FACTORS AFFECTING APPRAISAL OF SUPPLIERS IN PUBLIC SECTOR: A CASE STUDY OF KENYA NATIONAL HIGHWAYS AUTHORITY

MOSES TSUMA WAKHU

A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF MANAGEMENT AND LEADERSHIP IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF DIPLOMA IN MANAGEMENT AND LEADERSHIP AT THE MANAGEMENT UNIVERSITY OF AFRICA

FEBRUARY 2026

DECLARATION

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

Signature: ………………………………………...Date……………………………….

Moses Tsuma Wakhu

DIP.ML/22/00465/1/25

Declaration by the Supervisor

This research project has been submitted for examination with my approval as the University Supervisor.

Signature……………………………………..Date……………………………………

EDWIN OMAMBIA

MANAGEMENT UNIVERSITY OF AFRICA.

DEDICATION

I wish to dedicate my project to my Parents and our family.

ACKNOWLEDGEMENT

My grateful thanks to Almighty God for continued blessing before, during and after the research work. More so Mr. Edwin Omambia who is my supervisor for his direction, advice and guidance during my research work and project report writing. Finally, sincere gratitude's to the entire Management University of Africa starting from administrative department to Top Management for offering me a chance to undertake my studies.

ABSTRACT

The study aimed to assess the factors affecting appraisal of suppliers in public sector with reference to Kenya National Highways Authority. The specific focus was to examine the outcome of competition on appraisal of suppliers in public sectors, to determine the effects of leadership style on appraisal of suppliers in public sector, to establish the effects of staff training on appraisal of suppliers in public sector and to assess the effects of cost of operation on appraisal of suppliers in public sector. The people covered were workers mainly Human Resources and Administration Staffs, Road Engineers, Road inspectors, supervisors and management to personnel with a target population of 200. A descriptive research design was employed to conduct the research. The project completion take place in March to June 2021 for the entire duration as required by the University Management.

TABLE OF CONTENT

LIST OF ACRONYMS &ABBREVIATIONS

ICT	Information Communication Technology
ESI	Earlier Supplier Involvement
EU	European Union
ISO	International Standards of Organizations
J.I. T	Just in Time
ICDC	International commonwealth Development Corporation
T.Q.M	Total Quality Management
SMEs	Small Medium Enterprises
KIM	Kenya Institute of Management
KISM	Kenya Institute of Supplies Management
KNHA	Kenya National Highway Authority
MUA	Management University of Africa
GOK	Government of Kenya

OPERATIONAL DEFINITION OF TERMS

Competition Is the effort of two or more companies tries to be more successfully than the other.

Leadership Style The act of providing direction, managing, controlling implementing plans, and communicating with people.

Staff Training Form of learning or method used to give new team within or outside the organization skills/techniques needed to carry out a particular task.

Cost of Operation Are is the business strategy implemented by organizations to gain a huge market worldwide.

CHAPTER ONE
INTRODUCTION

1.0 Introduction

The content of this chapter is about background of the study, problem of statement, objectives, research questions, significance, limitations and scope of the study and lastly on conceptual framework.

1.1 Background of the Study.

Back within the 1980s, Abraham (1982), Taylor (1984), Porter (1987) et al., early identified the worth of strategic value of procurement. Until the late 1990s, most firms have unnoted the competitive value of the procurement business function. Procurement began to possess a far better profile during the foremost recent global economic downturn, when senior management started taking note of what proportion value and price savings were hidden, they all told the supply firms to follow the tendering process from the beginning to end and also provide all the required documents to their clients as a part of the price of doing business. Every departmental top staff in each institute currently have entitled to the procurement Act Law as they may have 20 or 30 years ago that's, merely as a valuable Centre with mostly clerical responsibility, most companies still under value and under optimize procurement function (Joseph Jefferson, 2017).

From the Administrative function of Procurement, for over the decades procurement is the key function enacted significantly in almost every institution, thus enabling better and faster decision making to the success of contemporary organization. Procurement involves determining the requirement planning, organizing, analyzing, designing, developing and selecting the right suppliers and following up to make sure proper delivery of task based on the contract terms of public procurement and oversight authority. It relates to the function of shopping for inputs utilized within the firm’s value chain which contains raw materials, supplies and other consumables also as assets used like machinery, laboratory equipment, office equipment and buildings.

According to Porter (1985), procurement will be classified as a support activity and not a primary activity though the purchased inputs is also associated with primary activity similarly as support activities. According to (Spray, 2017), recognized procurement as a current practice that's currently implemented in every institution, reconceived not merely as a price of controlling the optimal budgets of goods and also services but also key collaborating tools that's adds to the value of organizations that connects different sections of the business among stakeholders determining strategic programme and direction within the organizations for better working position and decisions making. With the normal mission of obtaining high-quality goods and services for all-time low possible cost, procurement is the key determinants in allocation of budgetary resources which has also been a proactive tool in most of the organization with additional tool potential of the maximum amount as, or quite other business function to profitability, growth and competitive advantage.

Lower cost, higher productivity and more practical operations are the hallmarks of procurement mastery which successively incorporates a demonstrable link to high performance (spray 2007). At the guts of procurement's potential to come up with value is its inherent connecting to the remainder of the business a whole coalition like to oversee the fundamental tools and people different areas of the business are fitting the position of providing good customer service and managing, launching, developing and implementing new products as well as managing suppliers for optimal business.

According to Rice (2017), majority of the issues observed within the manufacturing, commercial, enterprise and operational firms that range from public and private as well as non-governmental organization are as a result of communication among powerful stakeholders in both sides thus resulting to significantly objectives within the organization. In any way existing firms Procurement and supplier's appraisal forms a critical part in production process of products, works and services. Suppliers are the distributors, logistician who are responsible of constructing delivery of materials from the source to the proper place of destination. For a firm organization to pick out the potential suppliers it must analyze and evaluate the selection of Procurement and suppliers arising with only competent ones. This doesn't happen easily but needs factor to contemplate before making the selection.

An elaborate organizational firm structure identifies a committee that's liable for supplier's affairs. Additionally, thereto, before making the ultimate decision they have to seem on the subsequent factors. The staff training that supplier have developed which determines how reliable to honor the business contract between the procuring entity and therefore the supplier. The Procurement and supplier's financial capacity detect the aptitude of corporate efficiency and effective with supplier's requirement. this may be within the sort of having the ability to afford all the terms and conditions implied on the business transactions agreement. Regulations imposed to, which is perceived as external factors that affect some business may hinder or encourage business. These regulations is within the type of legal or labor union. The specification of the products enhances the fitness and also the suitability of the materials to perform to the expected level (Jonathan Kimberly, 2019).

1.2 Statement of the Problem.

Establishing the challenges facing appraisal of suppliers in public sector with reference to Kenya National Highways Authority.

For a large organization like Kenya National Highways Authority, appraisal of suppliers is based on several factors which are competition, staff training, cost of operation and taxation.

The organization's staff training facilities develop makes the staff to be reliable and stable in attending to any kind of batch ordered. When the organization is searching for staff, it needs to bear in mind the taxation that is laid down that makes them formally recognized by the government, the union and the public at large. The cost of operation enables him to facilitate smooth flow of delivery of materials requested. Good staff should honor the contract as agreed upon. Due to rapid change in technology which has led to the world becoming a global village that has made staff evaluation and appraisal electronically. Modern methods of recruiting staff have evolved with the aim of eliminating some non-value adding activities. For example, expediting costs, preparation of documents and reduction in administration costs. Factors affecting appraisal of suppliers remains one of the key tasks that accounts for appraisal of suppliers of an organization firm. Kenya National Highways Authority being a large organization have established different departments that deal with respective issues.

However, the study will provide essential information concerning reduction in staff on appraisal of suppliers of an organization that is needed by the management in making decisions for their workers. It will provide the necessary information that will be applied by the employees to improve their skills and capabilities in their work and lastly, it will also be important to other researchers in their academic pursuit in partial fulfillment of other courses at the Management University of Africa. However, the study answered the following questions: How does competition affect appraisal of suppliers in public sector? How does leadership style affect appraisal of suppliers in public sector? What is the effect of staff training on appraisal of suppliers in public sector? In what ways does cost of operation affects appraisal of suppliers?

1.3 Objectives of the Study.

1.3.1 General Objective

To determine factors affecting appraisal of suppliers in public sector with reference to Kenya National Highways Authority.

1.3.2 Specific Objectives

i. To assess the impacts of competition on appraisal of suppliers in public sector.
ii. To determine the effects of leadership style on appraisal of suppliers in public sector.
iii. To establish the effects of staff training on appraisal of suppliers in public sector.
iv. To assess the effects of cost of operation on appraisal of suppliers in public sector.

1.4 Research Questions

i. How does competition affect appraisal of suppliers in public sector?
ii. How does leadership style affect appraisal of suppliers in public sector?
iii. How does staff training affect appraisal of suppliers in public sector?
iv. In what ways does cost of operation affects appraisal of suppliers in public sector?

1.5 Justification of the Study.

1.5.1 Kenya National Highways Authority.

This study will provide essential information concerning reduction in staff on appraisal of suppliers of an organization that is needed by the management in making decisions for their workers.

1.5.2 Other Scholars and academicians

To other scholars and academicians, it will provide potential information and assist in understanding how appraisal of suppliers can have a positive influence not only locally but globally. It will also be important to other researchers in their academic courses at Management University of Africa. This study is very important since it will enhance essential skills and knowledge practically acquired in class in real life experience.

1.6 Scope of the Study

This study focused on the factors impacting appraisal of suppliers at Kenya National Highways Authority at Nairobi County as the reference. The people covered were workers mainly Human Resources and Administration Staffs, Road Engineers, Road inspectors, supervisors and management to personnel with a target population of 200 and a sample size of 60. The project completion took place in a time period of between February and May 2026 for the entire duration as required by the Management University of Africa.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The aim of literature review is to take a respective view of already existing literature that a will give a guide to this study done before and what the researcher is doing. Historical researcher has to review the literature, which is relevant to sustaining human development. It describes what other has done in the related areas of study. The researcher is also able to acknowledge the contribution of others in the areas of their interest. It helps the researcher to review and identify the gaps in existing knowledge. The review covers written journals publications based within the rise of the study. Literature review involves reading an appropriate proportion of extensive literature that is available. In conclusion the literature review is a systematic and critical analysis of the existing literature relevant to the current research topic.

2.1 Theoretical Literature

The section describes a framework of the theories relevant to the research are based. However, many theories exist that explains more on supply chain management in terms of appraisal of suppliers. The theories, which may include Agency Theory, Systematic Approach Theory, E-Procurement Theory and Strategic choice theory (SCT) among others.

2.1.1 Agency Theory

According to agency theory proposed by Jensen and Meckling (1976), different people bear dissimilar motivations in the process of pursuing a goal or function in doing a specific task. In this regard, an organization comprises of principals and agents. The latter have more information compared to the former and may leverage on the information asymmetry. This may limit the capacity of the principals (owners) in exercising proper control and monitoring of their interests. By extension, project managers act as agents to oversee the execution of various processes of a project and are thus in a position to influence the course of the project.

