

**FACTORS AFFECTING THE PERFORMANCE OF PROCUREMENT IN
MANUFACTURING INDUSTRIES IN KENYA. A CASE STUDY ACTOM KENYA
LIMITED**

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DECLARATION

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

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

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DEDICATION

I dedicate this work to my spouse, Josephine Mutua, my daughter Terryanne Wanza, and my son Israel Musyimi.

ACKNOWLEDGMENT

I thank God for His love and guidance during this trip. I am thankful to my supervisor, Patricia Makokha, for her consistent support and expertise in designing this project. I also appreciate my peers for their encouragement as well as understanding. I am grateful to the Management University of Africa administration for their assistance and inspiration during my academic journey. Finally, thank Actom Kenya Ltd and its workers for supplying the data that made this research feasible.

ABSTRACT

Procurement performance in Kenya's industrial sector remains weak due to supply chain inefficiencies, limited e-procurement integration, inadequate supplier collaboration, insufficient staff competencies, and low management support. These challenges increase operational costs, delay production processes, and reduce organizational competitiveness and overall procurement effectiveness. The study explored factors affecting procurement performance in Kenya's manufacturing division, concentrating on Actom Kenya Ltd. The specific objectives include: investigating the impact of supplier relationship management, assessing the role of procurement staff competency, evaluating the effects of e-procurement adoption, and analyzing top leadership support on procurement performance at Actom Kenya Ltd. This study used a descriptive research design. The research focuses on 82 employees of Actom Kenya Ltd, from all departments. The investigator employed the census sampling method to determine the sample size. Data was gathered by employing a standardized questionnaire. Statistics were cleaned, coded, and examined using Microsoft Excel. Descriptive statistics were summarized, while results were interpreted and presented using tables and figures to support decision-making. The study achieved a response rate of 87.5% (70 out of 80 questionnaires). Demographic findings 56% of those surveyed were found to be male, and 44% were female, while 44% possessed undergraduate degrees, and 77% had been employed in the organization for five years or more. Descriptive outcomes indicated positive perceptions regarding supplier relationship management (overall mean = 4.00), procurement staff competency (overall mean = 4.06), e-procurement adoption (overall mean = 4.01), top management support (overall mean = 3.99), and procurement performance (overall mean = 3.98). Supplier compliance with contract terms recorded the highest mean score (M = 4.18), while regular staff training also scored highly (M = 4.18), suggesting strong procurement practices within the company. The investigation discovered that effective supplier management through strong communication and trust enhanced procurement processes. Competent procurement personnel, equipped with relevant skills and training, positively affected efficiency and making decisions. The use of digital procurement systems streamlined operations and improved coordination, supported by user acceptance and integration with existing technology. Active senior management engagement provided strategic direction and resource allocation, strengthening procurement functions. Recommendations include the need for improved supplier relationship management in manufacturing through organized communication and long-term engagement. Continual professional development in procurement, focusing on legislation, negotiation, and digital tools, is essential. Competent staff and mentorship are necessary for decision-making and growth. The study advocates for the implementation of e-procurement systems, suggesting investments in digital infrastructure, user training, and automation. Top management engagement is crucial for resource allocation and alignment with organizational goals. Future research should explore additional factors affecting procurement effectiveness and conduct comparative studies across sectors to identify trends.

TABLE OF CONTENTS

DECLARATION	ii
DEDICATION.....	iii
ACKNOWLEDGMENT	iv
ABSTRACT.....	v
TABLE OF CONTENTS	vi
LIST OF TABLES	viii
LIST OF FIGURES.....	ix
ACRONYMS AND ABBREVIATIONS.....	x
OPERATIONAL DEFINITION OF TERMS.....	xi
CHAPTER ONE.....	1
INTRODUCTION	1
1.0 Introduction.....	1
1.1 Background of the Study.....	1
1.2 Statement of the Problem	4
1.3 Objectives of the Study	5
1.4 Research Questions	6
1.5 Significance of the Study	6
1.6 Scope of the Study	7
1.7 Chapter Summary	7
CHAPTER TWO.....	8
LITERATURE REVIEW	8
2.0 Introduction.....	8
2.1 Theoretical Literature Review	8
2.2 Empirical Literature Review	11
2.3 Summary and Research Gaps	15
2.4 Conceptual Framework	17
2.5 Operationalization of Variables	17
2.6 Chapter Summary	18
CHAPTER THREE.....	19
RESEARCH DESIGN AND METHODOLOGY	19

3.0 Introduction.....	19
3.1 Research Design	19
3.2 Target Population.....	19
3.3 Sample and Sampling Technique.....	20
3.4 Instruments	20
3.5 Pilot Study	20
3.6 Data Collection Procedure.....	21
3.7 Data Analysis and Presentation.....	21
3.8 Ethical Considerations.....	22
3.9 Chapter Summary	23
CHAPTER FOUR	24
RESEARCH FINDINGS AND DISCUSSION	24
4.0 Introduction.....	24
4.1 Response Rate.....	24
4.2 Demographic Results	24
4.3 Descriptive Statistics	27
4.4 Limitations of the Study	31
4.5 Chapter Summary	31
CHAPTER FIVE.....	32
SUMMARY, RECOMMENDATIONS, AND CONCLUSIONS.....	32
5.0 Introduction.....	32
5.1 Summary of Findings	32
5.2 Conclusion	33
5.3 Recommendations	34
5.4 Suggestions for Further Research	35
REFERENCES.....	36
APPENDIX I: INTRODUCTION LETTER	
APPENDIX II: QUESTIONNAIRE	
APPENDIX III: PLAGIARISM LETTER	

LIST OF TABLES

Table 1: Summary and Research Gaps.....	15
Table 2: Operationalization of Variables.....	17
Table 3: Target Population.....	19
Table 4: Sample.....	20
Table 5: Response Rate	24
Table 6: Gender.....	24
Table 7: Highest level of Education	25
Table 8: Years worked in the Organization	26
Table 9: Supplier Relationship Management.....	27
Table 10: Procurement Staff Competency.....	28
Table 11: E-Procurement Adoption.....	29
Table 12: Top Management Support.....	29
Table 13: Procurement Performance	30

LIST OF FIGURES

Figure 1: Conceptual Framework.....	17
Figure 2: Gender	25
Figure 3: Highest level of Education.....	26
Figure 4: Years worked in the Organization.....	27

ACRONYMS AND ABBREVIATIONS

KNBS	Kenya National Bureau of Statistics
MUA	The Management University of Africa
SRM	Supplier Relationship Management
STD	Standard Deviation

OPERATIONAL DEFINITION OF TERMS

E-Procurement Adoption	is the implementation and use of electronic technologies and digital tools to program, simplify, and optimize transparency in procurement procedures.
Procurement Performance	is the efficacy and productivity of procurement activities in attaining cost savings, quality standards, timely delivery, compliance, and organizational objectives.
Procurement Staff Competency	competence refers to the expertise and skills, experience, and professional abilities required to effectively manage procurement processes, ensure compliance, and achieve value for money.
Supplier Relationship Management	is a systematic method for managing contacts with vendors to improve cooperation and performance, trust, value creation, and long-term shared benefits.
Top Management Support	is the promise, involvement, and supply allocation by senior leadership to strengthen procurement functions and ensure strategic alignment.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

The chapter outlined the background, problem statement, objectives, research questions, significance of the research, and scope of the investigation.

1.1 Background of the Study

The effectiveness and efficiency of purchasing are the most important aspects of procurement performance. According to Minja (2024), procurement performance is the foundation of an organization's success since it leads to the competitive acquisition and purchase of high-quality commodities, which provides the company's products or services with a competitive advantage in the market. Effective procurement performance is vital for minimizing delivery delays, ensuring higher quality, and reducing defects, which in turn enhances profitability and drives organizational progress. Procurement success is measured by how well corporate goals are achieved, particularly the ability to maximize value for expenditure on products and services. Key elements of procurement include planning, standards-setting, specifications, supplier selection, value analysis, financing, negotiations, contract management, and inventory handling (Changalima & Mdee, 2023).

Globally, procurement management plays a key role in assuring accountability, efficiency, and value for money in companies. In Australia, developing procurement methods increasingly stress social value and strategic objectives, underlining the necessity for formalized performance systems (Loosemore et al., 2020). Modern assessment methodologies emphasize integrated procurement maturity models to quantify development effectiveness and value for money (Cook et al., 2024). In developing economies, implementation of e-procurement has enhanced vendor transaction efficiency and transparency, increasing performance results (Cherian et al., 2020). Moreover, characteristics such as leadership commitment, staff competence, and regulatory frameworks strongly impact procurement success in public companies (Minja, 2024). Collectively, these studies suggest that established processes, technology uptake, and institutional backing are critical for increasing procurement effectiveness across industries.

From an African perspective, factors of procurement performance are directly connected to trust, sustainable practices, and institutional capability across diverse country settings. In

Tanzania, Kimario and Kira (2024) illustrate that trust-based buyer–supplier integration considerably enhances procurement performance in major industrial enterprises by boosting coordination and information sharing. In Ghana, ETSE (2024) recognizes sustainable procurement practices, legislative frameworks, and organizational commitment as significant drivers determining procurement results. Meanwhile, in the DRC, An and Bitamba (2020) identify elements such as management competency, resource availability, and project control systems as crucial to success in construction-related procurement. Collectively, research from these African countries reveals that relationship management, sustainability focus, and robust governance frameworks are major drivers of good procurement performance throughout the continent.

