



EFFECT OF INFORMATION SHARING PERFORMANCE OF PROCUREMENT FUNCTION IN KAKAMEGA COUNTY, KENYA

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Accepted: September 9, 2022

ABSTRACT

In every organization procurement function plays an important role. Due to competition and a fast changing market environment many organizations have started implementing supply chain management practices so as to survive in the long run. Organizations have various supply chain practices among them; procurement planning, supplier selection, buyer-supplier relationship and information sharing. However, the study aimed at establishing the effect of information sharing on the performance of procurement function in Kakamega County, Kenya.

Methodology: *The study adopted a descriptive research design involving a target population of all staff members in the procurement department. The sampling technique that the study used was census. The study collected primary data using questionnaires which was administered through drop and pick method. The researcher used test re-tests method by Mugenda and Mugenda (2003) to test reliability of data collection instruments. Pilot study was conducted in Samburu County. The study findings were presented in tables.*

Results: *Information sharing was not a strong predictors of performance of procurement function.*

Recommendation: *The effect of information sharing on performance of procurement function in Kakamega County was insignificant and therefore different supply chain practices should be adopted by the county.*

Conclusion: *County governments in Kenya can enhance performance levels by putting up infrastructure that can help in the implementation of supply chain management practices.*

Key Words: *Information Sharing, Performance of Procurement Function*

CITATION: Asande J. O., Kwendo E. S., & Kiongera F. N. (2022). Effect of information sharing performance of procurement function in Kakamega County, Kenya. *The Strategic Journal of Business & Change Management*, 9 (4), 355 - 367.

INTRODUCTION

Supply Chain Management is overall control of all supply chain activities that includes purchasing, procurement, logistics, transport, warehouse, stores, stock control, management of contract and distribution. The aim is to create value and achieve procuring organization's core objectives, PPDA (2015).

Globally, Gorane and Kant (2017) conducted a study on Supply chain practices and organizational performance in Indian processing firms. Study realized how implementation of SCMPs enhances operational performance in organizations. Customer satisfactions and successful overall organization wellbeing is as a result of implementation of SCMPs. The study however did not consider all possible supply chain issues addressed in the study. The research majorly focused on manufacturing industry. The researcher recommended a study to be carried out in different firms and entities for comparison and refinement of study outcomes. The current study examines how these SCMPs influence procurement function performance in Kakamega County, Kenya.

Abdallah (2014) not all SCMPs, impacted performance. Internal and customer integration postponement influence how firms realize their business objectives. However, extent of access to knowledge have not much influence on firm's performance. Khan and Siddiqui (2018) observed that strategic supplier partnership and quality of knowledge access had a significant effect on performance of medicine outlets in Pakistan.

Supply chain management practices are those operations done by organizations to ensure efficiency in its procurement function performance, (Sollish and Semanik, 2012). The adoption of procurement practice may be embraced by all firms irrespective of the environment in which they operate. Turner (2011) reiterated that adoption of procurement practice is a turnaround from the old practice and thus must be approached from an

opportunity value adding point of view rather than a process stagnation.

The council of supply chain management professionals (2010) resource and exchange of information in an administration channels whose genesis is consumable deliveries. These indicates that various parties are involved in the supply chain like suppliers, consumers and the service providers that provide the link in the supply chain. Mayaka (2015) SCM is streamlining various business activities various business activities in order to enhance value to customers and thus gain a wider market share and outsmart competitors. According to Cooper (2000) supply chain management practices seeks to harmonize flow of products from producer to final consumer and largely meet demand at a lower cost and better quality.

According to Agus (2011), supply chain management practices include buyer-supplier relationship, procurement planning, training, cooperate social responsibility, supplier selection process, information sharing, inventory control is seen in many well doing entities. In order to improve performance, firms should embrace and focus on supply chain practices that have proved when properly implemented contributed tremendously on its general output.

Procurement function performance is a tool employed by organisations as a competitive tool that enhances the overall operations especially producing goods and services as well as realization of profits this ensures well-being of county citizens. Zhang and Okoroafo (2015) views procurement performance as the capacity of an organisation to lower its cost in logistic and operation by observing the purchasing rights. Organisations are now shifting from individual performance to that of procurement for improvement of bottom line issues in the whole system. According to Parasuraman (2002), dual examination on institution productivity in terms of service delivery is the best approach. He further proposed that this approach can help strike a balance in conflict reconciliation and synergies thus enhance quality service delivery and

productivity. Procurement human resource when involved in the major organisational activities such as planning, budgeting and supplier consolidation have proved to decrease general organisational spending and enhanced ethical purchasing.