Project managers have the capacity to assess and analyze any risks that are likely to occur in the significance of a project as they are assigned the functions of representing beneficiaries and other stakeholders. This makes it important for the project team to come with methods through which they can establish controls so as to lessen risks that come with irregularities and may affect the quality of the final product (Kalbers& Fogarty, 1998). In line with this study, this theory is essential since the project control system is one of the mechanisms employed to ensure there is no agency problem between project team and stakeholders. It expounds on quality control variable and therefore relevant to this study.

2.1.2 Systematic Approach Theory

The systemic approach by von Bertalanffy (1930) postulates that systems are characterized by a combination of interdependent parts that result in flows across these parts. Among the flows that link parts of a system, the flow of data is viewed because the most crucial (Madapusi & D'Souza, 2012).

Hence, an understanding of information flows is necessary to exploit the strength of each of the parts and the system as a whole. While the above advantages likely improve internal project forecasting decision making, the setting of project forecasts may also project team's ability to manage the information they provide to external users (Kerzner & Kerzner, 2017). In relevance to this study, Systematic approach theory justifies the need to conduct project forecasting to provide reliable estimates of success in achieving the final goals. It is important to acknowledge the fact that greater levels of information asymmetry between managers and investors may inflate the moral hazard problem. The ability of the project team to deliver on the expectations of stakeholders is however dependent on forecasting to determine the costs and benefits of the project.

2.2 Empirical Literature Review

Appraisal of suppliers in recent studies is regarded as a core activity that the organizational firm critically examines. This is important in determine how successful the firm organization would be as compared to competitors. Empirical literature review was guided by the following variables:

2.2.1 Competition

Competition is a company involves how procurement works with not only engineering and quality management, which has been the character of the procurement department for a protracted to ascertain the capabilities of the suppliers who promise to supply goods involving requirements management and also with finance and controlling, furthermore like logistics and provide chain management. It involves the one competing of data to the particular pooling of resources and requirements combined with contracting and buying by center performing on behalf of the group countries.

Facing extreme pressure to scale back costs and improve services quality and breadth, manufacturing firm organizations, especially those within the us, are increasingly staring at alternative services delivery models like information technology and business process outsourcing, to enhance both the efficiency and effectiveness of their back-office and support operations. Despite the apparent benefits of competitive procurement, there have been few current examples and therefore the few there have been appeared during periods of high industrial activity, there is an increased in demand of the qualities of products. In the essence of establishing a strong competitive advantage the procuring entity needs to source from the supplier (s) who can attend to emergency orders in the shortest time possible. One is sharing information and joint advocacy and secondly joint procurement. As one means of coping with an increasingly interdependent or shared power nobody answerable word (Bryson and Crosby 1992) and adapting the private sector to the stress of the worldwide economy, within the UK by establishing long-term partnership relations with the supplier and emphasizing interdepartmental coordination successive administrations have aimed to develop a more strategic approach to public procurement. This has proved to be a difficult task, however, because the operation framework and culture of the public sector has hindered the event of inter-organizational relationships and trust.

2.2.2 Leadership Style.

Electronic procurement has attracted growing attention from hospital purchasers, European government and suppliers (Lewington 2006). Electronic procurement offers advantages for suppliers and purchasers in various ways such as reducing procurement costs for purchasers, increasing billing and payment efficiencies for suppliers, lowering sales and administration costs for suppliers, etc. E-procurement reduces purchasing costs through increased access to product information, enhances smooth movement of goods from one point to another, reduce expense costs and time delivery rules and regulation standards to be adhered. The lack of organizational input and output is a major factor issues of procurement process in supply chain and logistics firms e.g. Balore logistics, Bamburi firm, savannah cement and public sector to become involved in such endeavors (Manufacturing field 2018).

According to Chevron's Massih, (2018), He states that for procurement to clearly display information and data for planning, analyzing, and identifying activities related to procurement for business insights as one would be able to predict through demand management and planning by digitizing the supply chain, the technology within has to play the major parts. Furthermore, the inventory supplier’s device and equipment mechanisms have been implemented for the whole process of e-procurement and been widely spread for the new uptake of technology that may be more valuable purchasers at the cost of not only suppliers but other stakeholders willing to do partner with other institutions. Some of the frequently noted reasons for not using e-procurement are lack of professional capabilities, Technological factors e.g implementation of Enterprise Resource Planning (ERP), Customer Relationship Management systems (CRM)-system majorly for customer interaction and communication within the organization, Environmental factors such as Climate change, and social economic factors like poor agricultural practices and Inability to use internet for special orders where more detailed or more specific information may be needed.

According to Neef, (2018) leadership style in any organization is defined as planning, organizing, designing, coordinating and communicating in all activities of procurement within the firm and among stakeholders. Leadership has been categorized in the following groups: Transformational leaders-works with a teams or groups by identifying the changes needed, implementing or creating vision, mission, values and goals of the organization through motivational by executing the strategy in discussion with committed members of the group or teams. Democratic or participative-team members are the key contributor of decision-makings process while others are: Autocratic, Bureaucratic, Servant, Transactional and situation (Blanchard & Hersey 2016).

For a democratic leadership it can be applied or adopted to any institution organization ranging from public to private as well as non-governmental organization such as schools, hospitals or churches among others. Every team members e.g employees, students, stakeholders are given a chance of contributing. Knowledge sharing is exchanged freely, this involves training, meetings, mentorship and collaborative by tenderly focusing on different groups of organizations. By doing this, it therefore leads to growth and success of the organizations, (Bernard, 2019). Leaders are charged with positive decisions they do within or among the groups that leads to sustainability of the firm, increased productivity and motivates the workers (Robert Anthony, 2020). Among researchers and practitioners, they proposed that excellent democratic leaders possess and mold specific traits that includes creativity, honesty, patience, self-control and kindness among others (Lilly Munialo, 2018).

While for Transformational leadership it entails intellectual capacity, consideration of every individual based on his/her performance, mentoring, coaching and motivational. According to Abraham M, (2019), This are distinct habits and behaviors for a transformational leader that gives workers/employees. Most positive change management within the firm is as a result of transformational leadership. Leaders coming together to bring change. The influence of followers by inspiring and encouraging them to perform beyond their expectations according to their perceived skills and capabilities. In addition to that, the ability to adopt to any situation will enable employees or teams to work well and communicate with others thus contributing to a team effort and advancing the institution, sectors or firms in the best position (Abraham M, 2019).

Bureaucratic style of Leadership: According to Collin, (2018) adopting bureaucratic leadership technologies style that would deliver tangible benefits such as it disabling favoritism and Nepotism from the sectors, It integrates and automates duties, responsibilities and roles within a group, it boosts to high levels of innovations and creativity, enhances strong and high level of job security, it is also aims to seek and create best practices as a predictable form of leadership, it is a leadership style that offers upward scalability and lastly encourages familiarity. However, it also has some disadvantageous as follows: Some structures are limited to a forward movement, sometimes becomes a challenge in productivity increase, sometimes does not offer freedom or chance of creativity and not always efficient to the systems among others (Harold Sydney, 2019). Butler Group 2000).

2.2.3 Staff Training.

According to Ziegler, (2004), one among the most challenges in healthcare recruitment are the acute shortages in most of the clinical area, that's trying to recruit them and as a recruiter you've got to maneuver quickly and be ready to make attractive and inventive offers. However, most procurement practitioners in developing countries possess just some technical procurement skills but normally lack knowledge in following up the systematic step by step process in regard to procurement regulations and policies that is required to be captured and adhered to when implementing the contract (Josephine, 2018).

According to Steen, (2018) developing countries are reforming the way within which procurement is dole out is by bringing professionalism to people who perform and manage the procurement function in manufacturing firm organizations. Procuring of goods and services is also termed as movement of goods from one point to another. Therefore setting-up the institutional act of procurement that will assist firms doing logistics, procurement and supply chains business and also come up with a clear profile picture that will boost the firms in its business activities. This enables procurement to achieve seniority commensurate to their expertise and knowledge has been the cornerstones of reforms during this area. Training and development of staff is additionally a challenge for procurement organizations (Riquier et al. 2018). It includes skill development, outsourcing, selecting transferring and retrieving the right stakeholders.

Hence the requirement of employee training and development may arise from the introduction of latest technology and challenges that face the provision chain of producing firm as outlined by Bennet, (2017). Training normally assists people to enhance their abilities in an exceedingly particular job while staff development relates to the development of an individual's overall capacity to pursue a career. Therefore, healthcare supply chain demands have brought the wants to coach and develop supply and procurement staff. in step with Cole, (2019). the scope of skills and development activities as within the most other activities in a company trusted the policy of strategy of a corporation. There are many organizations within the commercial field that perform the minimum of staff training and development because as a matter of policy they like to recruit staffs that are already trained or professionally qualified. However, the bulk of organizations have a positive policy on training and development. (Brown, 2018). In some cases this to be no over to state that the manufacturing firm organization would supply resource to make sure key skills were maintained with the organization. In other cases, policy referred comprehensively to varied actions it took to confirm not only a daily supply of skills but also a high degree of non-public motivation through development opportunities.

Unfortunately, per Riquier et al., (2019) in most organizations within the manufacturing firm sector, the availability chain is treated purely as a job player that has no place within the overall strategy, then it is wont to enhance the general performance by improving the effectiveness of accessible assets and resources. At the identical time, balancing the requirements of the procurement core base stakeholders that reside within the manufacturing firm sector with the wants of supply chain function isn't a simple task. This task has become all the tougher in recent years because of the rapid changes and innovations within the manufacturing firm field still because the supply chain domain. Therefore, to confirm that offer the right procedures, process and protocol for previous key and recent developments of skills during this field, it's imperative for organizations to create supply chain an integral a part of their overall strategy (Chris, 2018).

2.2.4 Cost of Operation

According to Coomber, (2018) the service provision of a manufacturing firm is very cost and also quite valuable. Especially in the coastal and eastern region where most firms do mining. And also, part of western region e.g Kakamega where they do gold mining. Budgetary resources are a crucial activity for any manufacturing firm. cement materials and building products for constructions are majorly from coast region and eastern e.g Athi river. In this region a lot of cement manufacturing is being done and do export not only within Africa but also globally. The industry of cement industry is substantial and stabilize. While those who finance manufacturing firm services (both private insurances and government) have taken an interest in a more disciplined purchasing of services and also developed a strategy of selling to other clients hence business to business and business to customer as well.

According to (William, 2018), Manufacturing costs are escalating, and not just in areas as the unit, budgets of cement products technologies and constructions. considering the right suppliers to appraise him is the best and right way of tendering process. However, sometimes a more insidious culprit is entangled as a malpractice that affect the process and performance of the firm. By doing this, it lowers all the tendering process in terms of firm productivity including sales and marketing, Information and Technology, Research and innovation, operations, the procurement itself and enterprise up to the chief executive departments. This is due to corruption and lack of expertise, skills and ability to carry out all the tasks.