A World Bank (2020) research identified flaws in Kenyan public procurement, such as a lack of openness, fair competition, and professionalism, which lead to inefficiencies and financial losses caused by corruption. Determinants of procurement performance in the Kenyan context center upon strategic approaches, institutional frameworks, and operational competencies that increase efficiency and value for money. Akinyi and Ndeti (2024) underline that the adoption of global procurement procedures greatly increases performance among big industrial enterprises in Nairobi County. Similarly, Ndemo and Achuora (2020) underline the relevance of procurement key performance indicators in increasing accountability and organizational results within state agencies. Organized measuring methods, benchmarking, and compliance with best practices are key factors for procurement success in Kenya's competitive and regulated economy.

Technological adoption and supplier management also play a major role in affecting procurement success in Kenya. Chebet and Kihara (2022) discovered that e-procurement systems boost transparency, shorten cycle times, and improve overall efficiency in manufacturing enterprises. In addition, Kiarie, Ngugi, and Rajab (2021) indicate that successful supplier relationship management favorably influences organizational performance via cooperation, trust, and dependability. This demonstrates that digital transformation, strategic supplier alliances, and performance monitoring frameworks are key drivers of procurement success in Kenya's industrial and governmental sectors.

1.1.1 Supplier Relationship Management

According to Kirema et al. (2025), Supplier Relationship Management (SRM) refers to the systematic process a business utilizes to analyze, choose, monitor, and interact with its

suppliers to maximize mutual value generation. It focuses on developing long-term connections rather than participating in strictly transactional interactions. Effective SRM comprises supplier assessment, communication, performance monitoring, trust-building, and dispute resolution. Strong supplier connections promote dependability, quality consistency, cost efficiency, and innovation throughout the supply chain. By enabling cooperation and openness, firms may decrease risks, boost responsiveness, and improve overall procurement results. Strategic supplier alliances also foster continual improvement and sustainable business practices throughout supply networks (Kirema et al., 2025).

1.1.2 Procurement Staff Competency

Procurement employee competence relates to understanding and talents, as well as professional traits necessary for successful procurement management. It involves technical skills such as contract management, negotiation, cost analysis, and regulatory compliance, as well as soft skills like communication, ethics, and decision-making. Competent procurement specialists guarantee adherence to rules, preserve transparency, and secure value for money. Continuous professional growth, qualification, and experience increase procurement capabilities. High levels of expertise promote operational efficiency, eliminate procurement mistakes, and improve supplier management. Skilled individuals are better suited to adapt to new technology and react to shifting market situations successfully (Mutesi & Safari, 2021).

1.1.3 E-Procurement Adoption

E-procurement implementation refers to the utilization of electronic technology and electronic platforms to handle sourcing services, including obtaining and tendering, ordering, invoicing, and payment. It combines information technology into obtaining operations to promote efficient, transparent, and accountability. E-procurement solutions decrease paperwork, expedite procurement timelines, and boost data accuracy. They also promote real-time contact with suppliers and enable improved monitoring of transactions. Adoption of such technologies encourages cost savings, decreases human mistakes, and enhances compliance with procurement requirements. Digital procurement solutions assist data-driven decision-making and increase overall supply chain visibility and effectiveness (Waithaka & Kimani, 2021).

1.1.4 Top Management Support

Top leadership support refers to the dedication, engagement, and leadership offered by top executives in boosting procurement operations inside a business. It comprises providing enough resources, developing clear policies, supporting strategic objectives, and fostering

innovation. When top executives prioritize procurement, it obtains corporate awareness and strategic alignment. Management support boosts policy enforcement, improves interdepartmental collaboration, and strengthens accountability systems. Strong leadership commitment develops a culture of compliance and ongoing development. Additionally, visible support from top management enhances staff engagement and promotes the effective implementation of procurement reforms and technology developments (David et al., 2024).

1.1.5 Procurement Performance

Jama and Mohamud (2024) assert that the degree to which corporate procurement goals have been met constitutes Procurement effectiveness. Procurement effectiveness is defined as the efficacy and effectiveness in purchasing operations in fulfilling corporate goals. It is often quantified using measures e.g. cost savings, value of products and facilities, timely delivery, acquiescence with rules, and supplier dependability. High procurement performance promotes efficient resource usage and value for money. It also adds to operational continuity and competitive advantage. Performance evaluation entails monitoring procurement procedures, assessing supplier results, and analyzing financial implications. Continuous performance assessment helps firms to discover shortcomings, make changes, and connect procurement strategies with larger company objectives (Jama & Mohamud, 2024).

1.1.6 Actom Kenya Ltd

Actom Kenya Ltd. is the top manufacturer, dealer, repairer, and supplier of electro-mechanical systems in Africa. Through 33 locations in Sub-Saharan Africa, the company provides production, service, repairs, upkeep, and developments. Its large and diversified operations make it extremely ideal for our research, since they entail complicated procurement processes, various suppliers, and integration of technical systems. This environment provides an ideal context to examine key determinants of procurement performance, including supplier relationship management, staff competency, e-procurement adoption, and top management support, enabling insights that can enhance efficiency, accountability, and value creation in Kenya's manufacturing sector.

1.2 Statement of the Problem

Procurement performance in Kenya's industrial area remains a major concern, hurting operational efficiency and competitiveness. According to the Kenya National Bureau of Statistics (KNBS, 2023), industrial output has been hampered by supply chain inefficiencies, resulting in delays in production cycles and raising operating expenses by an estimated 18–

22%. Akinyi and Ndeto (2024) indicate that although 60% of big manufacturing enterprises in Nairobi employ modern procurement procedures, only 35% successfully monitor performance results. Similarly, Chebet and Kihara (2022) highlight that e-procurement adoption enhances productivity but remains underused, with many enterprises missing complete integration of digital systems. These shortcomings show inefficiencies in supplier cooperation, staff expertise, and management support, limiting procurement effectiveness and value generation.

Previous research has studied variables impacting procurement performance in different circumstances. Akinyi and Ndeto (2024) concluded that global procurement procedures boost performance in major Nairobi manufacturing enterprises, but did not address staff capability or top management support. Chebet and Kihara (2022) stated that e-procurement enhances efficiency, although its integration with supplier relationship management was not examined. Kiarie, Ngugi, and Rajab (2021) underlined the good impact of supplier relationship management but disregarded technology uptake. Changalima and Mdee (2023) stressed procurement skills via planning in public organizations, whereas David, Addo, and Isaac (2024) indicated senior management affects procurement results but disregarded e-procurement and staff competence. These gaps support research integrating all major factors.

To address this gap, the paper investigates the combined effects of supplier relationship administration, procurement staff competency, e-procurement adoption, and top management support on procurement performance in Kenya's manufacturing sector.

1.3 Objectives of the Study

1.3.1 General Objective

This investigation aimed to examine the determinants of procurement performance in Kenya's manufacturing sector: A case study of Actom Kenya Ltd.

1.3.2 Specific Objectives

- i. To determine the effect of supplier relationship management on procurement performance at Actom Kenya Ltd.
- ii. To assess the influence of procurement staff competency on procurement performance at Actom Kenya Ltd.
- iii. To evaluate the effect of e-procurement adoption on procurement performance at Actom Kenya Ltd.

- iv. To examine the influence of top management support on procurement performance at Actom Kenya Ltd.

1.4 Research Questions

- i. What is the effect of supplier relationship management on procurement performance at Actom Kenya Ltd.?
- ii. How does procurement staff competency influence procurement performance at Actom Kenya Ltd.?
- iii. To what extent does e-procurement adoption affect procurement performance at Actom Kenya Ltd.?
- iv. To what extent does top management support influence procurement performance at Actom Kenya Ltd.?

1.5 Significance of the Study

The research will give important insights to Actom Kenya Ltd. on the major drivers of procurement success. It will assist management in identifying strengths and weaknesses in supplier relationship management, staff competence, e-procurement platforms, and leadership support. The results will influence strategic choices targeted at enhancing efficiency, cost management, transparency, and service delivery. Ultimately, the research will enable increased operational performance, competitive edge, and sustainable development within the manufacturing business in Kenya.

The research will help procurement practitioners by extending their knowledge of variables that impact procurement success in the industrial sector. It will stress the necessity of creating strong supplier relationships, increasing professional capabilities, adopting e-procurement technology, and getting top management support. The results will serve as a practical reference for optimizing procurement strategies, ensuring compliance, and promoting best practices. Additionally, it would promote continued professional growth and implementation of new ways to increase efficiency and accountability.

The research will give policymakers and government agencies evidence-based insights into procurement difficulties and performance factors within Kenya's manufacturing sector. The results will guide the establishment of policies that encourage professional training, digital procurement methods, and effective governance structures. It will also help to enhance regulatory frameworks that increase openness, Responsibility and worth for funds in

procurement procedures. Ultimately, the research will help national economic development by supporting effective supply chain management procedures.