Therefore, organisations are forced to measure their performance to enable them take control measures of their activities and mitigate any problem that may arise in the supply chain process, (Nyanjala, 2016). Kwai (2005), looks at procurement function performance as cost minimization, customers satisfaction, timely deliveries and quality service provisions. High profit levels and quality services are realized when systems are in place to manage the supply chain components. According to Adeyemi & Salami (2010), achievements of an organization can be confirmed by comparing its operations with their set guiding principles and regulations. These standards are; effectiveness, efficiency, minimal wastage of resources and compliance to regulations. Amount of funds saved, efficiency and effectiveness of the procurement process can be used as criteria to measure procurement performance, (Wahu, Namusonge, Mungai and Ogol, 2015). Mwanjumwa and Simba (2015) posited that, supply chain performance requires to be established based on financial implications, and willingness of those who provide supplies accepting to follow procedures in resources acquisition. Sharing information with suppliers and supporting them through training and prompt payment so as to improve performance is vital for high supply chain performance.

Statement of the Research Problem

PPADA 2015 Act provides a standardized framework for the procurement activities in all public sectors which should be appreciated in all procurement operations. Then Act is aimed at ensuring efficiency in public procurement and disposal of assets. GOK (2015) indicated that these act is applicable to all public entities including county government, departments and firms owned by government. Amid the legal provisions and extensive structures laid by the Kenyan government to guide

procurement activities in devolved units in Kenya, numerous procurement issues have arisen. These include illegal allocation of tenders, delayed payments, unethical procurement practices.

According to Were (2019) among the key challenges of county government include the devolution of corruption, poor fiscal accountability by County Government and deterioration in business environment. In many counties a key problem with devolution has been the notably weak county fiscal performance, most counties are not implementing the procurement practices. A report by the International Budget Partnership (IBP) shows that average transparency, as determined by the availability of key fiscal and budget related documents were 42 percent in September 2018. Only two out of fifteen counties assorted were compliant (Were 2019).

Odero and Shitsewa (2017) concluded that procurement practices have an impact on state owned sugar millers operate. More studies were recommended to find out the effects of other factors like supplier selection on such firms operations. The study at hand wanted to establish effect of identifying resources, choosing qualified supply sources as well as information sharing on performance of procurement function. Rono (2017) conducted a study on cement manufacturing industry on effects of supply chain practices on its daily operations. The study recommended similar studies on service industry to compare the results. The research concluded that when an entity embraces S.C.M.Ps, it stands at a better chance of outsmarting its competitors in similar industry.

According to Snider and Rendon (2011), procurement practice is the most significant aspect of both organizational and supply chain performance. This involves different partners, departments in purchase of commodities from the right place, right time, right quality and the right price for the requesting departments. Lack of efficiency in procurement process gives space for engagement in fraudulent activities, which leads into greater economic crimes (Gain, 2017). All these

have their origin from failure to implement the procurement practices in the county governments. Were (2019) states that the National Ethics and Anti-Corruption conducted a survey, in 2017 which shows that significant percentage, 43.6% have a view that the county chiefs do not show an effort in overcoming graft and ensuring ethics are upheld by their staffs. This in turn has led to misuse of resources intended for development programs.

The issues of procurement practices have been given much attention by scholars from all walks of life across the globe. A study by Abdallah, Ayman & Obeidat, Bader & Aqqad, Noor (2014) found out that customer inclusion and involvement, and deferment but not involvement of providers of supplies and making information available affects supply chain effectiveness and performance. Tatoglu, Bayraktar, Golgeci, Koh, Demirbag & Zaim (2016) conducted a study that sought to establish how procurement communication strategies affect organization activities in small and medium enterprises. The study only focused on Turkish and Bulgarian manufacturing SMEs whose finding may not be of much aid to similar industries and governments in Kenya. The study at hand was interested in establishing how supply chain management practices affect organization operations.