Recently, the Government of Kenya has clearly set-up a mechanism of all procurement laws and process cycle in every public office to be followed as the best practices and performance of appraisal of suppliers in a public sector. In reference to Kenya National Youth Service 2018, most conflict issues were as a result of public procurement and process disobedience e.g Former Cabinet Minister for Devolution failed to testify loss of 791 million shillings from National Youth Service. It was finally investigated by ethics and anti-corruption commission team whereby the 791 million shillings was a scandal that allegedly messed by procurement and Information Technology team as a result of paying suppliers of materials for Roads (NYS, 2018).

According to (PPOA, 2005), the online procurement process is the business to business (B2B) technology platforms that helps the industry to achieve its targets when do financial year. Aimed also to analyze the relationship between all department process within the institute or sectors e.g Sales and marketing, Records Management, Corporate Management among others. It is also valuable to various stakeholders in agricultural sectors not only in public sector but beyond. For example, to agricultural sectors, it provides a valuable information to integrate knowledge management for growth, innovation, extensibility and geographically regarding the factors that might influence key achievement and accomplishment of appraisal of suppliers and challenges encountered in appraisal of suppliers. Thus, stakeholders may gain knowledge and make awareness on how appraisal of suppliers can reinforce them to identify any inefficiencies within the sector and the way they may improve opportunities in public sector e.g. employment.

2.3 Critique of Reviewed Literature

The development of e-procurement systems is still patchy and diverse. E-procurement though providing some advantages to organizations is still highly expensive to acquire, especially to developing countries such as Kenya. Other barriers that can be caused by-technology in procurement are lack of privacy and security of information, large investments of money and time on automated systems. Organizations may be justifiably concerned that the development of online electronic procurement platform when procured by the organization and as well licensed by their system service provider will end-up with increased production.

As procurement has evolved, so has capacity, experience and techniques needed to carry out the procurement process for optimal business ends. The talents for propelling procurements practices in every institution or organization is the key success and chance enhanced if clearly developed. The challenge is to find executives in healthcare who really understand what accountability all is about and have a good vision, as this is so often missing. Standards of healthcare are to be maintained and improved, management may as well with organization including both public, parastatal organizations and private as tactical tool for performing an overall manufacturing firm objectives and ensure that it improve it relation with both suppliers as well as other departments within the organization. The procurement lass has to be effective in every firms e.g enterprise, farming including the manufacturing firm critical business functions by collaborating with suppliers as well as with other departments.

2.4 Summary

According to Will Paul (2017), the essence of literature review is to show the past studies done about the research topic. It further considers former study's done on the variables of the research title. This covers a wide area that indicates key aspects to be examined before awarding any tender to the reduction in staff on appraisal of suppliers. This chapter forms the basis of research that would offer a comparison between the past studies and the actual field study. From the above explanation in section 2.2 of this chapter, it can be noted that competition, It is competing jointly with others or together especially in an intellectual end over or cooperating with or willingly with an agency or instrumentality with which one is not immediately connected it involves competing each site of the organization, parties, stakeholders and then display and convert into a supply chain strategy so as to find opportunities for greater efficiency competition between the management, user, and suppliers in a public sector possess as factors affecting appraisal of suppliers.

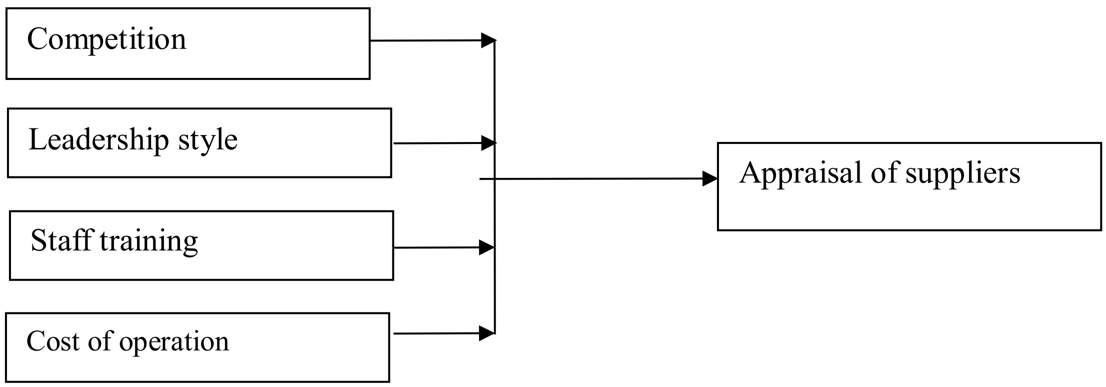
Staff training, staff training facilities developed by the organization determines the creditability and reliability of the staff employer in the market. The human resource department of the organization has to consider and examine carefully in order to ascertain the capabilities of the suppliers who promise to supply goods, works and services as required by the procuring entity. Christopher and other authors have strongly criticized that these staff training facilities can be in the following ways. Productive facilities, during periods of high industrial activity, as the key determinant factors that should be fully analyzed while appraising a source of staff.

Cost of operation, appraisal of suppliers is quite challenging and very accountable in both institution e.g. schools, hospitals, farming and medicines this includes private and public sectors The budgetary cost and expense movement of operation are a crucial activity for any appraisal of suppliers in a public sector, currently technology has been updated all the time by companies like Microsoft, international business machine among others including plantations in different parts of the industry for better products and services for better establishment of the industrial organization.

2.5 Conceptual Framework

Figure 2.1 Schematic conceptual framework

Independent Variables **Dependent Variable**



Source: Author (2021)

Variable	**Operationalization**
Competition	The activity or condition of striving to gain or win something by defeating or establishing superiority over others
Leadership style	Is the art of providing direction, implementing plans and motivating plans
Staff training	Is the method used to give new or present employees the skills they need to perform a particular ask
Cost of operation	Are the expenses which are related to the operation of a business, or to the operation of a device, component and piece of equipment or facility.

2.5.1 Competition.

It is defined as competing jointly with others or together especially in an intellectual end over or cooperating with or willingly with an agency or instrumentality with which one is not immediately connected (Marriam Webstar Dictionary 2007). It is a strategy to find opportunities for greater efficiency competition between the management, user, and suppliers in hospitals possess as factors affecting procurement in manufacturing firm.

2.5.2 Leadership Style.

Art of planning, organizing, directing, coordinating, communicating and motivating people. in step with Marriam web star dictionary (2007) e-procurement is an imitative by which a corporation adopts an online software application to help whit management of procurement logistics or supply. It’s a way of accomplishing task especially using technical process, methods or knowledge.

2.5.3 Staff Training

Skills can be defined as the ability coming from one knowledge practice or attitude to do something well (Random House Webstar Dictionary 2008). The skills have become less tactical and more business oriented (comber 2008). Developing the talent needed to continue processing and focus programmes heard to what nurturing procurement capability must be put in place.

2.5.4 Cost of Operation

Budgets can be referred to as outlay or expenditure of money to accomplish or maintain anything (Random House Webstar Dictionary 2008). Since the mid-1990s the budget of running hospital system has risen significantly throughout the health industry. manufacturing firm battle with ever tightening annual budget and community animosity as well as excess overhead cost associated with procurement process in manufacturing firm (Comber, 2008).

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

The above-mentioned chapter comprises of research design, the target population, the sample size and data collection instruments.

3.2. Research Design

A descriptive research design was applied to analyses and assess the factors affecting appraisal of suppliers in the public sector with reference to Kenya National Highway Authority. (Harker, 2018) defined research design as an analysis tool that guides him or her in the various stages of the research e.g. planning, analysis, design etc. However, the researcher may use the required stages as a guideline tool to collect, analyze and interpret data. The objectives of descriptive research were to observe, interviewing, guiding, planning and describe the features of a subject or topic without motivating it in every way of process since the researcher has no control over the variables but can only report what has happened. The comments of the researcher were based on the findings of independent variables at discretion level. This design is considered as an appropriate method of study because it would make use of samples of the population, making the study cheaper and less time consuming.

3.3 Target Population

The target population of the research study was mostly employees and stakeholders at the Kenya National Highway Authority. The study population were the top administrators, middle managers and operational staff. The study targeted 200 employees as the target population. The information containing the number of employees were sourced from the Human Resources Department and used a sampling frame.

Table 3.1 Target Population

Respondents	Target Population	Percentage
Top level managers	15	8
Middle level managers	50	25
Operational staff	135	67
Total	**200**	**100**

Source: Author (2021)

3.4 Sample Design

The study was a simple random sampling method since there may be a different level of managers and staff. The sampling technique may give an equal chance in the research study in order for the potential respondents to participate and have a clear understanding. A sample of 30% were used to represent the whole population. According to Dexter, (1995), the best sample should have a number or test units of more than of 30 or more test which was then conformed to a widely rule of thumb that was held.

Table 3.2 Sample Size

Respondents	Sample Size	Percentage
Customer care	5	8
Information Technology	15	25
Engineering staff	40	67
Total	**60**	**100**

Source: Author (2021)

3.5 Data Collection Instruments

By using a questionnaire that contained both structured and unstructured questions. Limitations of open-ended questions to the respondents were used and limited to the given variables that was interested by the researcher. The researcher collected primary data. In order to give a room to the respondents to express their views for a more programmatic Manner, However, unstructured questions were used (Davies, 2001). The particular groups of interest were then administered with questionnaires to capture their opinions on the retention strategies in the organization.

3.5.1 Pilot Testing

A pilot study was conducted before the ultimate questionnaires being distributed to the respondents. This was done by randomly selecting a sample of 4 employees from each department section of Kenya National Highway Authority and administering the questionnaire on them. The random sample were wont to make sure that all the respondents giving an equal chance of contributing to the pilot study. The instruments were reviewed supported the pre-test experience.

3.6 Data Analysis Procedure

Quantitative and qualitative data was analyzed using descriptive statistics. This includes percentages and measures of central tendency such as mean, mode and median. The technique was employed to supply a straightforward summary about the sample and present quantitative descriptions in an exceedingly manageable form. A long with simple graphics analysis which can form the premise of virtually every measure of knowledge. Correlation analyses are done to ascertain the link between the independent and dependent variables. The aim of doing correlations was to permit a researcher to create a prediction of about one variable supported what he knows about another variable. Inferential statistics was used to analyses the qualitative data. This involve identifying patterns and themes within the collected study data so interpreting to achieve conclusions that stretch beyond the immediate data alone. The information will then then be presented using figures, tables, bar charts and pie charts to create it user friendly.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

The chapter presents the information obtained in the study, whereby the data gathered was analyzed and presented quantitatively and qualitatively.