The research will add to scholarly literature about procurement results within the industrial division in Kenya. It will provide a basis for future studies by identifying critical factors and presenting empirical results that may be duplicated or extended in different sectors or domains. The research will also indicate research areas for additional exploration, such as developing procurement technologies or sustainability factors. Future academics may build upon this work to promote theoretical development and comparative studies in procurement management.

1.6 Scope of the Study

The research determined the features influencing procurement performance in Kenya's manufacturing sector, specifically at Actom Kenya Ltd. It evaluated the effect of supplier relations management, procurement staff competency, e-procurement adoption, top management's assistance for procurement performance. The investigation focused on 82 employees of Actom Kenya Ltd and was conducted from January 2026 to July 2026.

1.7 Chapter Summary

This section outlined the research's background and problem statement, clearly defining its overall purpose, specific objectives, and guiding research enquiries. It emphasized the worth of analysing determinants of procurement performance in Kenya's manufacturing sector, highlighting their impact on efficiency and competitiveness, and delineating the study's scope, focusing on key influencing variables and expected outcomes.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This area displays the theoretical framework guiding the research, alongside a review of empirical literature related to the research factors. It further highlighted key findings through a summary and identified existing research gaps. In addition, the section outlined both the conceptual and operational frameworks, illustrating the relationships among variables and how they are measured within the study.

2.1 Theoretical Literature Review

The study was grounded in Classical Organization Theory, Agency Theory, and Institutional Theory, which collectively explain procurement performance. These theories support supplier relationship management, procurement staff competency, e-procurement adoption, and top management support by highlighting efficiency, accountability, and external influences.

This research is anchored on Classical Organization Theory because it stresses organizational efficiency, formal structures, specialization, and standardized processes, which are required for good procurement performance. The idea offers a platform for understanding how supplier relationship management, procurement staff expertise, e-procurement adoption, and top management support contribute to better procurement results. Through clearly defined roles, good coordination, and management control, businesses may boost procurement efficiency and achieve greater performance. Therefore, Classical Organization Theory gives a good framework for evaluating the factors of procurement success at Actom Kenya Ltd.

2.1.1 Classical Organization Theory

Early in the 20th century, administrative theory, bureaucratic theory, and scientific management were integrated to create classical organization theory. Four key principles define scientific management, which was developed by Frederick Taylor in 1917: determining the best approach for each task, efficiently assigning workers to tasks, closely monitoring employees while utilizing rewards and penalties to motivate them, and portraying management as a role centered on planning and control. By carefully examining the manufacturing process and optimizing workers and equipment, Taylor's techniques greatly increased productivity. Though his method worked well for early industrial groups, it has not worked well in modern environments. The focus on "production first, people second" has led to some negative

outcomes, including decreased organizational pride, employee discontent, and decreases in production quality (Waithaka & Kimani, 2021).

Taylor's views were expanded upon by Max Weber (1947), who emphasized the need to establish distinct lines of authority and control inside organizations in order to reduce multiplicity and ambiguity. His bureaucratic approach emphasized specialization and the division of work while promoting a hierarchical power structure. To guarantee consistency and stability, a codified set of rules was included in this structure. Weber also suggested that human interactions make up organizational behavior, which may be examined using cause and effect. Mooney and Reiley (1931) created administrative theory in the 1930s, intending to develop general management concepts that could be applied to any kind of organization. However, the rigidity and mechanical viewpoint of traditional management theory were attacked for their inability to sufficiently explain employee motivation based just on financial incentives (Changalima & Mdee, 2023).

The theory is pertinent to the present research since it stresses structure, efficiency, and formal processes in organizations. It supports procurement performance through clear roles and standardized processes, enhances procurement staff competency via defined responsibilities, promotes effective supplier relationship management through coordination, encourages e-procurement adoption for efficiency, and highlights top management support in ensuring control, supervision, and organizational effectiveness.

2.1.2 Agency Theory

Mecklin and Jensen (1986) introduced the theory. In accordance with the concept, principles, and agents in a purchasing procedure have a contractual relationship, which must be beneficial to both parties. The agent refers to suppliers of products and services that are needed for procurement, while the principal refers to the user department or organizations. Since it takes into account the agents' soft skills and attributes that are beneficial to the relationship, the principal agent connection is usually employed. As a result, the Principal Agent Theory is more relevant to the present investigation as it assists the investigator in determining the existing linkages between commissions and independent offices and their important stakeholders in the procurement environment. One entity's actions have an impact on the other's overall operations (Waithaka & Kimani, 2021).

Agency theory has several limitations, particularly among them being its limited viewpoint that ignores social context and inherent impulses in favor of self-interest, financial incentives, and shareholder primacy. Overly simple assumptions about agents' behavior, a short-term focus brought on by incentive structures, and a preference for money over non-financial motivators are some of the main drawbacks. It also incurs expensive, potentially inefficient monitoring expenses and ignores the requirements of stakeholders other than shareholders. The theory's adversarial character might promote mistrust and impede cooperation, which will eventually have an impact on the health of the organization (Nyalusi & Sama, 2025).

The theory is pertinent the current study as it describes connections between principals and agents within procurement functions. It supports supplier relationship management through trust and contract enforcement, addresses procurement staff competency in minimizing opportunistic behavior, promotes e-procurement adoption for transparency, enhances procurement performance through monitoring mechanisms, and underscores top management support in aligning interests and ensuring accountability.

2.1.3 Institutional Theory

Meyer and Rowan (1977) introduced institutional theory, positing that The structure of companies significantly influence their performance more than external business actors. For organizations to remain competitive, they must innovate, enhancing their efficiency in delivering goods and services. Dunn and Jones (2010) emphasize the importance of sociological criteria in shaping organizational structures. Scott (2014) outlines three key pillars that define an institution's structure: the regulatory pillar, which ensures compliance with rules; the normative pillar, which pertains to societal standards; and the cultural pillar, reflecting the organization's beliefs and culture, all of which are vital for structural development and improvement (Minja, 2024).

One of the primary limitations of institutional theory is that it ignores agency and power, seeing organizations as passively complying with societal demands while ignoring powerful individuals and internal dynamics. It overemphasizes isomorphism, ignoring variety and strategic distinction in favor of presuming consistency across organizations. The theory's static character makes it more difficult to explain institutional change, especially during big changes. Furthermore, it lacks a critical perspective on the political processes that form accepted norms and the creation of particular institutions, and it confronts measurement and empirical issues in confirming the impacts of institutions (Jules, 2022).

The theory is pertinent to the present research since it explains how organizations adhere to external forces and norms. It supports e-procurement adoption due to technological trends, influences supplier relationship management through industry practices, enhances procurement staff competency via professional standards, improves procurement performance through regulatory compliance, and emphasizes top management support in aligning organizational practices with legal and institutional expectations.

2.2 Empirical Literature Review

This segment analyzes the empirical study linked to the factors of procurement performance. It evaluates past study results on supplier relationship management, procurement staff competence, electronic-procurement adoption, and top leadership support, emphasizing their effect on purchasing success in diverse organizational situations. The evaluation gives data from earlier studies, indicates areas of agreement and disagreement among experts, and helps define knowledge gaps that support the present investigation.

2.2.1 Supplier relationship management and procurement performance

The impact of supplier relationship management on the Coast Water Service Board's procurement outcomes was assessed by Komora et al. (2020). The research employed a descriptive research approach, targeting procurement professionals and managers, with a sample selected by stratified sampling. Information was obtained employing organized polls and analysed using regression and descriptive statistical techniques. Outcomes demonstrated that effective communication, involvement of suppliers, and trust significantly improved procurement effectiveness by lowering prices and cultivating timeliness. The research indicated that strong supplier connections promote efficiency and advised that firms engage in long-term partnerships to improve procurement results.

Kirema et al. (2025) assessed supplier relationship management and procurement performance of Level 6 hospitals in Kenya. The research used a correlational investigation approach, concentrating on purchasing officers and hospital administrators, with a purposively sampled sample. Questionnaires were the major data collection tools, and data were analysed using inferential statistics, including regression analysis. Results demonstrated that supplier involvement, information exchange, and relationship stability had a favourable and substantial impact on the performance of purchasing, notably in enhancing service delivery and dependability. The research stated that improving supplier relationships is crucial and advocated continual supplier review and engagement.

Gatobu and Moronge (2024) assessed the impact of supplier relationship management on procurement performance in fast-moving consumer products manufacturing enterprises in Nairobi City County, Kenya. The research adopted a descriptive survey methodology, targeting procurement and supply chain workers, with a sample generated using random sampling procedures. Data were acquired via surveys, and inferential as well as descriptive statistical techniques were used for analysis. Outcomes demonstrated that supplier alliances, communication effectiveness, and mutual trust significantly improved procurement performance by boosting efficiency and lowering delays. The research stated that firms should emphasize strategic supplier relationships and advocated implementing collaborative frameworks to maintain performance gains.

