15: Model Summary

Mode	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.518 _a	.268	.260	.747

a. Predictors: (Constant), internal integration, external integration, beneficiary integration and human capital efficiency.

The model summary results in table 14 shows that the unadjusted R square values of .518. This is the coefficient of determination which implies that the set of independent variables in this research accounts for 51.8% of disparities in the supply chain integration in humanitarian organizations. The remaining percentage (48.2%) is accounted in lieu of other variables outside the model. The outcome indicates that acquaintance as well as gen concerning the independent variables offers a great proportion of gen concerning performance of humanitarian organizations in Nairobi County. ANOVA results in table 16 assessed the model fitness.

Table 16: ANOVA

Model		Sum of Squares	Df	Mean of Square	F	Sig.
1	Regression	13.221	3	17.892	32.048	.000 ^b
	Residual	6.864	56	.430		
	Total	20.085	59			

a. Dependent Variable: Performance

b. Predictors: (Constant), internal integration, external integration, beneficiary integration and human capital efficiency

The ANOVA findings showed that the F_ ratio is 32.048 with a corresponding p-value of .000. This shows that the model is fit. The anticipated model supply chain integration (internal integration, external integration, beneficiary integration and human capital efficiency) to performance of humanitarian organizations is a good model. The regression coefficients of the variables in the model are as indicated in table 17

Table 17: Coefficient of determination

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.374	.373		6.368	.000
	Internal Integration	.444	.067	.375	6.586	.000
	External Integration	.101	.044	.129	2.324	.021
	Beneficiary Integration	.612	.181	.182	3.389	.001
	Human Capital E	.104	.036	.153	2.906	.004

a. Dependent Variable: performance of humanitarian organizations

The result in table 17 indicates the regression coefficients of the independent variables (and the constant). The findings indicate that Internal Integration has a positive momentous impact on the performance of humanitarian organizations ($\beta=.444$, $p=.000$), External Integration have a significant positive influence on performance of humanitarian organizations ($\beta=.101$, $p=.000$), Beneficiary Integration positively and significantly influence the performance of humanitarian organizations, ($\beta=.612$, $p=.021$). The Human Capital efficiency has a significant influence on performance of humanitarian organizations ($\beta=.104$, $p=.000$). The regression equation was:

The regression model of

$$Y = 2.374 + 0.444X_1 + 0.101X_2 + 0.612X_3 + 0.104X_4$$

Where;

Y = the dependent variable (performance of humanitarian organizations)

X₁ = Internal integration,

X₂ = External integration,

X₃ = Beneficiary integration,

X₄ = Human Capital Efficiency.

4.2 Limitations of the study

4.2.1 Inadequate co-operation

The researcher faced some challenges of the tight schedules of some of the participants who were reluctant to participate in the study and some did not attend to them. Nevertheless, the researcher informed them about potential benefits of the investigation to them and the number of the participants increased.

4.2.2 Confidentiality and disclosure

This made the most of the resource persons, especially in the managerial level, to have a perception that the information they gave could disclose some privacy aspects. This made them hold some information for such fear but the researcher explained to them that the study was specifically for the learning only and not for the business.

4.2.3 Inadequate time and resources

Inadequate time and finances were the major limitations in this study. There were no adequate funds to hire the personnel for collecting data. There were also some delays by respondents putting pressure on the time allocated for completing the project. The researcher consulted some relatives and employers to assist him and was able to overcome the challenge.

4.3 Chapter summary

This chapter presents the outcomes of the investigation. The demographic information includes the gender, age, level of education, as well as the working experience. The outcome demonstrate that there is a positive correlation amid each pair of independent variable. The correlation amid the pairs is reasonable as well as significant at .05 significant levels. This shows that the independent variables measure the same concept that is of supply chain integration. This forms the other forte of this research. The correlation amid the independent variables (internal integration, external integration, beneficiary integration and human capital efficiency) and the dependent variable (performance of humanitarian organizations) results shows that all are positive and significant. The next chapter confers the summary of findings, conclusion as well as recommendations from the study findings.

CHAPTER FIVE

SUMMARY, RECOMMENDATIONS AND CONCLUSIONS

5.0 Introduction

This chapter presents the summary of the study. The key conclusions drawn concerning the study objectives are also presented. Finally, recommendations were made for both policy and recommendations for further research.

5.1 Summary of Findings

The investigation was guided by the ensuing research variables: influence of internal integration on the performance of humanitarian organizations, effects of external integration on the performance of humanitarian organizations, the effects of beneficiary integration on the performance of humanitarian organizations and the influence of human capital efficiency on the performance of humanitarian while performance of humanitarian organizations was the dependent variable. The research was carried out using primary data. Surveys were used for data assortment while the data was examined using descriptive statistics and presented in the form of tables and figures.