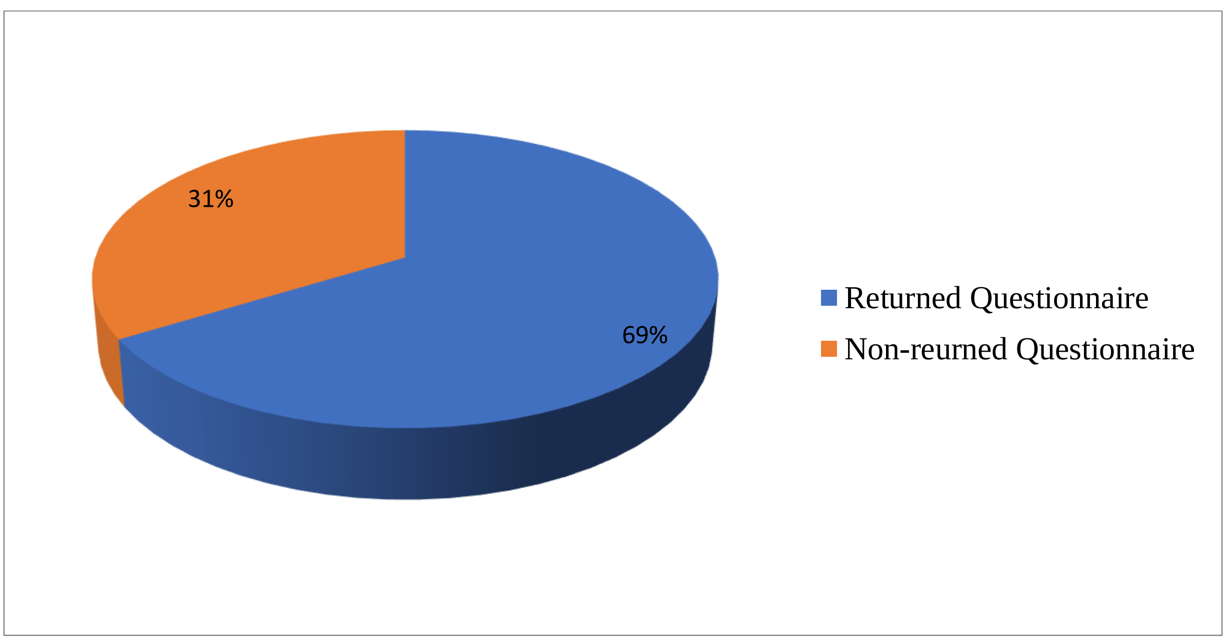
4.1 Response Rate

Table 4.1 Response rate

Respondents	Response rate	Percentage (%)
Returned questionnaires	50	69
Not returned questionnaires	10	31
Total	**60**	**100**

Source: Author (2021)

Figure 4.1 Questionnaires Response Rate.



Source : Author (2021).

The table 4.1 and figure 4.1 presents an analysis of response rate achieved in the actual field of this research. Out of the sample size only 50 formed the actual sample of the study. The result was that 50 distributed questionnaires were returned while 10 questionnaires were not returned. While the returned questionnaires formed 69 % of the sample size that eventually became actual sample. However, 31 % of the questionnaires formed unreturned questionnaires.

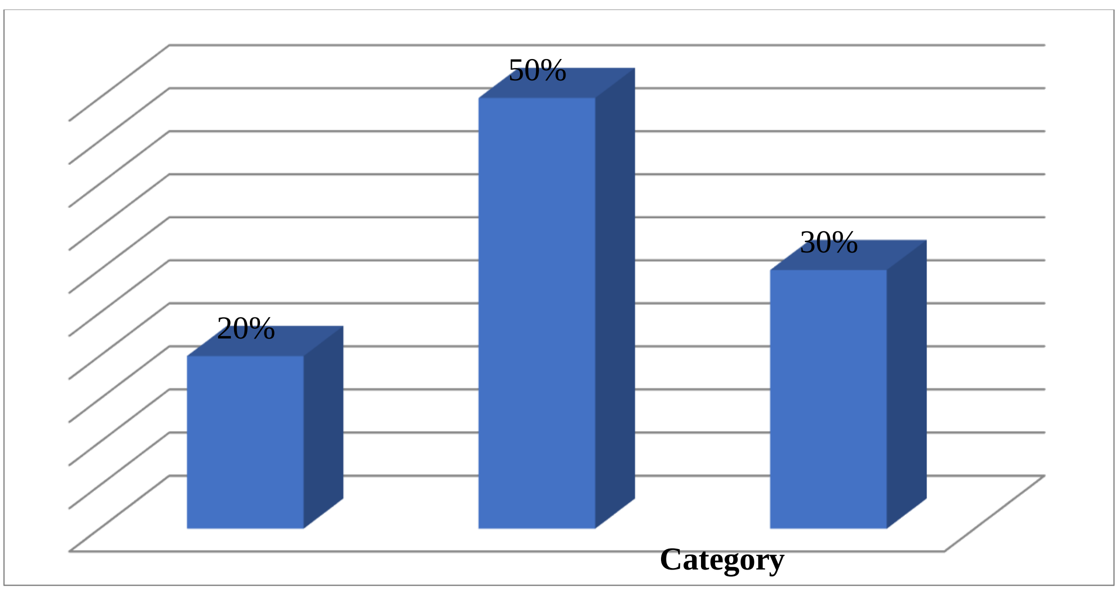
4.2.2 Departments

Table 4.2 Actual sample

Departmental staff	Actual sample	Percentage (%)
Top level management	10	20
Middle level managers	25	50
Operational staff	15	30
Total	**50**	**100**

Source: Author (2021)

Figure 4.2 Category response rate.



Source: Author (2021)

The response rates from different departments are represented in a bar graph below and in the table above. All the departments recorded an impressive response to the questionnaires. Middle level managers recorded the highest number of percentages of 50, Followed by Operational Staff with 30 percent while Top level management department recorded the lowest percentage of response of

10 percent. This information was presented in the bar graph that indicated the percentage of response against their departments.

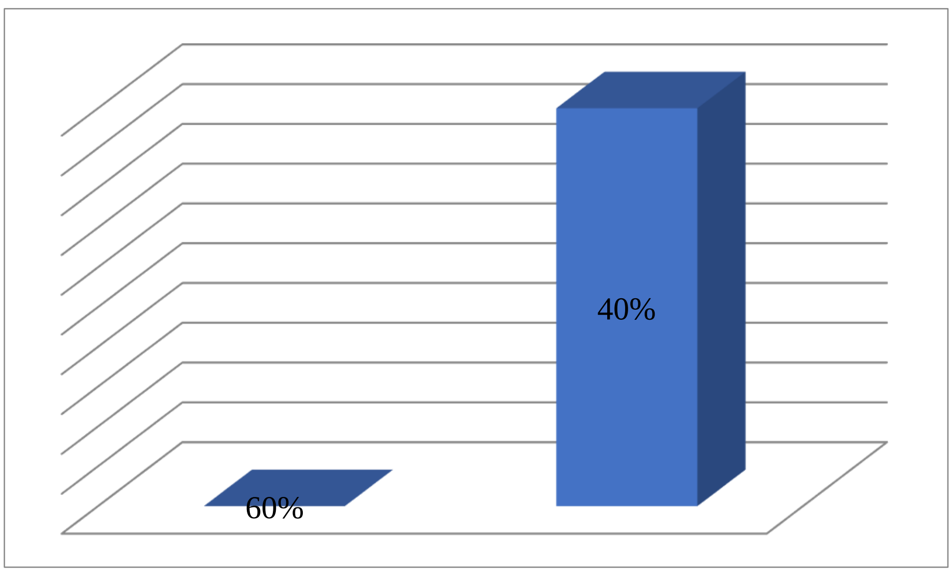
4.2.3 Gender Analysis

Table 4.3 Gender analysis Response

Gender	Respondent	Percentage (%)
Male	30	60
Female	20	40
Total	**50**	**100**

Source: Author (2021)

Figure 4.3 Summary of gender analysis



Gender

Source: Author (2021)

Table 4.3 and figure presents gender analysis of response rate achieved in the organization for actual field of the research. The total number for both male and female is 50 where men recorded the highest number of 30 compared to female with 20. According, to figure 4.3 above, the gender analysis response for male is highest with 30 in number that formed 60% while female is 20 that formed 40%. Based on the study it can be interfered that majority of the gender are male with the highest percentages compared to female. Gender distribution at Precisions scale stands at 60% for male and 40% for female. This means that men are more dominated as workers at precision scale than female.

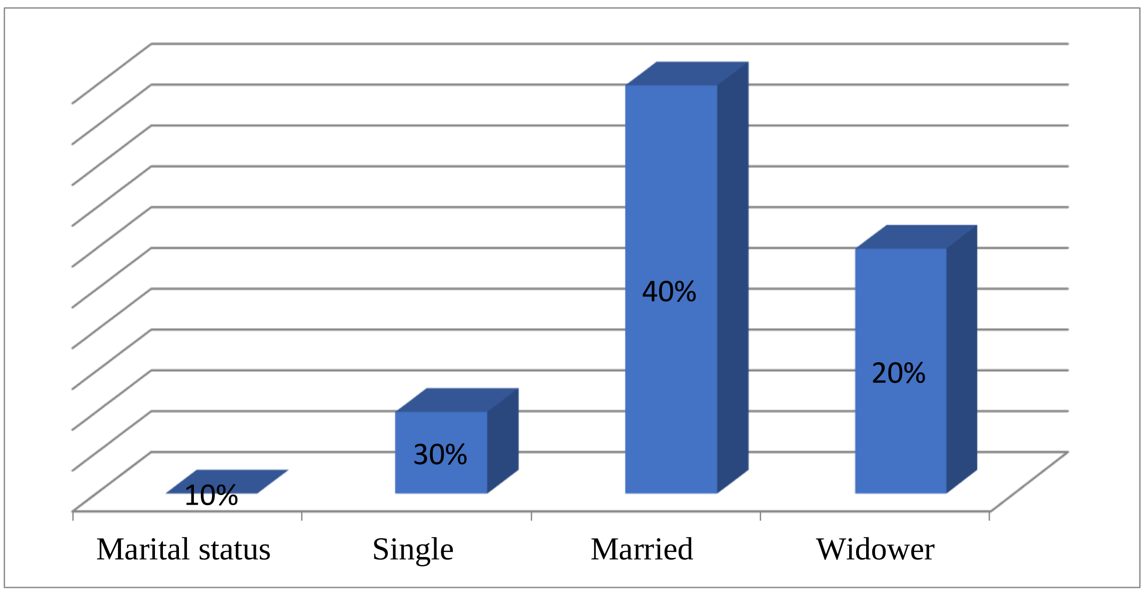
4.2.4 Analysis of Professional Qualifications.

Table 4.4 Highest level of education

Education level	**Respondent**	**Percentage (%)**
Secondary level	5	10
College diploma	15	30
University degree	20	40
Professional training	10	20
Total	**50**	**100**

Source: Author (2021)

Figure 4.4 Summary of Education Level.



Source: Author (2021)

Table 4.4 and figure 4.4 above presents an analysis of professional qualification achieved in the actual field of the research. Out of the sample size for educational level, majority of the response are university degree with 20 in number that formed 40% while secondary level are lower with 5 which equals to 10% that formed the actual sample of the study. The summary of the study as determined in the table and figure above reveals that majority of the employees are university degree with 40 percent then College Diploma with 30 percent, followed by professional Training while secondary level was the last with 10 percent. This means that to qualify as employee at Precision scale, you must meet the requirement qualification.