2.2.2 Procurement staff competency and procurement performance

Mutesi and Safari (2021) evaluated the influence of personnel competency on Rwanda's governmental purchasing performance. The investigation used a descriptive methodology approach, directing procurement personnel, with a sample recruited by purposive sampling. Formal surveys were used to collect information, and analysed using Prediction and descriptive stats analysis. Outcomes demonstrated that personnel skills, training levels, and professional knowledge had a considerable beneficial influence on procurement performance via better efficiency and compliance. The research stated that boosting staff competency is vital and advocated continuing training and capacity development to achieve better procurement results.

Changalima et al. (2023) evaluated procurement skills and procurement performance in public enterprises, exploring the mediating influence of procurement planning. The study utilized a quantitative research approach, targeting procurement experts at public institutions, with a sample collected by random sampling. Questionnaires were employed for data collection, and the data were analyzed using the modeling of structural equations. Results demonstrated that procurement staff competence strongly affected procurement performance, both directly and indirectly via good planning methods. The research indicated that trained workers enhance procurement results and advocated combining competence development with organized procurement planning procedures.

Nyalusi and Sama (2025) evaluated the influence of staff competency on procurement contract performance at Dodoma City Council. The study used a case analysis research method, concentrating on procurement officers and contract managers, with a sample chosen via purposive sampling. Data were acquired by surveys and The data was analyzed using statistics

that are both descriptive and inferential. The findings demonstrated that personnel knowledge, experience, and technical skill substantially affected procurement performance, especially in contract execution and monitoring. The research indicated that competent people are crucial to effective procurement and advocated frequent training and professional development to increase performance.

2.2.3 E-procurement adoption and organizational performance

Charnor and Quartey (2024) evaluated electronic procurement uptake and procurement performance, exploring if institutional quality moderates the link. The research utilized a descriptive-causal study approach, focusing purchasing and supply chain professionals in manufacturing organizations, with a sample selected via stratified sampling. Questionnaires were utilized to gather data, examined by regression and moderation analysis. Results demonstrated that e-procurement adoption considerably enhanced procurement efficiency, cost reduction, and transaction speed, with institutional quality enhancing these impacts. The research indicated that technology integration boosts organizational performance and advocated building institutional frameworks alongside e-procurement systems to optimize advantages.

Jules (2022) evaluated the influence of e-procurement adoption on procurement in public organizations in Rwanda. The researcher adopted a cross-sectional study strategy, targeting procurement officials across multiple ministries, with a sample obtained by purposive selection. Data were obtained using formal surveys and evaluated employing descriptive stats and correlational approaches. Results demonstrated that deploying electronic purchasing platforms enhanced transparency, decreased delays, and improved cost control. The research showed that e-procurement favourably improves institutional efficiency and advised that public institutions use digital procurement solutions with staff training to maximize performance.

Waithaka and Kimani (2021) evaluated the influence of e-procurement techniques on supply chain performance. The research utilized a descriptive survey approach, concentrating on procurement and supply chain professionals in manufacturing organizations, with a sample recruited using random sampling. Questionnaires were the main instruments, and the data were analysed using regression methods. The results indicated that e-procurement methods, including online buying, automated processes, and digital supplier management, boosted supply chain responsiveness, decreased procurement lead times, and improved overall operational performance. The research indicated that technology-driven procurement

processes enhance efficiency and suggested greater use of e-procurement techniques backed by proper training and IT infrastructure.

2.2.4 Top management support and procurement performance

David et al. (2024) evaluated senior management's effect on supplier selection and procurement performance. The study utilized a descriptive research approach, addressing procurement managers and personnel in manufacturing organizations, with a sample recruited by stratified haphazard sampling. Surveys were deployed for statistics collection, and regression investigation was performed. Results demonstrated that active engagement of top management in supplier selection, strategic advice, and resource allocation greatly boosted procurement performance, including cost efficiency and timely delivery. The research found that management involvement is crucial for successful procurement and advised that businesses institutionalize leadership participation in procurement decision-making processes.

Siagian and Tarigan (2021) evaluated the influence of top leadership obligation and supply chain administration techniques on effective performance. The research utilized a quantitative correlational approach, targeting supply chain and procurement workers in industrial and service firms, using a sample chosen by purposive sampling. Data were acquired Using systematic surveys, evaluated using regression analyses. Results discovered that top administration commitment certainly prejudiced procurement efficiency, sustainability adoption, and overall operational performance. The research indicated that leadership support increases organizational success and suggested that management aggressively push procurement initiatives and sustainable supply chain practices.

Alshourah et al. (2022) evaluated the influence of top management support and supplier development on green supply chain management in the construction industry in Jordan. The research utilized a descriptive-survey approach, concentrating on procurement officials, project managers, and suppliers, with a sample gathered by purposive sampling. Data were acquired via surveys and evaluated using structural equation modeling. Results demonstrated that active top management assistance, including training, resource allocation, and strategic supervision, dramatically enhanced procurement results and supplier cooperation. The research indicated that leadership support is dynamic for sustained supply chain performance and suggested continual managerial engagement in supplier development initiatives.

2.3 Summary and Research Gaps

Table 1: Summary and Research Gaps

Author(s)	Focus of the Study	Methodology	Research Findings	Research Gap	Focus of Current Study
Komora et al. (2020)	Effect of supplier relationship management on procurement performance	Descriptive study approach; data were obtained via structured questionnaires from procurement personnel in the water sector and analyzed using descriptive statistics	Strong supplier relationships improve procurement efficiency and delivery	The study was conducted in the water sector, limiting sectoral applicability	Examined supplier relationship management in Kenya's manufacturing sector at Actom Kenya Ltd
Mutesi and Safari (2021)	Impact of staff competence on procurement performance	Descriptive survey design; Primary information was acquired by questionnaires given to procurement professionals and processed using statistical techniques.	Staff skills and training positively influence procurement outcomes	The study was carried out in Rwanda's governmental procurement sector.	Assessed procurement staff competency in a private manufacturing firm context in Kenya
Charnor and Quartey (2024)	E-procurement uptake and procurement performance.	Descriptive-causal research design; Survey data received from industrial businesses were evaluated using regression analysis to determine causal relationships	E-procurement improves efficiency, cost reduction, and speed, moderated by institutional quality	The study focused on institutional quality in manufacturing firms outside Kenya	Evaluated e-procurement adoption in Kenya's manufacturing sector at Actom Kenya Ltd

Author(s)	Focus of the Study	Methodology	Research Findings	Research Gap	Focus of Current Study
David et al. (2024)	Top management influence on procurement performance	Descriptive research design; data collected through structured questionnaires and interviews from employees in manufacturing firms and examined with inferential and descriptive statistical methods.	Management involvement enhances supplier selection and procurement efficiency	The study was conducted in manufacturing firms, limited regional coverage	Examined top management support specifically in Kenya's manufacturing sector at Actom Kenya Ltd
Kirema et al. (2025)	Supplier relationship management and procurement performance	Correlational study design; survey data collected from hospital procurement staff and analysed using correlation and regression techniques	Engagement and collaboration with suppliers improve service reliability	The study focused on hospitals, limiting sectoral relevance	Investigated supplier relationship management in the manufacturing sector at Actom Kenya Ltd

2.4 Conceptual Framework

Shields and Rangarjan (2013) describe a conceptual framework as a methodical tool with several uses and changes. Figure 1 presents the conceptual framework, which demonstrates how a dependent variable and independent factors interact with one another.

Independent Variable

Dependent Variable

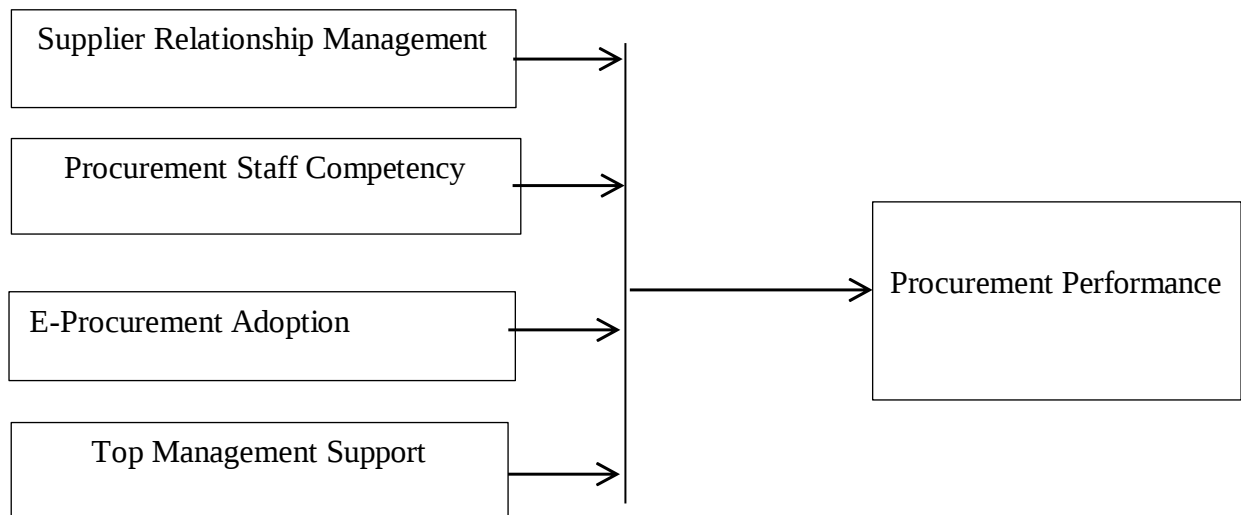


Figure 1: Conceptual Framework

2.5 Operationalization of Variables

Table 2: Operationalization of Variables

Variable	Indicators	Measurement Scale	Tools of Analysis
Supplier Relationship Management	• Supplier communication frequency • Supplier trust level • Contract compliance rate • Conflict resolution speed • Supplier collaboration level	Likert Scale	Descriptive Analysis
Procurement Staff Competency	• Professional qualifications level • Procurement training frequency • Work experience years • Technical skills level	Likert Scale	Descriptive Analysis