From the above empirical researches it can be concluded that not much studies have been done on procurement function performance, making this study useful by providing solution and direction. The selection of study area of the study at hand was motivated by many challenges characterized by procurement process and department especially the devolved systems. The study will focus on information sharing and its effect on performance of procurement function. The research tried to close the gap and answer the questions for the research which were: what are the procurement practices embraced by Kakamega county governments in Kenya and what is the influence of these practices on supply chain achievements of Kakamega County Government in Kenya.

Study Objective

Effect of information sharing affects the performance of procurement function in Kakamega County, Kenya. The study was guided by the following research hypothesis;

- H_{01} - Information sharing has no significant effect on performance of procurement function in Kakamega County, Kenya.

LITERATURE REVIEW

Theoretical Literature Review

In order to explicate, prognosticate and fathom occurrences, theories are formulated and in other cases where problem arises, the knowledge gained from theories become a vital boundary bounding assumption, (Swanson, 2013).

Systems Theory

Systems theory first propounded by Ludwig von Bertalanffy in 1940s and later advanced by Ashby Ross in the establishment of Cybernetics in 1956. Ludwig von Bertalanffy was trying to bring back the concept of science unity where he accentuated that an ideal system is unbolted and freely interact with the surrounding and thus get new effects that ends up to continual change. The system theory assembles together different elements complex in the chain of supply that structures the subsystem which results to a larger chain of supply. These may include elements like human, capital, information, both financial and non-financial resources essential in connection. Chicksand et al, (2012 reiterated that in order to understand procurement function outcomes, the theory is employed to give understanding on how both micro and macro factors structure the organization system.

The importance of the theory is acknowledged in the study since procurement is a system made of several sub-systems which are inter-dependent. The theory assisted in understanding the inter-relatedness of these systems within the supply chain. However, the theory could not be applied in all the variables under the study like information sharing. The limitations of this theory are that the theory is of no use to tiny organizations since the

theory assumes that most of the entities are big, complex and unbolted systems. It employs scientific approach which makes it more complex to be easily understood.

Network Theory

The theory presupposes that institutions depend on the connection directly linked to the firm and other external links of firms in the supply chain. It presumes that efficiency and effectiveness of firms is a as a result of competitive advantage enjoyed from a networked supply chain. Chicksand, Watson, Walker, Radnor, and Johnston, (2012), observed that in order to come up with a long term relationship in the chain of supply firms the agenda should be how to network the suppliers.

For firms to remain competitive in a 21st century business environment and achieve single enterprise objectives, it must link with other firms. Coordination of duties along the chain of supply is vital in order to meet the more specific ever increasing demand of customers which in the long run will lower costs and enhance provision of services. Theory by Smith Jason, states that “Informal inter-organizational relationships flow through people: director interlocks, employee mobility, social networks that cross organizational boundaries”.

According to Ullah, (2012), the theory presumes that efficiency and effectiveness of firms is as a result of competitive advantage enjoyed from a networked supply chain. The theory postulates that in a network relationship sharing information is enabled betwixt buyers and sellers to have ingress to riches and ideas above their capabilities thus building trust based connections. Customer relationships are a network whereby no one of the stakeholders of the supply chain can survive without the other. This theory was relevant to this study since partnerships and buyer –supplier relationships forms part of organization networking which in turn facilitates organization performance. The limitation of this theory is that it doesn't put

into account important aspects like completion or uncertainty which impacts institution's productivity. Network theory is not employed in all the variables and study since not all supply chain practices have a network kind of relationship like procurement planning however still provides a vital platform in explaining the problem under study.