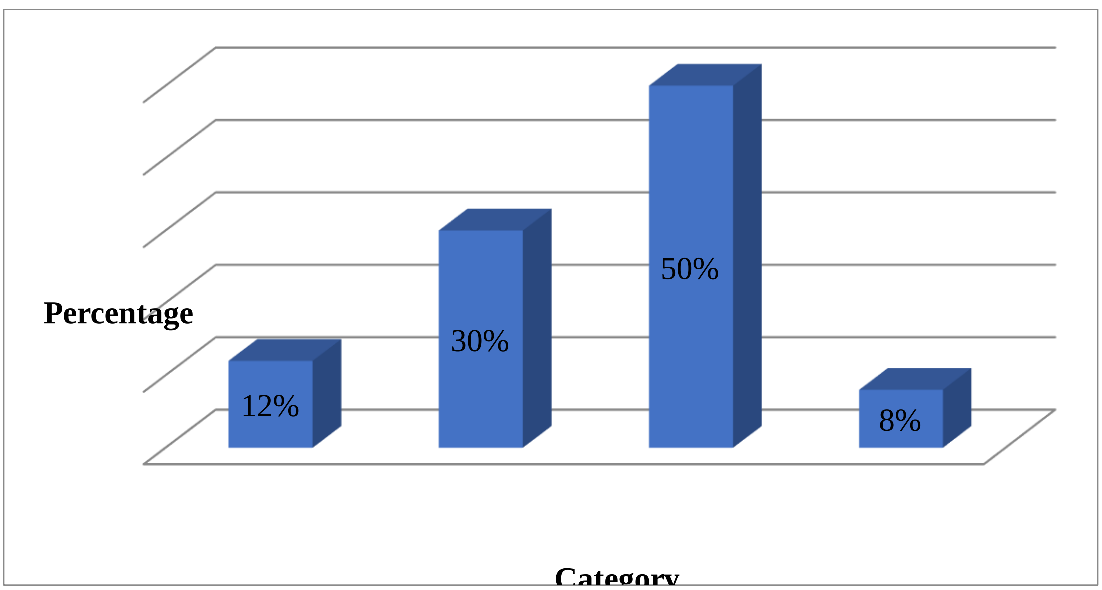
4.2.5 Analysis of years worked in the company

Table 4.5 Numbers of years worked in the company.

No. of yrs.	Respondents	Percentage (%)
<5 years	6	12
6 – 10 years	15	30
11 – 15 years	25	50
Over 15 years	4	8
Total	**50**	**100**

Source: Author (2021)

Figure 4.5 Age of respondents.



Source: Author (2021)

According to table 4.5 and figure 4.5 above, Between the age of 0-5 were 12% of the respondents, 30% were of the age between 6-10, while 50% were between 11-15 and 8% were of ages of above 15 years. It is therefore indicated from the study that majority of the response were the age between

11-15 years.

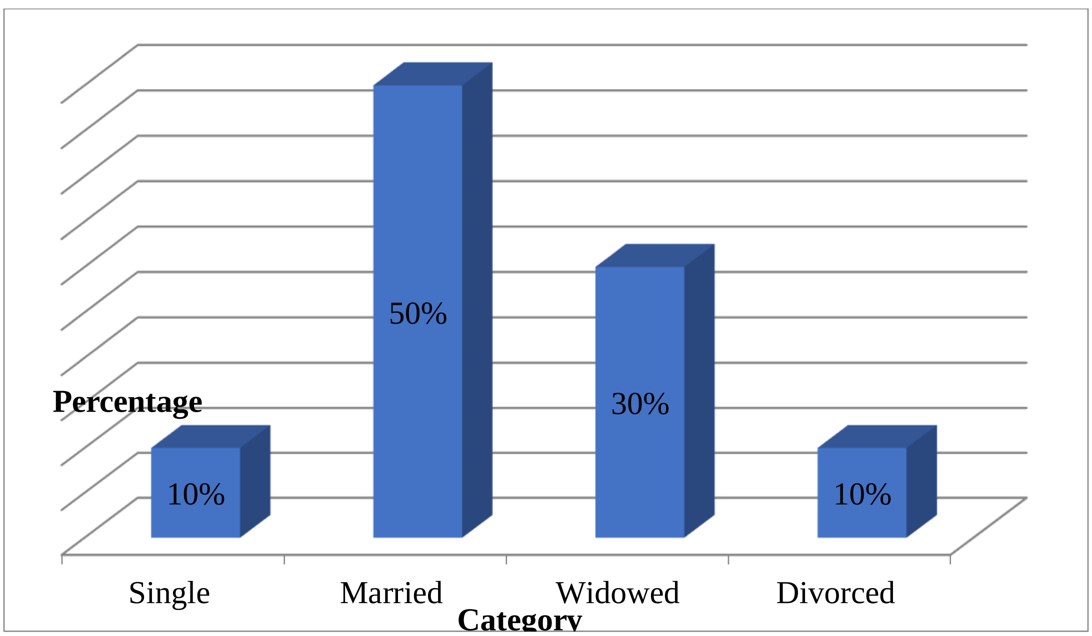
4.2.6 The analysis of the marital status.

Table 4.6 marital status

Marital status	**Respondent**	**Percentage (%)**
Single	5	10
Married	25	50
Widower	15	30
Divorced	5	10
Total	**50**	**100**

Source: Author (2021)

Figure 4.6 Marital Status



Source: Author (2021)

According to table 4.6 and figure 4.6 above indicates the analysis of marital. Based on the findings 10% of the respondents were single 50% of the respondents were married, 30% were widowed while 6% were divorced. This implies that the company has a stable work force.

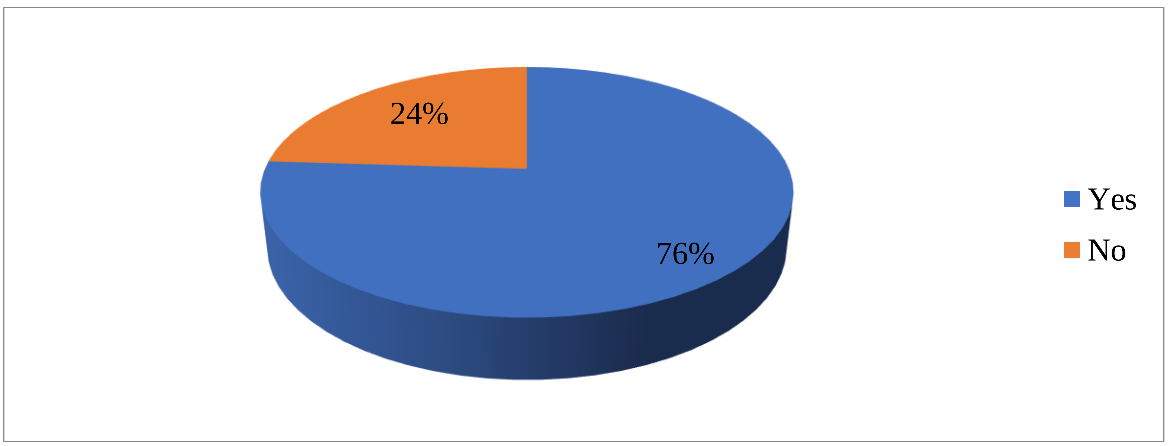
4.2.7 Effect of Competition on Appraisal.

Table 4.7 Competition Response Rate

Attributes	**No of respondents**	**Percentage (%)**
Yes	38	76
No	12	24
Total	**50**	**100**

Source: Author (2021)

4.7 Pie chart indicating the response rate of Competition.



Source: Author (2021)

The above table 4.7 and figure 4.7 above indicates that 38 respondents gave a positive response while 12 respondents gave a negative response. 76 % of the respondents admitted that competition affects appraisal that enhances the reliability of the service sector. However, 24 % of the respondents believe that competition don't affect appraisal.

4.2.8 Indicating do what extent does Competition affects appraisal of suppliers in service sector.

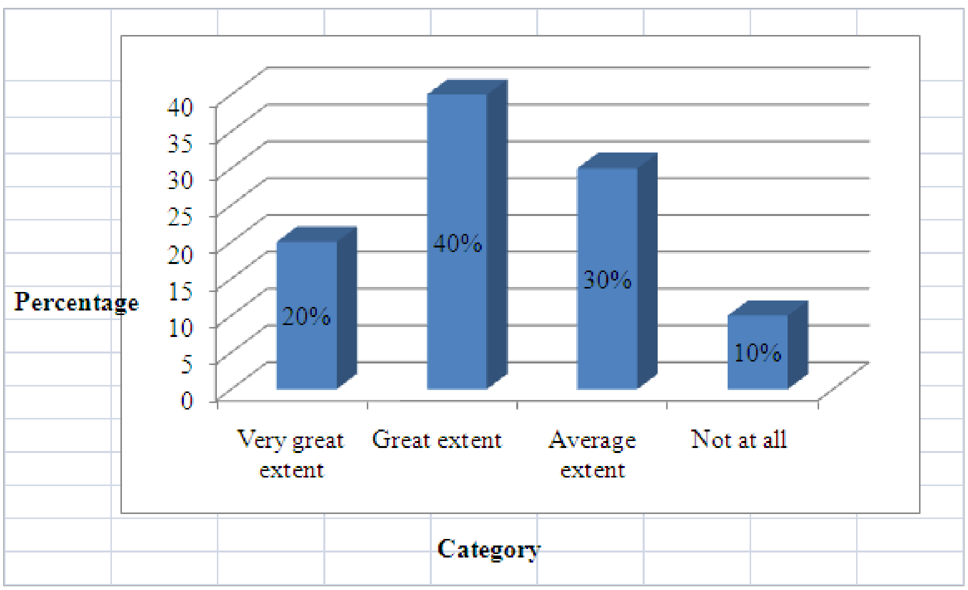
Table 4.8 Indicating do what extent does Competition affects appraisal in service sector.

Category	Respondents	Percentage (%)
Very great extent	10	20
Great extent	20	40
Average extent	15	30
Not at all	5	10
Total	**50**	**100**

Source: Author (2021)

The above information was presented in a bar-graph below showing the number of respondents against their respective departments.

Figure 4.8 the percentage of respondents against response rating of Competition.



Source: Author (2021)

Table 4.8 and figure 4.8 above shows that majority of the respondents which are 40% felt that the firm was competitive at a Great Extent .30% felt it was competed at an average extent,20% felt it was competed at very great extent While 10% of the respondents felt it was not all competed.

4.2.9 Effect of Leadership style on appraisal

Table 4.9 Indicating response rate about Leadership style.