Numerous expectations are made about variables throughout numerical tests. This was to certify that the results are worth using in decision making. Arithmetic processes require that the supposition of ordinariness is test. It aids to confirm whether the data follows a regular distribution or not. If the normalcy is not attained, the regression analysis for goodness of fit, the results might not depict the real picture relationship amongst the variables. In this research the core constancy of the data collection tools was tested via Cronbach's alpha Test. Descriptive measures involved mean as well as standard deviation. Mean is a measure of central tendency used to designate the most distinctive value in a set of values. Standard deviation displays how far the distribution is from the mean.

5.1.1 Influence of internal integration on the performance of humanitarian organizations

The remarkable procedure requires the sustenance of integrated planning as well as performance assessment, which comprises the use of numerous methods to plan, control, assess as well as improving performance. The amalgamation in planning and controlling level coordinates all the business procedures, source, make, order execution as well as inventory renewal by gen use and coordination. The core aptitudes in this level encompass: databases, which allow the members to share essential gen; transaction scheme, which can initiate and deal with inventory renewal as well as customer order execution. Moreover, it is imperative to form the proficiency pertinent to inner communication as well as collective operation. IT established CPFR plan is supportive to

establishing the main competencies. In the meantime, it is also imperative to observe the business process via performance appraisal and advance the integrated performance unceasingly. Consequently, the main rudiments in planning as well as controlling level can be summed up as IT-based CPFR approach as well as performance assessment. Internal integration is positively and significantly correlated ($r=.033$, $p<.05$). The outcomes is supported by the findings of Ramagopal (2015) who indicated that information sharing increase the conveyance of outputs as well as the outcomes. There is a necessity to assimilate the native gages with venture level pointers. This will provide a further all-inclusive assessment of the venture paybacks.

5.1.2 Effect of external integration on the performance of humanitarian organizations

The supply chain procedures level encompasses the entire procedure from the material procurement to order execution, which is the corporeal level as well as basic rudiments of supply chain. The supply chain integration should start with the amalgamation of this echelon, which is the origin of teamwork amid all the businesses. According to the establishments and the functions, the amalgamation in the operative management level comprises internal integration of the principal manufacturer, the supplier amalgamation, the distributor incorporation as well as the customer amalgamation. Effective supply chain integration requires partnership and management abilities to uphold the partnership, whereas the skills constantly come from unique organization ethos where the foundation of partner assortment is and preserved. In that way, organization upholding, and cultural adaptation are the two core rudiments in strategic management level. External integration have a significant positive influence on performance of humanitarian organizations ($\beta=.101$, $p=.000$). The outcomes agree with the results of Fey et al. (2000) who pointed out that external integration on the performance of humanitarian organizations.

5.1.3 Effect of beneficiary integration on the performance of humanitarian organizations.

Supplier integration depends on the firm cooperating with the suppliers concerning gen sharing; the supplier offers two-pronged determinations of offering the products needed by the establishment and sharing their proficiency and acquaintance for a syngeneic affiliation with an opinion of fulfilling the client anticipations. Supplier amalgamation comprises association, harmonization as well as information sharing accomplishments amid the firm and the suppliers with the objective of harmonizing the established gen into sellers' procedures, aptitudes, restraints and eventually allowing more effectual preparation, predicting, product, process design as well as transaction management. Yuen and Thai (2017) contend that when companies identify suppliers as a perilous

tactical partner has a massive palisade in their general vision, they can effortlessly break the inert as well as preventive public procurement strategy imposed practices to augment value to the course. Beneficiary integration positively and significantly influence the performance of humanitarian organizations, ($\beta=.612$, $p=.021$). The findings agree with those of Zhao et al. (2016) who indicated that client integration is cooperating with the organization's clientele via sharing of information to meet the client's decision besides anticipations.

5.1.4 Influence of human capital efficiency on the performance of humanitarian organizations

The delinquent that the SCM professional faces is that managing companywide HR dogmas to synchronized change is habitually outside his or her organization range. This eradicates the utmost point of influence in attaining cross-functional amalgamation for those who have such obligation deprived of adequate authority. Additionally, it is enormously hard to tailor harmonized HR policies that span efficient departments; several SCM experts lack acquaintance as well as experience in this multifaceted expanse. If SCM experts are to be dependably effective, they must have Integrative vision to form integrative, cross-functional, as well as cross-company programs that allow product to flow promptly and instantaneously through the establishment and the channel. Furthermore, Human resources aptitude to connect the power of HR dogmas to ensure that the programs are executed efficiently throughout the establishment is also critical.