Variable	Indicators	Measurement Scale	Tools of Analysis
E-Procurement Adoption	• Decision-making ability	Likert Scale	Descriptive Analysis
	• System usage frequency		
	• Electronic ordering rate		
	• System integration level		
	• User satisfaction level		
Top Management Support	• Process automation extent	Likert Scale	Descriptive Analysis
	• Management involvement level		
	• Resource allocation adequacy		
	• Policy support strength		
	• Leadership commitment level		
Procurement Performance	• Strategic direction clarity	Likert Scale	Descriptive Analysis
	• Cost savings level		
	• Procurement cycle time		
	• Order accuracy rate		
	• Supplier delivery timeliness		
	• Quality compliance rate		

2.6 Chapter Summary

This section provided a conceptual framework and a comprehensive operationalization of study variables. It also reviewed both theoretical and empirical literature develop a basis for the research. Summaries of key findings were presented, and existing research gaps were identified, offering justification for the study and guiding the analysis of relationships among the variables.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.0 Introduction

This section covered the research design, target population, sample, sampling technique, instruments, pilot study, data collection procedure, data analysis, and ethical issues.

3.1 Research Design

According to Berman et al. (2020), a research design is a systematic strategy for formulating study goals, collecting data from a representative sample, performing analysis, and reporting results. This study used a descriptive research design, collecting broad information from a preselected sample of respondents via a questionnaire. This design, which employs a descriptive research technique, efficiently explains the characteristics of an occurrence and the connection between independent and dependent factors. A descriptive study design also offers a framework for gathering large amounts of data with good dependability. It also included a quantitative approach that focuses on hypothesis testing and numerical assessment, allowing for a more objective review of the study results.

3.2 Target Population

Sekaran and Bougie (2010) define the target population as the whole collection of factors relevant to the study's topic. Stratton (2021) goes on to say that this population includes all objects inside a unity of inquiry, but Hossan et al. (2023) underline that the target population refers to the precise collection of persons or events from whom an investigator hopes to generalize conclusions. The study focused on 82 employees of Actom Kenya Ltd, from all departments.

Table 3: Target Population

Category	Population	Percentage
Top Management	10	12.5%
Middle Level Management	22	27.5%
Support Staff	50	62.5%
Total	82	100

Source: Actom Kenya Ltd (2026)

3.3 Sample and Sampling Technique

Sampling is a procedure employed by researchers to choose participants from a population for a study. It involves choosing individuals or items in a way that enables the sample to reflect the features of the entire populace. Berndt (2020) emphasizes the importance of this process, noting that the quality of a sample depends on its ability to accurately represent the population's characteristics. To find the sample, the researcher employed the census sampling method by including all 82 employees. The research aimed to improve inclusivity and improve the reliability of the research findings. The census sampling strategy was applied because the target population of 82 employees was manageable, allowing the researcher to gather comprehensive statistics from all respondents and enhance the accuracy and reliability of the study findings.

Table 4: Sample Size

Category	Sample size	Percentage
Top Management	10	12.5%
Middle Level Management	22	27.5%
Support Staff	50	62.5%
Total	82	100%

3.4 Instruments

Taherdoost (2021) discussed the numerous instruments for data gathering in research, stressing their components and methodologies, which range in cost and length. Sharma (2022) divides these approaches into primary and secondary categories, with this research focused on primary data, which is defined as new data gathered for the first time. A standardized questionnaire was used to gather data that consisted of closed-ended questions with short explanatory statements. A five-point Likert scale was included in the questionnaire for replies, with 1 (strongly disagree) to 5 (strongly agree). While Section B collected data on the study's factors, Section A collected demographic data.

3.5 Pilot Study

Cooper and Schindler (2020) emphasize the importance of a pilot test in uncovering design and execution flaws, opening the way for data collection using a random sample. A content validity test provides an accurate indication of portrayal, while a reliability test assesses consistency across time (Taherdoost, 2021). Mbulwa and Kinyua (2020) recommended a pilot

sample size of 10% of the participants, resulting in a pilot of 8 workers, with the results not included the final analysis.

3.5.1 Validity

Berndt (2020) defines validity as the degree to which data findings represent the phenomena under inquiry. Mbulwa and Kinyua (2020) define construct validity as the assessment of whether instrument findings properly reflect theoretical notions, with subject matter experts determining the validity of research instruments. This study evaluated the content validity. The investigator performed a thorough literature study to evaluate the content validity. The researcher also spoke with the MUA supervisor to evaluate the questionnaire. Kothari et al. (2019) argue that expert assessments improve study reliability. To further evaluate concept stability and instrument validity, the Kaiser-Meyer-Olkin measure and Bartlett's test were employed.

3.5.2 Reliability

The degree to which a research instrument delivers consistent findings after multiple trials is referred to as dependability (Berndt, 2020). According to Ahmed and Ishtiaq (2021), dependability may be defined as the extent to which outcomes are consistent throughout time. Depending on how the survey questions are constructed, The Cronbach's Alpha coefficient was employed to ascertain if the research instrument is reliable for even or uneven items. The survey was piloted using a test-retest approach. According to Ahmed and Ishtiaq (2021), a Cronbach correlation value of 0.7 or above was regarded as appropriate.

3.6 Data Collection Procedure

Prior to beginning the study, the investigator obtained consent from the Management University of Africa. Prior to the start of the study, the investigator met with the participants to establish their pledge to adopting the fallouts. Before commencing the data gathering process, the researcher informed the participants. Throughout the process, the test's goals and restrictions were repeatedly reinforced. The assessments were accompanied by a note that describes the study's objectives and limitations. The questionnaires were subsequently sent to respondents, who were provided with data for collection and analysis.

3.7 Data Analysis and Presentation

Data analysis is the process of reviewing, cleaning, manipulating, and modelling data in order to extract important information, make suggestions, and improve decision-making (Mugenda

& Mugenda, 2003). Following receipt of completed questionnaires from appropriate respondents, the investigator assessed them for consistency and completeness. Following the extraction of statistics from the questionnaires, the data were examined and interpreted in line with the occurrences and proportions of respondents' viewpoints as posed by the research questions. The information was subsequently obtainable as tables and figures. The collected information was coded and analyzed employing the SPSS version 26 and Microsoft Excel. Descriptive statistical techniques, information was analyzed using methods such as frequencies, medians, percentages, and deviations, and the findings were presented using tables and figures.

3.8 Ethical Considerations

3.8.1 Informed Consent

Informed consent in research refers to the process of providing participants with full information about the study before they agree to take part. This includes explaining the investigation's goal, methodology, possible dangers, benefits, and participants rights. The investigator ensured ethical compliance by obtaining permission from the relevant authorities and collecting data only from individuals who provided informed consent (Pietilä et al., 2020).

3.8.2 Voluntary Participation

The ethical precept that people participate in an investigation of their own free choice, free from coercion, peer pressure, or improper influence, is known as voluntariness. Participants were assured that participation was completely voluntary and that they may leave at any time without incurring any fees. The investigator upheld this principle by engaging only willing respondents after obtaining approval from relevant authorities (Akdeniz et al., 2021).

3.8.3 Confidentiality

Confidentiality in research refers to the obligation of the researcher to protect participants' data from unauthorized access, disclosure, or misuse (Saunders et al., 2019). In this study, confidentiality was maintained by ensuring that all data obtained were exclusively utilized for scholarly reasons. Participants were confident that their replies would remain private, and all completed questionnaires and interview information were securely kept and accessed exclusively by the investigator and supervisor.

3.8.4 Privacy

Privacy in research refers to the right of participants to control access to their personal information and to remain anonymous during data collection and reporting (Creswell & Creswell, 2018). The researcher ensured that no respondent could be identified from the data provided, and all responses were treated anonymously. Measures were taken to protect respondents' identities by avoiding the use of names or any identifying details in the study findings, thereby upholding ethical research standards.

3.8.5 Anonymity

Anonymity, as described by Ahmed and Ishtiaq (2021), is the preservation of confidentiality by not disclosing respondents' identities, races, or cultures, as well as any other private information about them. To protect anonymity, all replies were encoding, and they were not required to response surveys employing their actual identities.

3.9 Chapter Summary

This chapter has discussed the study strategies used to undertake these studies. The nature of the review stresses descriptive design, that is the fundamental way of doing research and Analysis of data. Additionally, a detailed description of the investigative technique used, as well as the target population, sample size, sampling process, and study instruments used to collect data, is given.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.0 Introduction

The section includes a presentation of study results, limitations of the investigation, and an outline of each section.