Attributes	No of respondents	Percentage
Yes	36	72
No	14	28
Total	**50**	**100**

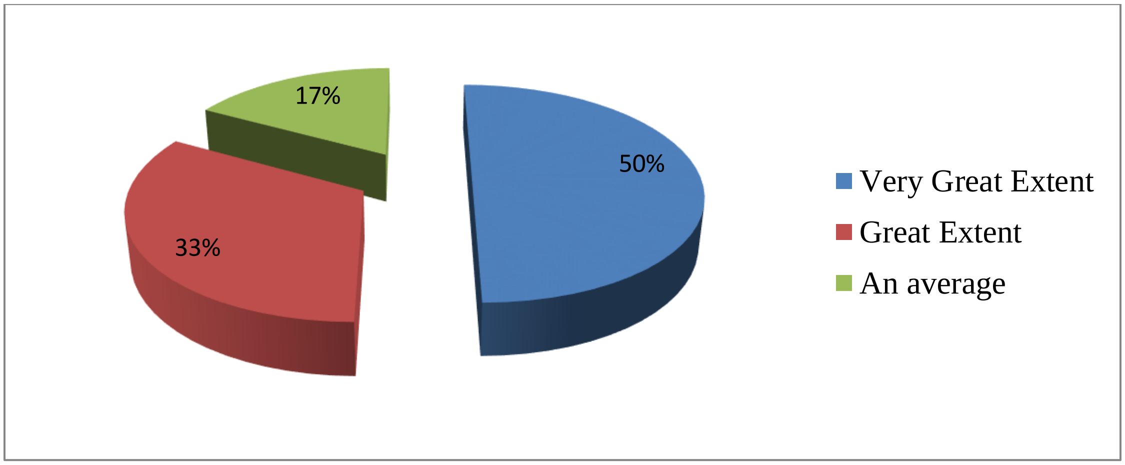
Source: Author (2021)

Table 4.10 Indicating to what extent leadership style affects appraisal.

Attributes	No of respondents	Percentage (%)
Very great extent	25	50
Great extent	17	33
An average	8	17
Not at all	0	0
Total	**50**	**100**

Source: Author (2021)

Figure 4.9 Pie-chart indicating the response rate about appraisal.



Source: Author (2021)

The above table 4.9, 4.10 and figure 4.9 shows that 36 respondents said yes that leadership style affects appraisal. 14 respondents admitted that leadership style does not affect appraisal. The result was that 72% of the actual sample admitted that leadership style affects appraisal while 28% does not agree that leadership style affect appraisal. The pie-chart above shows that 25 members of the respondents admitted that leadership style affect appraisal at a very great extent that formed 50% positive response from the actual sample. 17 respondents said that leadership style affect appraisal at a great extent that forms 33% of the actual sample. While 8 respondents admitted that 17% affects appraisal at an average rate that formed a positive returned questionnaire.

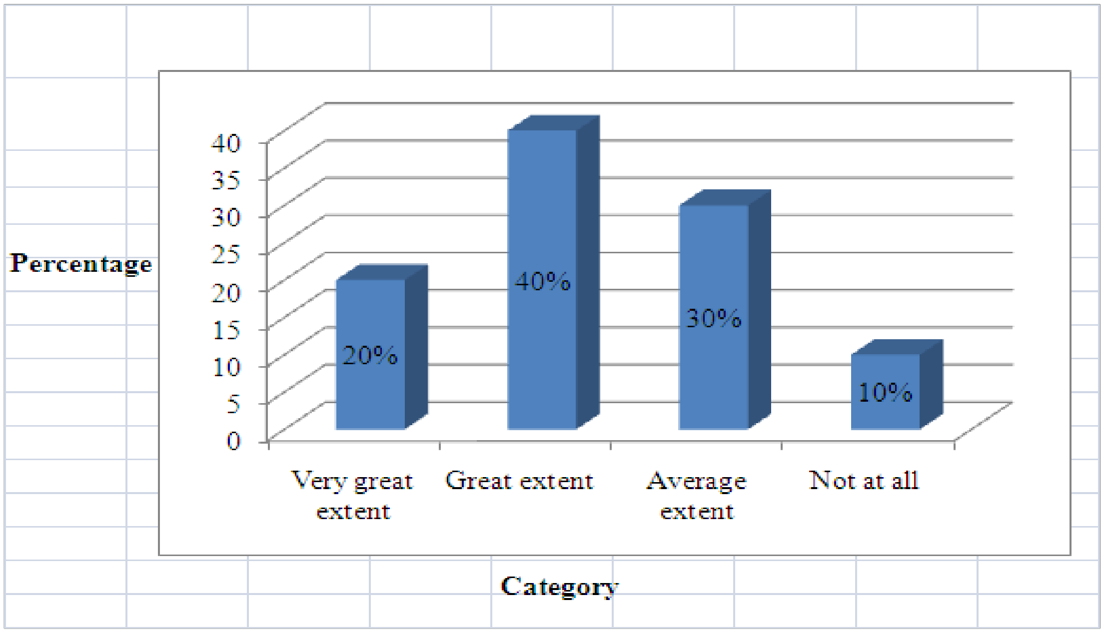
4.2.10 Effect of Staff Training

Table 4.11 Indicating do what extent does Staff Training affects appraisal in service sector.

Category	**Respondents**	**Percentage (%)**
Very great extent	10	20
Great extent	20	40
Average extent	15	30
Not at all	5	10
Total	**50**	**100**

Source: Author (2021)

Figure 4.10 the percentage of respondents against response rating of Staff training.



Source: Author (2021)

The above table 4.11 and figure 4.10 indicates that majority of the respondents which are 40% felt that the firm was fairly trained at a Great Extent .30% felt it was trained at an average extent,20% felt it was trained at very great extent While 10% of the respondents felt it was not all trained.

4.2.11 Effect of Cost of Operation on Appraisal.

Table 4.12 indicating the response rate about cost of operation.

Attributes	Respondents	Percentage
Yes	38	76
No	12	24
Total	**50**	**100**

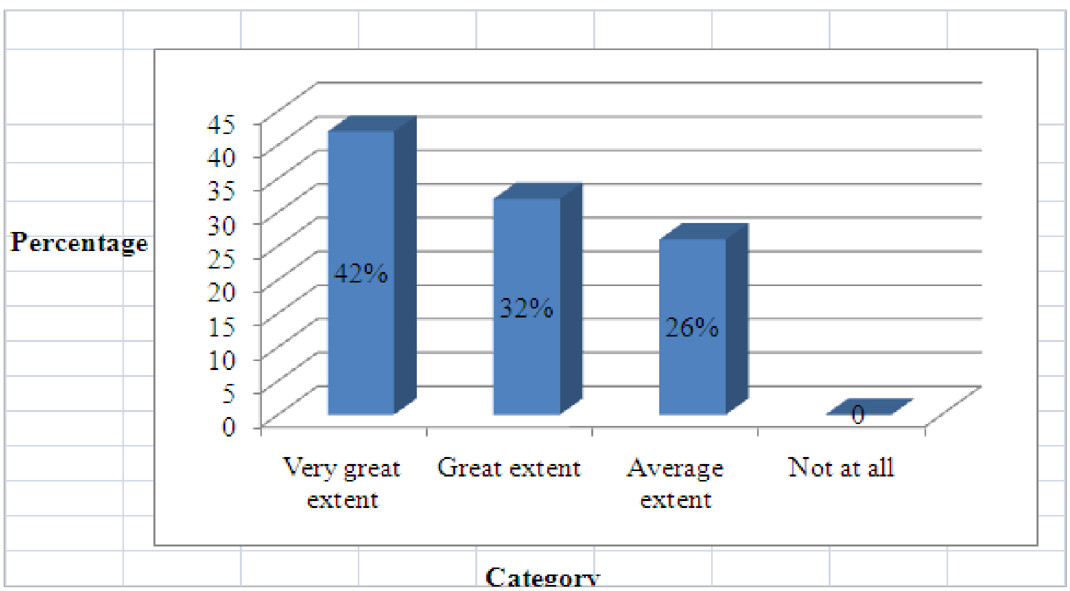
Source: Author (2021)

Table 4.13 Indicating to what extent does cost of operation affects appraisal in service sector.

Attribute	No of respondent	Percentage (%)
Very great extent	21	42
Great extent	16	32
Average extent	13	26
Not at all	0	0
Total	**50**	**100**

Source: Author (2021)

Figure 4.11 indicates the percentage of respondents against response category of Cost of Operation.



Source: Author (2021)

Table 4.11, 4.13 and figure 4.11 above indicates effects of cost of operation which was recorded in a bar-graph that indicated how cost of operation has affected the appraisal.21 respondents said that cost of operation affects appraisal at very great extent that formed 42% of the actual positive sample. 16 respondents admitted that it affects appraisal at a great extent, which formed 32% of the actual positive sample.13 respondents said that it only affects at an extent rate which formed 26% of the actual positive sample. This information was recorded and presented in a bar-graph below.

4.3. Summary of Data Analysis

Is a form of analyzing data and presenting in a non-numeric format that gives useful information to be implemented or adapted which enhances drawing of conclusion and recommendation for the above variables being studied? The inference depicted from the research represents information that thorough evaluation and analysis can be carried out. This is important in ensuring that the gathered data to be valid by the target population at large firm.

4.3.1 General Information

The Gender distribution at Precision Scale Factory stands at 60% for male and 40% for female. The summary of education level for the study as determined reveals that majority of the employees are university degree with 40 percent, followed by professional Training while secondary level was the last with 10 percent. This means that to qualify as employee at Precision scale, you must meet the requirement qualification. According to age response, between 0-5, 30% were of the age between 6-10, while 50% were between 11-15 and 8% were of ages of above 15 years. It was again indicated from the study that majority of the response were the age between 11-15 years. According to the analysis of marital, 10% of the respondents were single 50% of the respondents were married, 30% were widowed while 6% were divorced.

4.3.2 Competition.

Quantitatively, 76% of the respondents suggested that it affects appraisal. Competition between technical teams within organization is about working jointly with other function so as to achieve organizational objectives. What was clean is that competitiveness between was lacking. A greater part of the respondents felt that competition was sideline in development of organizations policies and strategies. If firm care organizations are to reduce pressure on costs and improve service quality competition within functional teams need to be addressed and proactively participate in strategy and policy development at the organization.

4.3.3 Leadership Style

Quantitatively, 72% suggested that affects appraisal in service sector. This has been occurred due to lack of management organization in service sector. The business environment is rapidly changing because of technology. The firm management therefore need to be aware of what is needed in terms of services, accessibility and quality of whatever products is required. Upon the update of over and over of ever-changing technology development and management in Leadership. The study found out that implementation cost of technology (leadership style) is high. Since most of the respondents felt that the cost of supply chain technology in leadership style affects implementation in appraisal, the management should be innovative in its effort to deliver the services.

4.3.4 Staff Training

Quantitatively, 40% of the respondents suggested that staff training affects appraisal in manufacturing firm whereby it should be continuous exercise since there are new ideas coming up, this will enable the staff members to acquire knowledge and skills in handling their duties hence provide excellent function. They also suggested that organization firm should recruit professional to increase work efficiency. That organization firm needs to maintain its competitive advantage towards its competitors.

4.3.5 Cost of Operation

Quantitatively, 76% of the respondents suggested that cost of operation affects appraisal in service sector. The stability of appraisal enables them to have confident with the organization for them to work hard to their assigned duties, in affording to attend to any necessary task in making delivery of goods, works and services. Any manufacturing firm without necessary resources becomes very difficult to work and achieve their performance. However, the investment of potential investors is determined on how cost of operation is essential for the service sector.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMEDATIONS

5.1 Introduction

The chapter entails and presents conclusions from the findings upon which recommendations are made, summary of findings and then finally suggestions for further research. This study aimed to examine the factors affecting appraisal of suppliers in a public sector.