Moreover, the fiscal power of cross-functional harmonization is becoming largely acknowledged, and the first capability is now increasingly in evidence in our expertise. Regrettably, though, the second is all too erratic. This is a key cause of the definitive SCM impasse, and it is preventing many establishments from accomplishing their purposes. Because effective, receptive product movement is required to strategic achievement in many companies, focused HRM must become an essential component in the SCM specialist's assortment. The key rudiments that human resource management in supply chains need to have are, technology, abilities as well as edification, demand of a supply chain aptitude and training & career progress. The human capital efficiency has a significant influence on performance of humanitarian organizations ($\beta=.104$, $p=.000$). The results agree with those of Akintoye, McIntosh & Fitzgerald (2010) who indicated that skills as well as edification requirements do not differ evocatively by business size or area, which suggests that supply-chain staffs can move amid areas with certain degree of easiness.

5.2 Conclusion

Based on the investigation upshots, the researcher came up with suppositions on the technique where supply chain integration relates to performance of humanitarian organizations. A conclusion made by the research is that supply chain amalgamation has substantial impact on performance of humanitarian aid establishments in Kenya. The results of this investigation showed that

humanitarian aid establishments have operative statement amid all the supply chain cohorts. Sharing gen lets humanitarian aid establishments to decide on enhanced choices and to make conversant judgments in the occasion of predicaments or adversities. Furthermore, when players have eminence gen, it leads in enhanced harmonization as well as making conversant decisions, which interprets to better amenities in lieu of beneficiaries.

Moreover, prominent enlargements had been made to the information technology as well as communication structure to augment organization as well as collaboration amid the involved companies. Nevertheless, gaps persisted concerning obtainment, valuation as well as dissemination of eminence information before, during as well as post a tragedy. This could be a consequence of the state of reply, which can be preferably intellectualized as a multifaceted scheme. It can be established that humanitarian establishments embrace outline contracting where they have understudy strategic suppliers in lieu of numerous perilous products and amenities to gratify in lieu of disasters. Embracing legality design allows humanitarian aid establishments to contemplate the cohorts input as relates to the features of products as well as services required in case of predicaments. Additionally, the results of this research shows that philanthropic aid is not a one-man show and all the parties tangled are impending influencers of the processes. The frequently acknowledged supply chain players encompassed donors, logistics benefactors, military & police, regimes, media as well as public views.

The contribution of the numerous varied players contributed to the intricacy of relief processes therefore calling for supply chain amalgamation as well as suitable harmonization of humanitarian accomplishments. In contrast, the outcomes of this research showed that there is meagre synchronization as well as poor gen sharing amid the humanitarian players during inter-agency adversity reaction therefore negatively prompting shared decision-making as well as engagements. The prerequisite for harmonization in inhibition of predicament is unobstructed, as lack of harmonization has been seen to expanse in certain fiasco, which then lead in predicament escalation and perhaps a greater number of victims. Failure of humanitarian aid establishments to collaborate can lead to concentration of support in one place while overlooking others.

5.3 Recommendations

The investigation made interrelated dogma commendation as informed via the outcomes. The research has established that SCM integration is very momentous in augmenting enactment of universal humanitarian organizations. All such establishments must be advised to embrace the notion so that they can realize the benefits of an incorporated SCM function. It is also palpable that SCM amalgamation has allowed international humanitarian establishments realize better enactment. Other establishments must also be fortified to espouse the same so as to offer quicker as well as effective goods, works and amenities to the recipient.

The research commends vigorous as well as operative Internal Integration by reinforcing their competences in the system, data, as well as process amalgamation before they can engross in evocative external incorporation. The research also advocates for the Red Cross Society to deliberate engrossment as well as communication of their procedures to suppliers to upsurge their assurance in the course and bring them aboard to comprehend the facility's necessities and make them dedicated to delivering the facilities' anticipations. Consider integrating as part of their client amalgamation procedure, the assortment, as well as distribution of crucial data of clients who visit their institutions.

The research recommends that Red Cross Society must advance safe as well as electronic health records of clients, which will make well-being gen accessible electronically as well as gladly reachable in lieu of decision making. The investigation commends that forthcoming researches contemplate on probing the effect of other aspects that were not found to be momentous in this research. Such gen will enlighten the health amenities on how to adequately incorporate these aspects of SCI into the processes. Given that SCI is vigorous, it would be fascinating to have a research carried out over time to scrutinize the upshot of supply chain integration magnitudes and working performance and scrutinize the multiplicative influence over time. Additionally, impending researches, given the vitality SCI, must integrate exogenous variables that facilitate on the influence of SCI dimensions on operative recital.

5.4 Suggestions for Further Studies

The researcher recommends further analysis be carried out focusing on the Supply Chain Integration and Humanitarian Supply Chain Integration which is one of the fewer focused and under examined segments amongst experts and academicians. Therefore, related cross sectional as well as longitudinal studies to contribute to enhancement of performances of humanitarian establishments must be carried out. The investigator indorses additional studies which identifies the role of government establishments, private amenity benefactors, as well as donor interventions as empowering players of the humanitarian supply chains.