4.1 Response Rate

Table 5: Response Rate

Response	Frequency	Percent
Response	70	85%
Non response	12	15%
Total	82	100%

The sample dimensions for the research was 82 respondents from various Actom Kenya Ltd divisions, with 70 completing the poll and sending it in for analysis, accounting for 85%. This response rate exceeds the cut-off standard established by Patten (2016), who said that a 50% response rate indicates that survey results are generalizable to the whole population of interest. A response rate of 60% is considered acceptable, while rates over 70% are ideal and often recommended for usage. These findings are adequately shown in Table 5.

4.2 Demographic Results

4.2.1 Gender

Table 6: Gender

Response	Frequency	Percent
Male	39	56%
Female	31	44%
Total	70	100%

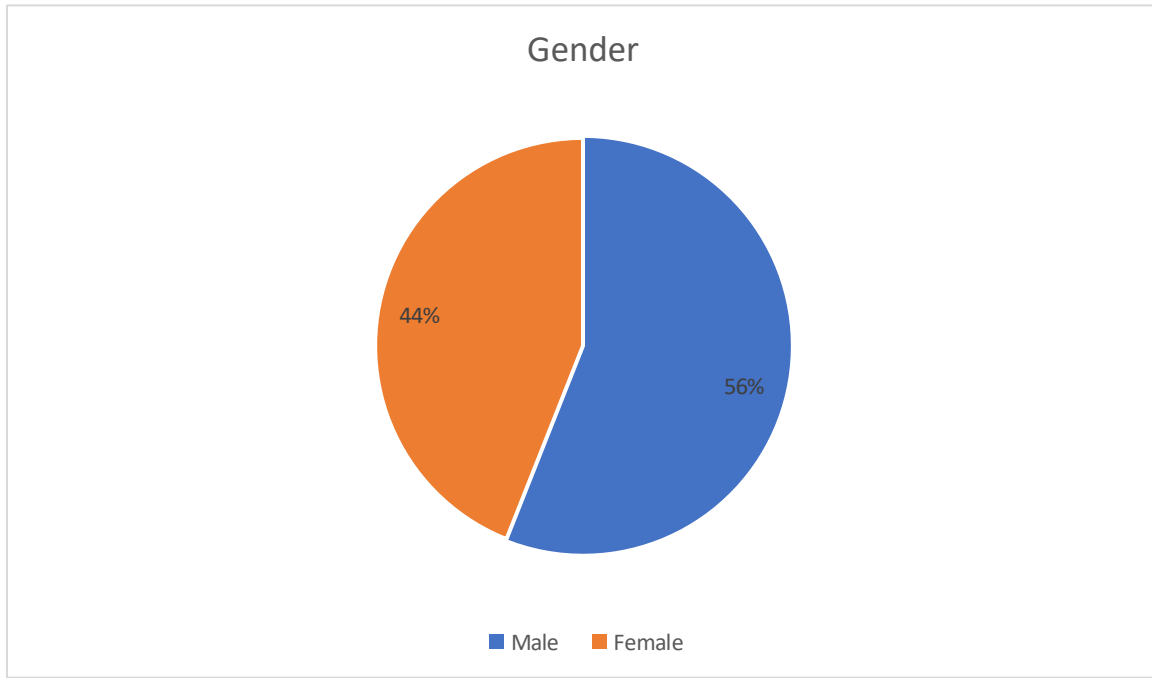


Figure 2: Gender

The term gender describes a person's gender (Acar, 2012). The researcher inquired about the respondents' gender. Of those who responded, 44% were women and 56% were men. This demonstrates that both sexes are well represented, but the proportion of men is somewhat higher. According to Zagheni and Weber (2015), gender is an important consideration for assessing respondents' perspectives on a range of topics.

4.2.2 Highest level of Education

Table 7: Highest level of Education

Response	Frequency	Percent
Certificate	5	7%
College	18	26%
Degree	31	44%
Master's	10	14%
PHD	6	9%
Total	70	100%

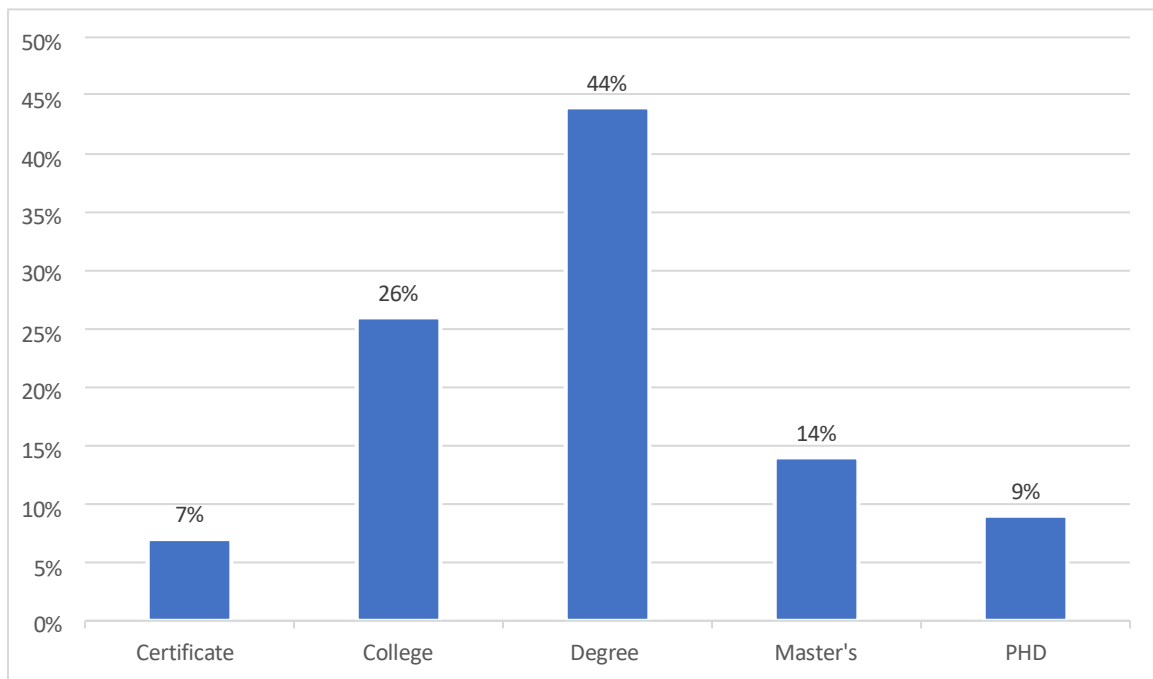


Figure 3: Highest level of Education

When enquired to rate their degree of schooling, the study's identified respondents gave the answers displayed in Table 7 and Figure 3. The numbers revealed that 44% had undergraduate degrees, 26% had college certificates, 14% had Master's certificates, 9% had PHD credentials, and 7% merely had a certificate. This indicates that most respondents had solid educational backgrounds and could understand the study's questions. According to Burton (2019), a person's emotions might be impacted by their education. As such, this must be taken into account while evaluating the results.

4.2.3 Years worked in the Organization

Table 8: Years worked in the Organization

Response	Frequency	Percent
Less than 1 Year	4	6%
Between 1 and 5 Years	12	17%
Between 5 and 10 years	29	41%
Over 10 Years	25	36%
Total	70	100%