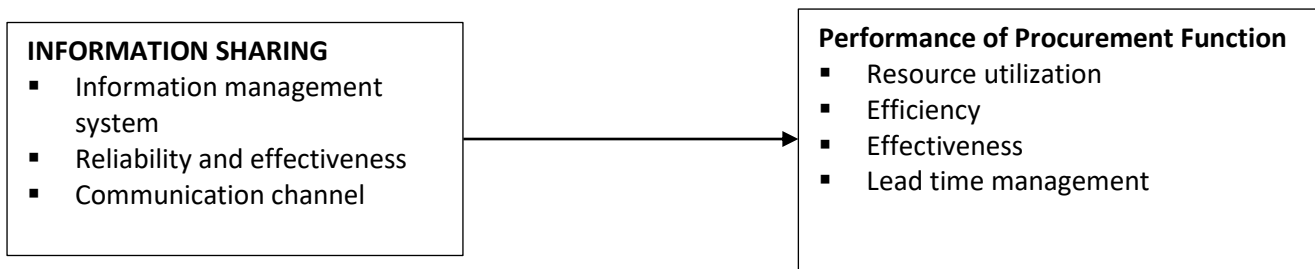
Principal- Agent Theory

The genesis of the theory is with Donahue (1989), which explains the relationship role of supply chain managers. Under a contractual engagement, principal (public entity) engages the agent either one or more persons to undertake a task on their behalf, (Eyaa et al 2011). According to Emaya (2013) Supply chain managers are agents for the government. The agent performs that task assigned by the boss (principal), (Health & Normah, 2004). The Principal Agent Theory is grounded on the agent understanding the objectives of the principal and work to meet his/her expectation. The interest must be right of the objective is to be realized.

The assumptions and the propositions of PAT perfectly fits this study about procurement function performance and supply chain practices. The government (principal) formulates policies and delegates the supply chain managers to implement and ensure adherence to the stipulates policies. Because of this factor, supply chain managers are mandated to make steps in line with the interest of the government(principal) while performing the procurement cycle.

The aspect of relationship between principal and agent is vital for performance. In case of a poor relationship performance would be affected. Principal agent theory provides away where supply chain managers carry activities on behalf of the government where when good relation exists compliance is seen. The theory provided a good framework that helped investigate whether the supply chain managers perform duties compliant to the government policies set in the procurement cycle.

Conceptual Framework



Independent Variable

Dependent Variable

Figure 1: Conceptual Framework

Review of the variable: Information Sharing

Information sharing is entrance to one's own data between business parties which goes in a long way to be a scanner of companies' products and orders as it goes down the chain of supply, (Simatupang & Sridharan, 2002). Quality transmission encompasses correctness, satisfactoriness, punctuality and dependability of information. Sanders & Premus (2005) reiterates that sharing information as a way of enabling the firm to see the future enhances planning in procurement, management of stock and dispersal. Participation entails the degree parties collaboratively plan and set objectives.

A study conducted by Abdallah (2014), observed that efficiency of the outcome is due to the practices of supply chain embraced. This practices according to on the impact of SCMPs Abdallah (2014), are sharing of information, postponement and internal integration which along the way enhances level of output in supply chain. However, Baihaqi & Sohal (2013), conducted a study that established sharing information has no impact on the outcome in terms of performance of an organization. Further opined that information sharing is vital but not sufficient alone to boost the outcome. These studies pose observations that calls for re-examinations the current research established effect of information sharing has on performance of procurement function in Kakamega county.

A study by Ahlam and Hebah (2018), indicated that passing of information results to a number of

benefits to manufacturing industries however, passing information accidentally to service providers can also injure organizations level of outcome. Competitors access to company's secret negatively injures performance. There is other information that can be passed down the supply chain like purchases and sales, prices, market development, production cost and changes made to products whereas other information's remains as company secrets, (pandey ,2010). Studies show that passing knowledge is a way of empowering individuals with (Klischewski and Scholl 2008; School 2000; Yang 2011; Nonaka&Takeuchi, 2007). As it is suggested, clear knowledge more perceivable and easier to pass and share, (Cress, 2006).

Inorder to survive worldwide competition, firms are required to relook their strategies and come up with best ways of sharing knowledge related to business operations, (Zahra, 2013). Rosen (2007), opined that provision of computer accessories is not on its own enough. Partners should be willing to give access to open communications as far as business is concerned. In the current business world, business does not work in isolation, it is needful to involve other stakeholders, (Mourtzis, 2011). Cooperation and inclusivity in supply chain management have for a long time a concern for researchers. For any firm to have an edge over their competitors and excel in its operations, information sharing is needful, (Zha& Ding, 2005).

Members in the supply chain can gain relevant knowledge concerning themselves which might not be the case on knowing one another. This comes due to insufficient communication of the other stakeholders. These challenges can be overcome if supply chain partners can openly share knowledge with their colleagues, (Li & Gao, 2011). The bullwhip effect can result where basic business knowledge is not made available to all the concerned parties. The movement of basic business knowledge and ideas among the partners leads to a pool where uncertainties are put to a minimum overcoming adverse effect caused by bullwhip effect (Fiala, 2005; Zoe & Whang, 2004, Li & Gao, 2011 & Jauhari, 2009).