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APPENDIX I
QUESTIONNAIRE

Dear respondent

SECTION 1: GENERAL INFORMATION

Please tick (✓) properly.

1. Gender of respondent

Male [] Female []

2. Number of years worked in this firm?

a) Less than 5 years [] b) 6 to 10 years []

c) 11to 15 years [] d) More than 15 years []

3. Age of respondent

a) 24-30 Years [] b) 31-37 years []

c) 37 and Above []

6. Please show your uppermost level of education

a) Primary [] b) College []

c) University []

PART B

7. Influence of internal integration on the performance of humanitarian organizations in Nairobi City County

On a scale of 1-5, specify how you agree/ disagree with the subsequent declarations where

1= Strongly Disagree, 2= Disagree 3, = Neutral, 4= Agree, 5= Strongly Agree

No	Influence of internal integration	1	2	3	4	5
i.	Coaching offered suit the job and improves performance					
ii.	Integration is done in a method I can easily understand					
iii.	The management provide employee with counselling					
iv.	Integration is evaluated by management after it is offered					
v.	Management's support my efforts to improve my weaknesses					

8. Effect of external integration on the performance of humanitarian organizations in Nairobi City County

Indicate the effect of external amalgamation on the performance of humanitarian establishments in Nairobi City County. Use the scale below to guide you.

Statement on external integration	1	2	3	4	5
It enhances quick response to beneficiaries needs					
External integration promotes creativity					
Strategy development is facilitated by external integration					
Beneficiary relations is improved					
Supplier risks are mitigated through collaboration					

9: Effect of beneficiary integration on the performance of humanitarian organizations in Nairobi City County

What is your level of agreement to the ensuing declarations that relate to effect of beneficiary integration on the performance of philanthropic establishments?

Use a scale of 1 – 5 where, 1 = Strongly Disagree; 2 = Disagree; 3 = Neutral, 4=Agree and 5 = Strongly Agree.

NO.	Statement on effects of beneficiary integration	1	2	3	4	5
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i.	Beneficiary integration improves the quality of services provided					
ii.	Integrating beneficiaries enhances efficiency and effectiveness.					
iii.	Beneficiary integration increases the level of acceptance					
iv.	Beneficiary integration assists in decision making					
v.	The communication gap is reduced through integration of beneficiaries.					

10: Influence of human capital efficiency on the performance of humanitarian organizations in Nairobi City County

What is your level of agreement to the ensuing declarations that relate to influence of human capital efficiency?

Use a scale of 1 – 5 where, 1 = Strongly Disagree; 2 = Disagree; 3 = Neutral, 4=Agree and 5 = Strongly Agree.

NO.	Statement on influence of human capital efficiency	1	2	3	4	5
i.	Professional competence is observed					
ii.	Employee skills is considered.					
iii.	The organization consider Level of Experience of employees					
iv.	The organization consider employee abilities					
v.	The company consider social competence of employees					

11. Performance of humanitarian organizations in Nairobi City County

What is your echelon of agreement to the ensuing declarations that relate to performance of benevolent establishments?

Use a scale of 1 – 5 where, 1 = Strongly Disagree; 2 = Disagree; 3 = Neutral, 4=Agree and 5 = Strongly Agree.

NO.	Statement on performance of humanitarian organizations	1	2	3	4	5
i.	Enhances financial resource utilization					
ii.	Number of beneficiaries					
iii.	Funds raised upon financial appeals					

Thanks for your response!!!!

APPENDIX II

LETTER TO THE RESPONDENTS

Dear Respondent,

RE: RESEARCH PROJECT QUESTIONNAIRE.

I am pursuing a degree of master of supply chain management and carrying out an enquiry on the **effects of supply chain integration on performance of humanitarian organizations in Nairobi County**. I consequently appeal for your support via attending the surveys given. The questionnaires shall be applied as an apparatus to support me in realizing the investigation goals. Any material offered shall be handled with maximum discretion.

Yours faithfully,

Joseph

Date: 17th APRIL 2023

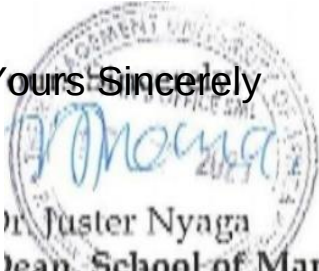
TO WHOM IT MAY CONCERN

JOSEPH MATIVO MULWA- MBA/24/00195/1/22

This letter serves to introduce the above named who is a (Master in Business Administration) student and is interested in carrying out research on Supply Chain Integration and Performance Of

Humanitarian Organizations In Kenya, A Case Study Of Red Cross Society, Nairobi.

Any assistance accorded to him in pursuit of this study will be greatly appreciated.

 Yours Sincerely

Juster Nyaga
Dean, School of Management and Leadership

Dean, School of Management and Leadership The Management University of Africa |

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