5.2. Summary of findings.

5.2.1. How does competition affect appraisal in service sector?

The finding indicated that 20% of respondents were of view that competition affected the appraisal at 40% which was very great extent, 40% to a great extent, and 30% at an average extent while 10% felt that competition does not affect the appraisal in service sector. The respondents additionally added that working jointly with the management, user, and suppliers needs to be encouraged so as employment strategy to find opportunities for greater efficiencies.

5.2.2 To what extent does leadership style affect appraisal in service sector?

It was indicated that 50% of respondents from the findings were of view that leadership style affected the appraisal, 33% to a great extent and 17% at an average extent while 0% felt that leadership style does not affect the appraisal in service sector. Leadership challenges are high due to the costs of implementation and demand for specialized skills to run the automated systems. The management of firm needs to keep a breast with the technological advertisements in the market so as to increase the efficiency of this particular function as well as to enhance the role played by the employees on organizational productivity in service sector.

5.2.3 To what extent does staff training affect appraisal in service?

According to the study findings, 20% of respondents were of view that staff training affected the appraisal 40% to a great extent, and 30% at an average extent while 10% felt that staff training does not affect the appraisal in service sector. The respondents suggested that constant training and development of human resource staff was needed, as far too often human resource staffs were left out in capacity building. These respondents further added that training improves skill and confidence and therefore the ability to deliver to the realization of organization goals and objectives.

5.2.4. How does cost of operation affect appraisal in service sector?

The finding indicated that 42% of respondents were of view that cost of operation affected the appraisal 32% to a great extent, and 26% at an average extent while 0% felt that cost of operation does not affect the appraisal in service sector. The respondents suggested that if the cost of operation is well established, then the employee who is financially stable is in a position to perform all the duties that he/she is supposed to do or assigned by the organization and meet all the obligations as required.

5.3 Conclusions

From the study it can be concluded that competition, leadership style, staff training, cost of operation and taxation are challenges on appraisal in manufacturing firm in Kenya.

Competition in appraisal of suppliers in a public sector causes commercial firms to develop new technologies in related to products and services for better business decision. Competition though providing some advantages to companies is still highly expensive to acquire, especially to developing countries, such as Kenya.

Leadership challenges are high due to the costs of implementation and demand for specialized skills to run the automated systems. The management of firm needs to keep a breast with the technological advertisements in the market so as to increase the efficiency of this particular function as well as to enhance the role played by the employees on organizational productivity in service sector.

Staff Training: Well untrained or lack of training will demotivate the employees hence poor appraisal thus affecting the appraisal of employees. Staff training should be a continuous because new ideas are coming, and employees need to be well informed.

Cost of Operation are a crucial activity for any appraisal in service sector, especially now that technological advances all the time, year after year and in all institutions in different parts of the industry for better products and services for better establishment of the industrial organization.

5.4 Recommendations

5.4.1 Competition.

Competition should be adopted between technical teams within organization for working jointly with other function so as to achieve organizational objectives. Between the functional team, what was clean is that competition at the highest and in any level of the organization should also be enhanced. A greater part of the respondents felt that competition was sidelined in development of organizations policies and strategies. If firm care organizations are to reduce pressure on costs and improve service quality competition within functional teams need to be addressed and proactively participate in strategy and policy development at the organization.

5.4.2 Leadership Style

The business environment is rapidly changing because of leadership. The management of the firm must be aware of what is needed in terms of services, accessibility and quality of whatever products is required. The study recommended that implementation of technological infrastructure must be secured and accessed by service and end-users to increase efficiency in service delivery in service sector. Since most of the respondents felt that the cost of supply chain technology affects implementation in leadership. The management should be innovative in its effort to deliver the services.

5.4.3 Staff Training

Staff training should be a continuous exercise since there are new ideas coming up, this will enable the staff members to acquire knowledge and skills in handling their duties hence provide excellent function. They also suggested that organization firm should recruit professional to increase work efficiency. That organization firm needs to maintain its competitive advantage towards its competitors.

5.4.4 Cost of Operation

It was suggested that the cost of running Precision firm systems has risen radically throughout the management of industry. Company’s administrators’ battle with every tightening annual budget and community animosity as well as excess overhead costs associated with the appraisal management in appraisal process in the company.

5.5 Suggestion for Further Study

Appraisal is a very sensitive and crucial area in service sector, which tends to create a limit between the service firm output and the input. Appraisal always affects the operation of other departments in a service firm organization that needs a thorough investigation to meet their expectations. To achieve this, service firm must put up measures that are applied daily according to the prevailing situations. Therefore, appraisal provides further research on effects of appraisal in manufacturing firm depending on the kind of the organization. This study enhances further studies on the competition, leadership style, staff training, cost of operation and taxation on how it affects appraisal in service sector, Kenya based at Precision scale limited which strongly determines the company’s performance in the market.

REFERENCES

Alex Milimo and Davidson Jefferson. (1998) Procurement *Stores Management Practices in Organization.* 9th Edition, New Delhi, India

Aduma, L. K., & Kimutai, G. (2018). Project risk management strategies and project performance at the National Hospital Insurance Fund in Kenya. *International Academic Journal of Information Sciences and Project Management*, *3*(2), 80-110.

Ahamd, U., Ibrahim, Y. B., & Bakar, A. B. A. (2018). Malaysian Public Private Partnership Projects: Project Success Definition. *International Journal of Engineering & Technology*, *7*(3.30), 33-37.

Akanni, P. O., Oke, A. E., & Akpomiemie, O. A. (2015). Impact of environmental factors on building project performance in Delta State, Nigeria. *HBRC Journal*, *11*(1), 91-97.

Al-Hajj, A., &Zraunig, M. (2018). The Impact of Project Management Implementation on the Successful Completion of Projects in Construction. *International Journal of Innovation, Management and Technology*, *9*(1).

Benton W. (2007) *Purchasing and Supply Management*, 1st Edition, McGraw Hill New York USA.

Brian Wesley and Kenneth Kay (2014) *Public Procurement Oversight Authority*, New Edition, Jomo Kenyatta Foundation Publishers, Nairobi, Kenya.

Brown Farrigton and Kenneth Levison (2017) *World summit of procurement practices*, 13th The European Journal of Publishers, Kenya Institute of supplies Chain Management.

Burt T. and Dobbler M. (2005) *Supply Chain Management Practices*, 8th Edition, McGrey Hill Academy, Sydney, Australia.

Barraza, G. A., Back, W. E., & Mata, F. (2004). Probabilistic forecasting of project performance using stochastic S curves. *Journal of Construction Engineering and Management*, *130*(1), 25-32.

Belachew, A. S., Mengesha, W. J., & Mohammed, M. (2017). Causes of Cost Overrun in Federal Road Projects of Ethiopia in Case of Southern District. *American Journal of Civil Engineering*, *5*(1), 27.

Beleiu, I., Crisan, Main factors influencing project success. *Interdisciplinary Management Research*, *11*(2), 59-72.

Bhoola, V. (2015). Impact of project success factors in managing software projects in India: An empirical analysis. *Business Perspectives and Research*, *3*(2), 109-125.

Bobera, D., &Trninic, J. (2006). Project Management and the Aspects of Quality Management-An Integrative Approach. *Management Information Systems*, *1*, 45-51.

Bragg, S. M. (2010). *Cost reduction analysis: tools and strategies* (Vol. 7). John Wiley & Sons.

Brannen, J. (2017). *Mixing methods: Qualitative and quantitative research*. Routledge.

Camilleri, E. (2016). *Project success: critical factors and behaviours*. Routledge.

Conforto, E. C., Amaral, D. C., da Silva, S. L., Di Felippo, A., &Kamikawachi, D. S. L. (2016). The agility construct on project management theory. *International Journal of Project Management*, *34*(4), 660-674.

Cope, D. G. (2015). Case study research methodology in nursing research. In *Oncology nursing forum* 42 (6), 681-682). Oncology Nursing Society.

Correa, A. (2016). *Project management in architectural practices: project success factors in building design processes* (Doctoral dissertation, Dublin Business School).

David J. and Morrison A. (1994) *Purchasing Principles Storage and Supply of Materials* 6th Edition Prentice Hall London UK

Dobler M. and Burt T. (1997), *Purchasing and Supply Management***,** 6th Edition, McGraw – Hill Irwin, London UK

Forker Johnstone. (2001) *Food Storers, Logistics and Supply Chain Practices* 8th Edition, Kigali, Rwanda.

Galle J. (2002) *Electronic online Procurement and Commerce* 12th, Edition, European Publishers, Denmark

Garwin M. (1987) *Warehousing, Procurement Stores Management Practices*, 11th, Edition, Johnson and Johnson Company Limited.

Nartey M. (2008) *Purchasing and supply Chain Management* 6th, Edition, McGraw Hill New York USA.

Peter Brian. and Jefferson Rodgers (2016***)*** *Principle of organization Management and Practices*, 12th Edition, Kenyatta Universilty Library, Nairobi City, Kenya.

Weele J (2005) *Purchasing and Supply Chain Management* 4th, Edition Eindhoven University of Technology, London UK.

Denzin, N. K. (2017). *The research act: A theoretical introduction to sociological methods*. Routledge.

Fletcher, A. J. (2017). Applying critical realism in qualitative research: methodology meets method. *International Journal of Social Research Methodology*, *20*(2), 181-194.

Francis, J. R., & Wilson, E. R. (1988). Auditor changes: A joint test of theories relating to agency costs and auditor differentiation. *Accounting Review*, 663-682.

Golini, R., Kalchschmidt, M., &Landoni, P. (2015). Adoption of project management practices: The impact on international development projects of non-governmental organizations. *International Journal of Project Management*, *33*(3), 650-663.

Hacker, M., &Doolen, T. (2007). Alignment at the top: A case study investigating this critical factor in project implementation. *Engineering Management Journal*, *19*(1), 38-42.

Hayford, F., & Sarfraz, A. (2013). Tools and Techniques for Project Risk Management: Perspective of Micro to Small Scale Construction Firms in Ghana.

Irtemeh, D. H. J. A. Dr.mervatmohmmad Al Mhirat (2013). Risk management and its impact on projects success in Jordanian Ministry of environment.

Javani, B., &Rwelamila, P. M. D. (2016). Risk management in IT projects–A case of the South African public sector. *International Journal of Managing Projects in Business*, *9*(2), 389-413.

Johansson, P. O., &Kriström, B. (2018). *Cost-benefit analysis*. Cambridge University Press.

Jørgensen, M., &Moløkken-Østvold, K. (2006). How large are software cost overruns? A review of the 1994 CHAOS report. *Information and Software Technology*, *48*(4), 297-301.

Kerzner, H. (2018). *Project management best practices: Achieving global excellence*. John Wiley & Sons.

Kerzner, H., & Kerzner, H. R. (2017). *Project management: a systems approach to planning, scheduling, and controlling*. John Wiley & Sons.

King, K. A., & Mackey, A. (2016). Research methodology in second language studies: Trends, concerns, and new directions. *The Modern Language Journal*, *100*(S1), 209-227.

Kinyua, E., Ogollah, K., & Mburu, D. K. (2015). Effect of risk management strategies on project performance of small and medium information communication technology enterprises in Nairobi, Kenya. *International Journal of Economics, Commerce and Management*, *3*(2), 1-30.