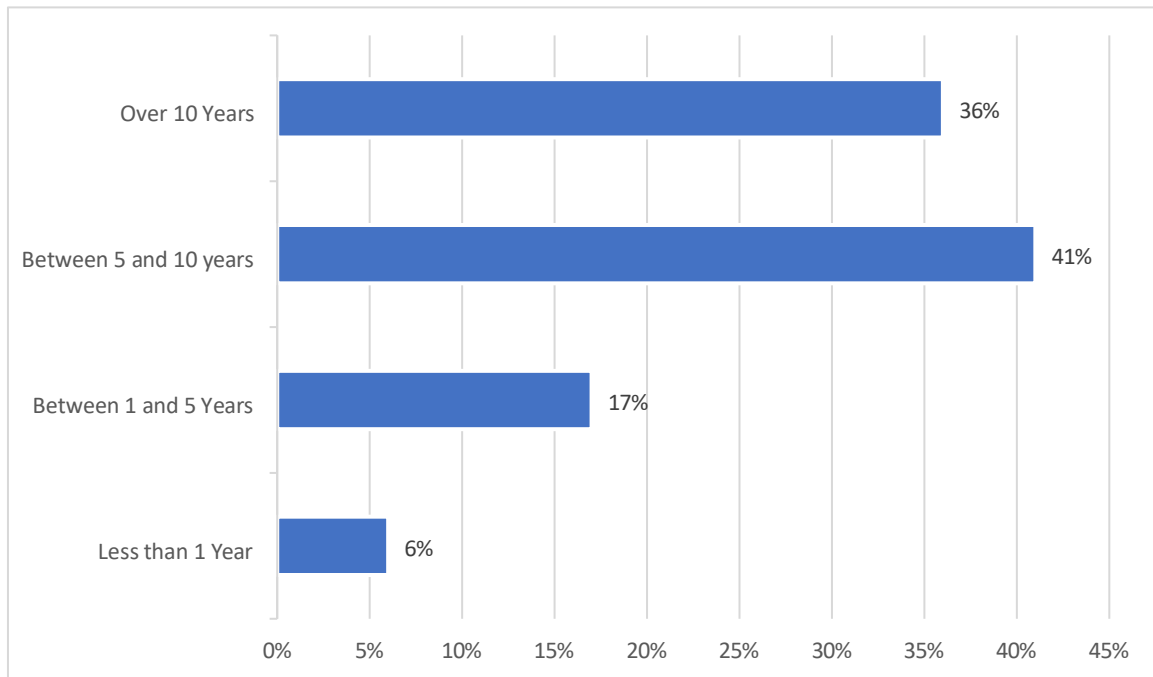


Figure 4: Years worked in the Organization

The query established the respondents' level of job experience within the business. The information given in Table 8 and Figure 4 reveals that the biggest percentage among responders, 41%, was employed in the firm for about 5 to 10 years. Respondents who had served for over 10 years accounted for 36%, while 17% had been employed between one and five years. Those who have been employed for less than 1 year constituted 6% of the respondents. The results imply that most respondents had adequate expertise and knowledge of the organization's procurement activities, making them ideal for giving trustworthy information for the research.

4.3 Descriptive Statistics

4.3.1 Supplier Relationship Management

Table 9: Supplier Relationship Management

Statement	Mean	STD
Supplier communication with our organization is frequent and effective.	4.056	0.962
Our firm and its vendors share an elevated degree of confidence.	3.978	0.862
Suppliers consistently comply with agreed contract terms.	4.178	0.962
Conflicts with suppliers are resolved quickly and efficiently.	3.908	1.062
There is strong collaboration between our organization and suppliers.	3.903	0.709

The results in Table 9 reveal that respondents saw supplier relationship management as an essential issue impacting procurement processes at Actom Kenya Ltd. Supplier contact with the company was evaluated highly with (Mean=4.056, STD=0.962), demonstrating that respondents deemed communication procedures important. The statement on trust between the organization and suppliers was recorded (Mean=3.978, STD=0.862). Suppliers' compliance with stipulated contract requirements obtained the highest grade at (Mean=4.178, STD=0.962). Conflict resolution with suppliers was recorded (Mean=3.908, STD=1.062), whereas cooperation between the organization and suppliers was (Mean=3.903, STD=0.709). The replies revealed good attitudes toward supplier relationship management strategies inside the firm.

4.3.2 Procurement Staff Competency

Table 10: Procurement Staff Competency

Statement	Mean	STD
Procurement employees possess high professional credentials.	4.083	0.754
Procurement employees undergo continuous training to improve their expertise.	4.182	0.832
Procurement staff have adequate work experience in procurement.	4.162	1.164
Procurement staff demonstrate strong technical procurement skills.	3.952	1.004
Procurement staff make effective and timely procurement decisions.	3.902	1.085

The results in Table 10 reveal that respondents judged procurement personnel expertise crucial in supporting procurement activities at Actom Kenya Ltd. Professional qualifications among procurement workers were reported (Mean=4.083, STD=0.754), showing respondents ascribed priority to staff credentials. Regular training focused on increasing procurement abilities reported (Mean=4.182, STD=0.832). Adequate work experience among procurement workers had (Mean=4.162, STD=1.164). Technical procurement abilities displayed by personnel were assessed at (Mean=3.952, STD=1.004), while effective and timely procurement decision-making was recorded (Mean=3.902, STD=1.085). The replies revealed good opinions about competence levels among procurement staff inside the firm.

4.3.3 E-Procurement Adoption

Table 11: E-Procurement Adoption

Statement	Mean	STD
The e-procurement system is frequently used in procurement processes.	3.983	1.033
Most procurement orders are processed electronically.	4.126	0.805
The digital procurement system is seamlessly connected with other systems of the organization.	4.099	0.879
Users are satisfied with the electronic purchase system.	3.871	1.013
Procurement procedures are highly automated through the e-procurement system.	3.952	1.134

The findings in Table 11 demonstrate that respondents saw e-procurement adoption as a significant practice within procurement procedures at Actom Kenya Ltd. Frequent usage of E-procurement platforms in procuring operations was documented (Mean=3.983, STD=1.033). Electronic processing of purchase orders had a higher grade (Mean=4.126, STD=0.805). Incorporation of the e-procurement arrangement with other administrative systems was assessed at (Mean=4.099, STD=0.879). User satisfaction with the e-procurement system was recorded (Mean=3.871, STD=1.013), whereas automation of procurement procedures using the system was (Mean=3.952, STD=1.134). The replies revealed good attitudes about the deployment of electronic procurement techniques in the company.

4.3.4 Top Management Support

Table 12: Top Management Support

Statement	Mean	STD
Top administration is actively involved in procurement activities.	4.081	0.825
Adequate resources are allocated to support procurement functions.	3.835	0.731
Management provides strong policy support for procurement operations.	4.1225	1.061
Top leadership demonstrates commitment to procurement performance.	3.918	1.066

Management provides clear strategic direction for procurement activities.	4.008	0.991
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The findings in Table 12 suggest that respondents deemed senior management assistance crucial in procurement operations at Actom Kenya Ltd. Active engagement of senior management in procurement operations was documented (Mean=4.081, STD=0.825). Allocation of enough resources to assist procurement tasks has (Mean=3.835, STD=0.731). Policy support from management towards procurement activities reported (Mean=4.1225, STD=1.061). Commitment by top leadership towards procurement performance was recorded (Mean=3.918, STD=1.066), while the provision of clear strategic direction for procurement operations was (Mean=4.008, STD=0.991). The results demonstrated positive sentiment towards the assistance provided by management for procurement-related activities within the firm.

4.3.5 Procurement Performance

Table 13: Procurement Performance

Statement	Mean	STD
The organization achieves significant cost savings in procurement.	3.956	0.871
Procurement processes are completed within a short cycle time.	4.003	0.920
Orders are processed with a high level of accuracy.	3.904	1.008
Suppliers supply products and services on time.	4.077	0.955
Procured products and services fulfill the necessary quality criteria.	3.962	0.619

The findings in Table 13 reveal that respondents rated procurement performance indicators as crucial inside Actom Kenya Ltd. Achievement of considerable cost reductions in procurement was reported (Mean=3.956, STD=0.871). Completion of procurement procedures within a short cycle time had (Mean=4.003, STD=0.920). Accuracy in processing procurement orders recorded (Mean=3.904, STD=1.008). Timely delivery of products and services by suppliers was assessed at (Mean=4.077, STD=0.955). Procurement quality requirements for products and services documented (Mean=3.962, STD=0.619). The comments revealed good attitudes toward procurement performance methods and results achieved inside the company.

4.4 Limitations of the Study

The study experienced various limitations throughout the research procedure. Some participants were unwilling to offer extensive information about procurement processes owing to confidentiality issues inside the firm. This difficulty was addressed by informing respondents that the data obtained would be kept with strict secrecy is exclusively utilized for scholarly purposes. In addition, several surveys were returned incomplete, which hampered data collection. The researcher overcame this problem by conducting follow-up conversations with respondents to explain missing replies. The study was also confined to Actom Kenya Ltd, which restricted the results to one manufacturing business, while the researcher ensured the study covered crucial procurement factors extensively.

4.5 Chapter Summary

The section covered the presentation of study findings, emphasizing the key insights gained from the investigation. It also addressed the limits encountered during the study process, including a critical analysis of elements that may have influenced the outcomes. Finally, a chapter summary was supplied, which encapsulated the major topics and study results.

CHAPTER FIVE

SUMMARY, RECOMMENDATIONS, AND CONCLUSIONS

5.0 Introduction

This chapter provides a summary of results, conclusions, recommendations, and proposals for additional study.

5.1 Summary of Findings

The research found that supplier relationship management was regarded as crucial in procurement processes at Actom Kenya Ltd. Respondents said Contact amongst the business and vendors was seamless, confidence existed between both sides, and suppliers complied with established contract requirements. The data also revealed that supplier disagreements were managed effectively, and cooperation between suppliers and the business was seen favourably within procurement operations.

The research showed that procurement personnel's expertise was seen as critical in supporting procurement tasks at Actom Kenya Ltd. Respondents answered that procurement workers have professional credentials, receive frequent training, and have enough job experience. The results also revealed that workers displayed technical procurement abilities and engaged in timely procurement decision-making procedures within the organization's procurement operations.

The survey indicated that e-procurement adoption was regarded as crucial in procurement procedures at Actom Kenya Ltd. Respondents reported that the electronic acquisition scheme was commonly utilized, and most purchasing orders were handled electronically. The results also demonstrated that the system was connected with organizational processes, users reported satisfaction with the system, and procurement operations were supported via improved automation inside the business.

The research found that senior management assistance was seen as vital in procurement activities at Actom Kenya Ltd. Respondents reported that management was actively engaged in procurement operations and gave policy guidance for procurement duties. The results also revealed that management dedicated resources towards procurement operations, displayed commitment to procurement performance, and supplied strategic direction to assist procurement-related activities within the firm.