Knowledge sharing along the network improves relationships among the partners which in turn ensures speedy, (Mourtzis, 2011). Marshall and Bly (2004), close connection is ensured when partners freely communicate to another. Yang and Maxwell, (2011) well-being of an organisation and its efficiency are some of benefits of information sharing. However, a study carried out by Khalil, Khan & Rashid (2018), showed close relationship with partners and suppliers, extend of knowledge sharing does not affect organisation level of outcome. The study was limited to smaller sample size and used innovations a moderating variable. Despite of this studies conducted, they gave a mixed result that was re-examined by the current study.

Performance of procurement function

Performance is the ability to achieve targeted objective through coordination of other committed parties. According to Rotich, Muma and Micheni (2016) procurement performance concept subsisted since early 1930s. Procurement function performance is a continuing, never-ending non-segregated process that regularly need reforms and assessments, (Osoro and Musau, 2018). For any institution to perform, supply chain need to be effective in every activity.

According to Abonyo (2017) factors such as information technology training and development,

human resource capacity influence supply chain management performance. However, there other factors that contributes to procurement function's performance. The study sought to establish the effects of planning in procurement, choices made in suppliers and supplier- buyer relation and their contribution to procurement function performance.

METHODOLOGY

Descriptive design was used in the present study. Its significance because it states the how, where and explains situations or occurrences. According to Mugenda (2008), assembling of data exchange that gives reasons about the present situation and manipulation of variables achieved by use of descriptive research design. The target respondents for this study were the procurement departments in Kakamega county which comprised of all procurement officers and stores officers attached to the county. This formed a total of 35 respondents. The target population of 35 respondents formed the sample size.

A census study was employed since the study population was small. Questionnaires were used to gather data because they are easy to administer and validity of information was needed. Data analyzed was descriptive and inferential statistics. Statistical package for social sciences (SPSS V24) was used for scrutiny of the data gathered. Data was presented by tables. The relationship among study variables at 5% confidence level were fixed upon by the use of regression analysis as stated below.

$$Y = \beta_0 + \beta_4 X_4 + \varepsilon \dots \dots \dots i$$

Where;

Y =Dependent variable –Performance of procurement function

X₄ = Independent variable 4- Information Sharing

ε =An error term random variation due to other unmeasured factors

β₀ =y-intercept/constant

FINDINGS AND DISCUSSIONS

Response rate

Response	f	%
Successful	32	91.4%
Unsuccessful	3	8.6%
Total	35	100%

Field data (2022)

According to Saunders et al. (2007), the response rate of at least 90% was considered an excellent rate.

Descriptive Analysis for Information Sharing

The objective of the study was to determine the effect of information sharing on performance of procurement function in Kakamega County, Kenya.

A portion of participants (40.6%) in the institution admitted having an efficient information management system a mean of (4.1250). 43.8% participants embrace information technology in the institution with a mean of (4.1250). In regards to whether there is an efficient internal information exchange, 40.6 were in agreement with a mean of (4.1250). As to whether exchange of information between the suppliers and the institution is reliable and effective, 59.4% participants concur with a mean of (4.0938). On what type of information is exchanged in the institution, 50% of the research participants admitted that they only exchange credible basic information, with a mean of (4.1563). 46.9% participants also concur that their way of sharing information have proved to build and strengthen their social bonds with suppliers with a mean of (4.3438). Portion of participants that they share information with suppliers to improve productivity with a percentage of 43.8 and a mean of (4.0313). As to whether the institution provides a clear reliable channel for supplier to communicate their issues, 50% participants concur a mean of (4.9038). The findings corroborate with Abdallah (2014), observed that efficiency of the outcome is due to the practices of supply chain embraced. The findings are supported by Ahlam and Hebah (2018),

indicated that passing of information results to a number of benefits to manufacturing industries however, passing information accidentally to service providers can also injure organizations level of outcome. Competitors access to company's secret negatively injures performance.