Kishk, M., &Ukaga, C. (2008). The impact of effective risk management on project success. In *Proceedings of the 24th Annual ARCOM conference.*. ARCOM.

Kothari, C. R. (2017). Research Methodology methods and techniques second edition.

Kropf, R., &Scalz, G. (2008). Great project management= IT success. *Physician executive*, *34*(3), 38-41.

Kululanga, G., &Kuotcha, W. (2010). Measuring project risk management process for construction contractors with statement indicators linked to numerical scores. *Engineering, Construction and Architectural Management*, *17*(4), 336-351.

Lanza, R. B., Gilbert, S., & Lamoreaux, M. (2007). A risk-based approach to journal entry testing. *Journal of Accountancy*, *204*(1), 32.

Legris, P., &Collerette, P. (2006). A roadmap for IT project implementation: Integrating stakeholders and change management issues. *Project Management Journal*, *37*(5), 64-75.

Lengnick-Hall, M., &Lengnick-Hall, C. (2002). *Human resource management in the knowledge economy: New challenges, new roles, new capabilities*. Berrett-Koehler Publishers.

Leybourne, S. A. (2009). Improvisation and agile project management: a comparative consideration. *International Journal of Managing Projects in Business*, *2*(4), 519-535.

Liu, S. (2015). Effects of control on the performance of information systems projects: the moderating role of complexity risk. *Journal of Operations Management*, *36*, 46-62.

Lock, D. (2017). *The essentials of project management*. Routledge.

Madapusi, A., & D'Souza, D. (2012). The influence of ERP system implementation on the operational performance of an organization. *International Journal of Information Management*, *32*(1), 24-34.

Makridakis, S., Wheelwright, S. C., & Hyndman, R. J. (2008). *Forecasting methods and applications*. John wiley& sons.

Martin, N. L., Pearson, J. M., &Furumo, K. A. (2005, January). IS project management: size, complexity, practices and the project management office. In *Proceedings of the 38th Annual Hawaii International Conference on System Sciences* (pp. 234b-234b). IEEE.

Mazareanu, V. P. (2007). Risk management and analysis: risk assessment (qualitative and quantitative).

Mburu, S. N. (2017). Influence of project planning on sustainability of road construction projects in Nairobi City County, Kenya*:* (Doctoral dissertation, MUA).

Mugenda, A. G. (2008). Social science research: Theory and principles. *Nairobi:*

Musyoka, B. S. (2012). Project risk management practices and success of capital projects in Kenya (Doctoral dissertation, School of Business, University of Nairobi).

Mwangu, A. W., &Iravo, M. A. (2015). How monitoring and evaluation affects the outcome of constituency development Fund Projects in Kenya: a case study of projects in Gatanga Constituency. *International Journal of Academic Research in Business and Social Sciences*, *5*(3), 2222-6990.

Naoum, S. G., Fong, D. A. N. I. E. L., & Walker, G. A. R. Y. (2004). Critical success factors of project management.

Nieto-Morote, A., &Ruz-Vila, F. (2011). A fuzzy approach to construction project risk assessment. *International Journal of Project Management*, 29(2), 220-231

Ogola, A,E. (2012). An investigation into the challenges facing the uptake of the sacco link system: A case of selected SACCOs in Nairobi County, Kenya

Orgut, R. E., Zhu, J., Batouli, M., Mostafavi, A., &Jaselskis, E. J. (2018). Metrics That Matter: Core Predictive and Diagnostic Metrics for Improved Project Controls and Analytics. *Journal of Construction Engineering and Management*, *144*(11), 04018100.

Pimchangthong, D., &Boonjing, V. (2017). Effects of risk management practices on IT project success. *Management and production engineering review*, *8*(1), 30-37.

Popescu, F. (2017). Analysis of forecasting methods from the point of view of early warning concept in project management. *SEA: Practical Application of Science*, *5*(3).

Richard, M. O. (2016). Influence of Technology on Customer Relationship Management among Commercial Banks in Kenya.

Rozenes, S., Vitner, G., &Spraggett, S. (2006). Project control: literature review. *Project Management Journal*,7(6),56-67

Rubin, M. (2013). Why is the Risk Analysis Essential in the Project Management Process?. *Romanian Distribution Committee Magazine*, *4*(4), 31-42.

Rumane, A. R. (2016). *Quality management in construction projects*. CRC Press.

Saeed, Y. S. (2018). Cost and Time Risk Management in Construction Projects. *Tikrit Journal of Engineering Sciences*, *25*(1), 42-48.

Sakka, O., Barki, H., &Côté, L. (2016). Relationship between the interactive use of control systems and the project performance: The moderating effect of uncertainty and equivocality. *International Journal of Project Management*, *34*(3), 508-522.

Salkeld, D. (2016). *Project risk analysis: techniques for forecasting funding requirements, costs and timescales*. Routledge.

Sebestyen, Z., &Babos, G. (2012). Forecasting in Project Monitoring System Based on the Concept of Earned Schedule. In *Management International Conference* (pp. 863-876).

Serrador, P. (2013). The Impact of Planning on Project Success-A Literature Review. *The Journal of Modern Project Management*, *1*(2).

Serrador, P., & Pinto, J. K. (2015). Does Agile work?—A quantitative analysis of agile project success. *International Journal of Project Management*, *33*(5), 1040-1051.

Sessler, D. I., &Imrey, P. B. (2015). Clinical research methodology 2: observational clinical research. *Anesthesia& Analgesia*, *121*(4), 1043-1051.

Sinesilassie, E. G., Tabish, S. Z. S., & Jha, K. N. (2018). Critical factors affecting cost performance: a case of Ethiopian public construction projects. *International Journal of Construction Management*, *18*(2), 108-119.

Smith, J. A. (Ed.). (2015). *Qualitative psychology: A practical guide to research methods*. Sage.

Stark, J. (2015). Product lifecycle management. In *Product lifecycle management (Volume 1)* (pp. 1-29). Springer, Cham.

Sutrisna, M., &Setiawan, W. (2016). 14 The application of grounded theory methodology in built environment research. *Research methodology in the built environment: A selection of case studies*, 231.

Toor, S.-U.-R., and Ogunlana, S. O. (2008). "Problems causing delays in major construction projects in Thailand." *Constr. Manage. Econ*., 26(4), 395–408.

Voss, C. (2010). Case research in operations management. In *Researching operations management* (pp. 176-209). Routledge.

Wafula, E. F. (2017). Factors Influencing Road Projects Performance In Kenya: A Case Of Road Contractors In Machakos County. *Univeristy of Nairobi*.

Wallace, L., Keil, M., & Rai, A. (2004). How software project risk affects project performance: An investigation of the dimensions of risk and an exploratory model. *Decision sciences*, *35*(2), 289-321.

APPENDICES

Appendix I: Introduction Letter

Dear respondent,

I am a Student from the Management University of Africa. I am m conducting an academic research "***Factors affecting appraisal of supplies in a public sector: A case Study of Kenya National Highway Authority".*** I have specifically selected you to participate in this study for academic purposes. The information obtained during this study will be treated with utmost confidentiality and neither your name nor the institution you represent will be used in any document based on this study.

Thanks in advance for your willingness to generously contribute to this research.

Yours faithfully,

Moses Tsuma Wakhu

Research Student

APPENDIX II

QUESTIONNAIRE

This questionnaire is intended to collect data on the topic: *"Factors affecting appraisal of suppliers in a public sector"*. The objectives of information are for academic purposes only and will be treated with confidentiality. Kindly fill in the questionnaire where appropriate.

SECTION A: GENERAL INFORMATION

i.	What is your Gender	**Category**	**Response**
		Male	
		Female	
ii.	Highest level of education	**Category**	**Response**
		None	
		Primary	
		Secondary	
		Tertiary	
		University	
		Others (please specify)	
iii.	Number of years the sector has been in existence/operation	**Category**	**Response**
		< 2 years	
		3 to 4 years	
		5 to 6 years	
		Over 6 years	
iv.	Marital Status	**Category**	**Response**
		Single	
		Married	
		Widow(er)	
		Divorced	

SECTION 2– COMPETITION

1. Does competition affect appraisal of suppliers?

   Yes ☐

   No ☐

If yes, How?

…………………………………………………………………………………………………

…………………………………………………………………………………………………

…………………………………………………………………………………………………

2. To what extent does competition affect appraisal of suppliers?

   Very great extent ☐

   Great extent ☐

   Average extent ☐

   Not at all ☐

3. Who are your competitors?

   Government sector ☐

   Private sector ☐

   NGO ☐

Others, please explain……………………………………………………………………….

………………………………………………………………………………………………...

………………………………………………………………………………………………...

4. What are their strengths and weaknesses?

Products

Services

Others, please explain……………………………………………………………………

……………………………………………………………………………………………

……………………………………………………………………………………………

SECTION 3 – LEADERSHIP STYLE

5. Does the leadership style affect appraisal of suppliers?

   Yes

   No

If yes, kindly explain?

……

……

6. In What extent does leadership style affect appraisal of suppliers?

   Very Great extent

   Great extent

   Average extent

   Not at all

7. To what extent does leadership practice affect appraisal of suppliers?

   Very Great extent

   Great extent

   Average extent

   Not at all

8. To what extent does leadership style affect organizational performance?

   Very Great extent

   Great extent

   Average extent

   Not at all

Others, please explain.

………………………………………………………………………………………………………

………………………………………………………………………………………………………

………………………………………………………………………………………………………

SECTION 4 – STAFF TRAINING

9. Does staff training affect appraisal of suppliers?

   Yes ☐

   No ☐

If yes, Kindly Explain?

………………………………………………………………………………………………………

………………………………………………………………………………………………………

………………………………………………………………………………………………………

10. To what extent does staff training affect appraisal of suppliers?

   Very Great extent ☐

   Great extent ☐

   An Average ☐

   Not at all ☐

Others, please explain.

………………………………………………………………………………………………………

………………………………………………………………………………………………………

………………………………………………………………………………………………………

11. What are management expectations after training regarding appraisal of suppliers?

   Very high productivity ☐

   Great productivity ☐

   An Average ☐

   Not at all ☐

12. What benefits does the organization accrue from elaborate firm staff developed training?

…………………………………………………………………………………………
…………………………………………………………………………………………
…………………………………………………………………………………………

SECTION 5 – COST OF OPERATION

13. Does cost of operation affects appraisal of suppliers?

Yes ☐

No ☐

If yes, describe?

…………………………………………………………………………………………
…………………………………………………………………………………………
…………………………………………………………………………………………

14. To what extent does cost of operation affects appraisal of suppliers?

Very Great extent ☐

Great extent ☐

An Average ☐

Not at all ☐

Others, please explain.

…………………………………………………………………………………………
…………………………………………………………………………………………
…………………………………………………………………………………………

15. What challenges to you encounter regarding to cost of operation for appraisal of suppliers?

Leadership style ☐

Management ☐

Financial ☐

Stakeholders' involvement ☐

Others, please explain.

……………………………………………………………………………………………………

……………………………………………………………………………………………………

……………………………………………………………………………………………………

THANK YOU FOR YOUR CO-OPERATION