5.2 Conclusion

The analysis confirmed that vendor relationship management had a major impact on purchasing success at Actom Kenya Ltd. Strong communication between the organization and suppliers generated a working environment that enabled coordination of procurement efforts. Trust and adherence to contractual commitments increased relationships between the parties engaged in the supply chain. The studies also revealed that communication with suppliers and quick settlement of disputes contributed to easier procurement procedures. Supplier relationship management emerged as a crucial area that affected how procurement procedures were carried out inside the company, notably in ensuring consistency, dependability, and collaboration in supplier interactions.

The research determined that procurement personnel's competence has a considerable effect on procurement success at Actom Kenya Ltd. Professional credentials, practical experience, and continuing training contributed to the capacity of procurement personnel to fulfil their jobs successfully. Staff members displayed technical awareness of procurement procedures and engaged actively in the selection procedures for purchasing. The results also suggested that competent staff promoted efficiency in procurement activities by using appropriate knowledge and skills in their everyday operations. Procurement personnel expertise consequently remained a crucial feature in boosting the efficacy of procurement services and supporting operational performance within the company.

The investigation concluded that e-procurement usage contributed considerably to procurement success at Actom Kenya Ltd. The implementation of automated purchasing systems assisted the processing of purchasing operations and increased integration between procurement functions and other organizational systems. Increased usage of automated procurement procedures enhanced the processing of procurement transactions and encouraged better coordination of procurement activities. User approval of the technology significantly boosted the deployment of electronic procurement processes inside the company. The outcomes revealed that adoption of e-purchasing generated a more organized and technology-driven procurement environment that enhanced efficiency and uniformity in procurement procedures throughout the business.

The research determined that senior management support had a major effect on procurement success at Actom Kenya Ltd. Active engagement of management in procurement activities increased the direction and coordination of procurement operations within the company.

Provision of policy advice and strategic direction produced an environment that supported procurement functions and matched procurement operations with organizational goals. Management commitment towards procurement performance also boosted support for procurement initiatives and resource allocation. The results revealed that leadership support remained a significant role in defining procurement operations, especially in ensuring that procurement activities got the attention and organizational backing required for good performance.

5.3 Recommendations

The research recommends that manufacturing sectors should increase supplier relationship management by building organized communication channels and long-term engagement frameworks with suppliers. Organizations should foster openness, mutual trust, and the timely exchange of procurement information to increase collaboration across the supply chain. Manufacturing organizations should also develop clear dispute resolution processes and supplier performance assessment tools to handle operational difficulties immediately. In addition, procurement departments should promote collaborative planning and frequent supplier meetings to ensure contract compliance, create sustainable supplier relationships, and support dependable delivery the goods and services required for successful manufacturing processes.

The study suggests that manufacturing businesses should engage in continual professional development programs for procurement professionals to increase technical knowledge and practical procurement abilities. Organizations should develop regular training programs concentrating on procurement legislation, negotiating skills, contract administration, and digital procurement tools. Manufacturing organizations should also emphasize the employment of competent procurement people with suitable expertise to boost procurement processes. In addition, management should implement mentoring and capacity-building activities that promote effective decision-making and professional advancement among procurement workers. Strengthening procurement expertise may assist in effective procurement procedures and increase coordination of procurement operations within manufacturing businesses.

The research recommends that manufacturing firms should improve the implementation of digital procurement technologies by investing in solid digital procurement infrastructure and integrated procurement technology. Organizations should ensure that procurement systems are

interoperable with other operational systems to facilitate coordination and the flow of procurement information. Manufacturing businesses should also give frequent user training and technical assistance to boost system utilization and user trust. In addition, management should support enhanced optimization of purchasing tasks, e.g., supplier contact, Order fulfilment as well as record keeping. Expanding e-procurement processes may increase efficiency, minimize delays, and strengthen management of procurement activities in industrial companies.

The investigation suggests that manufacturing sectors should improve top management engagement in procurement operations via unambiguous leadership support and strategic advice. Senior management should devote appropriate financial, technical, and human resources to enable efficient procurement operations inside firms. Manufacturing organizations should also adopt procurement strategies that connect procurement operations with organizational objectives and operational priorities. In addition, management should encourage accountability and continuous monitoring of procurement performance to assist in the improvement of procurement procedures. Strong leadership commitment towards procurement functions may establish a supportive operating environment and promote coordination of procurement efforts across industrial enterprises.

5.4 Suggestions for Further Research

Future research should investigate other elements that may impact procurement effectiveness in manufacturing sectors beyond supplier relationship management, procurement staff proficiency, e-procurement adoption, and top management support. Researchers may also perform comparison research across multiple sectors, such as telecommunications, healthcare, and construction, to see if comparable procurement tendencies exist in other businesses. Further study might concentrate on the influence of government rules, company culture, and technical innovation on procurement performance.

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APPENDIX I: INTRODUCTION LETTER



Date: 15th May 2026

TO WHOM IT MAY CONCERN

DANIEL NDOLO MUSYIMI- ODLBML/32/01872/1/24

This letter serves to introduce the above named who is a **Bachelors of Management and Leadership (BML)** student and is interested in carrying out research on Factors Affecting the Performance of Procurement in Manufacturing Industries in Kenya. A Case Study Actom Kenya Ltd.

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

Yours Sincerely,

A handwritten signature in black ink, appearing to read 'J. Nyaga', is written over a circular official stamp of The Management University of Africa.

Dr. Juster Nyaga

Dean, School of Management and Leadership

APPENDIX II: QUESTIONNAIRE

This questionnaire is designed to collect data for a study on the determinants of procurement performance in Kenya's manufacturing sector, with a focus on Actom Kenya Ltd. The information provided will be used strictly for academic purposes and will be treated with the highest level of confidentiality. Your participation is voluntary, and you are kindly requested to respond to all questions as honestly as possible. There are no right or wrong answers, and all responses will be used solely for research analysis.

SECTION A: BASIC INFORMATION

This section collects general background information about the respondents. The information will be used strictly for academic purposes and will help in analyzing the study results. Please tick the option that best applies to you.

Kindly tick where appropriate

1. Gender:

- Male ()
- Female ()

2. Highest level of education

- Certificate ()
- College ()
- Degree ()
- Master's ()
- PHD ()

3. Years worked in your organization

- Less than 1 Year ()
- Between 1 and 5 Years ()
- Between 5 and 10 Year ()
- Over 10 Years ()

SECTION B: INDEPENDENT VARIABLES

1. Supplier Relationship Management

Use the Likert scale provided to respond to the following statements: 1. Strongly Disagree (SD), 2. Disagree (D), 3. Neutral (U), 4. Agree (A), 5. Strongly Agree (SA)

Statement	1	2	3	4	5
Supplier communication with our organization is frequent and effective.					
There is a high level of trust between our organization and suppliers.					
Suppliers consistently comply with agreed contract terms.					
Conflicts with suppliers are resolved quickly and efficiently.					
There is strong collaboration between our organization and suppliers.					

2. Procurement Staff Competency

Use the Likert scale provided to respond to the following statements: 1. Strongly Disagree (SD), 2. Disagree (D), 3. Neutral (U), 4. Agree (A), 5. Strongly Agree (SA)

Statement	1	2	3	4	5
Procurement staff possess high professional qualifications.					
Procurement staff receive regular training to enhance their skills.					
Procurement staff have adequate work experience in procurement.					
Procurement staff demonstrate strong technical procurement skills.					
Procurement staff make effective and timely procurement decisions.					

3. E-Procurement Adoption

Use the Likert scale provided to respond to the following statements: 1. Strongly Disagree (SD), 2. Disagree (D), 3. Neutral (U), 4. Agree (A), 5. Strongly Agree (SA)

Statement	1	2	3	4	5
The e-procurement system is frequently used in procurement processes.					
Most procurement orders are processed electronically.					
The e-procurement system is well integrated with other organizational systems.					
Users are satisfied with the e-procurement system.					
Procurement processes are highly automated through the e-procurement system.					

4. Top Management Support

Use the Likert scale provided to respond to the following statements: 1. Strongly Disagree (SD), 2. Disagree (D), 3. Neutral (U), 4. Agree (A), 5. Strongly Agree (SA)

Statement	1	2	3	4	5
Top management is actively involved in procurement activities.					
Adequate resources are allocated to support procurement functions.					
Management provides strong policy support for procurement operations.					
Top leadership demonstrates commitment to procurement performance.					
Management provides clear strategic direction for procurement activities.					

5. Procurement Performance

Use the Likert scale provided to respond to the following statements: 1. Strongly Disagree (SD), 2. Disagree (D), 3. Neutral (U), 4. Agree (A), 5. Strongly Agree (SA)

Statement	1	2	3	4	5
The organization achieves significant cost savings in procurement.					
Procurement processes are completed within a short cycle time.					
Orders are processed with a high level of accuracy.					
Suppliers deliver goods and services on time.					
Procured goods and services meet required quality standards.					

APPENDIX III: PLAGIARISM LETTER



Page 2 of 60 - Integrity Overview

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