Descriptive analysis for Performance of Procurement Function

A good number of the respondents (34.4%) were in agreement that there is a significant reduction on the overall cost incurred with a mean of (4.7500). 59.4% participants concurred that there is timely delivery of goods and services giving a mean of (4.0938). 56.3% participants assented that their client's quality requirements are met with mean of (4.4063). As to whether there is proper utilization of resources in the institution, 56.3% of the respondents agreed with a mean of (4.3438). 46.9% participants concurred that organizations image is the best as far as supply chain management practices is practiced in Kakamega County gave mean of (4.3438). 65.6% participants assented that other institutions do benchmarking in our institution with a mean of (4.4375). As supported by Kwai (2005), procurement performance is cost minimisation, customers satisfaction, timely deliveries and quality service provisions. High profit levels and quality services are realized when systems are in place to manage the supply chain components.

Inferential statistics

In this section a test for normality, multi-collinearity and regression analysis was done and findings are as shown:

Table 1: Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	Df	Sig.
Information Sharing	.092	32	.200*	.981	32	.822
Performance of procurement function	.147	32	.077	.956	32	.207

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

Source: Field 2022

The Kolmogorov - Smirnov statistics is utilized to check for normality of responses of variables under study. At 95% confidence level, the p values ≥ 0.05 , imply all the data is normally distributed

Test for Multi-Collinearity

A correlation analysis was conducted to investigate the interconnection all the independent variables. Table below shows the outcome: -

Table 2: Test for Collinearity

		Performance of procurement function
Information Sharing	Pearson Correlation	.326
	Sig. (2-tailed)	.068
	N	32
Performance of procurement function	of Pearson Correlation	1
	Sig. (2-tailed)	
	N	32

Source: Field 2022

The assumption of multi-collinearity was not violated and hence the data proceeded for regression analysis.

Regression Analysis for Information Sharing

To test the % change of dependent variable (performance of procurement function) a simple regression analysis was utilized as attributed by the

independent variable (information sharing). This was significant in answering the fourth agenda of the study which was to determine the relationship between information sharing and performance of procurement functions in Kakamega County, Kenya. Table 2 shows the regression results: -

Table 3: Regression analysis on information sharing

Model Summary

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate	Change Statistics			Sig. F Change	
					R Square Change	F Change	df1		
1	.326 _a	.106	.077	.54462	.106	3.571	1	30	.068

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1.059	1	1.059	3.571	.068 ^b
	Residual	8.898	30	.297		
	Total	9.957	31			

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	2.925	.380		7.702	.000
	Information Sharing	.213	.113	.326	1.890	.068

a. Dependent Variable: Performance

Source: Field 2022

The results indicate an r (Coefficient of correlation) of 0.326 and an R² (Coefficient of Determination) of 0.106. This implied that 10.6% changes in the dependent variable (performance of procurement functions) spelled out by the independent variable (information sharing).

The F test gave a value of (1, 30) = 3.571, P > 0.05, which does not pillar the goodness of fit of the model in spelling out changes in the dependent variable. From these findings, we concur the null hypothesis which stated that sharing information has no significant influence on performance of the procurement functions of Kakamega County Government. The regression equation to measure changes in performance of procurement functions as attributed to information was stated as below;

$$PPF = 2.925 + 0.213IS + e$$

Where;

PPF is the Performance of Procurement Functions

IS the Information Sharing

Considering that all the other external factors are held constant, there would be a 2.925-unit increase in performance of procurement functions. When there is a unit increase in information sharing, performance of procurement functions will increase by 0.213 units. The findings corroborate with that of Baihaqi & Sohal (2013), who conducted a study that established sharing information has no impact on the outcome in terms of performance of an organization. Further opined that information sharing is vital but not sufficient alone to boost the outcome. A study carried out by Khalil, Khan & Rashid (2018), showed close relationship with partners and suppliers, extend of knowledge sharing does not affect organisation level of outcome.

However, Crossman (2017) opined that information sharing is a very important predictor of performance of procurement functions. Yang and

Maxwell, (2011) also reiterates that performance of an organization and its efficiency are some of benefits of information sharing

CONCLUSION AND RECOMMENDATIONS

The study established the effect of information sharing on the performance of procurement function in Kakamega county, Kenya. From the analysis, the study found out that a coefficient of correlation (r) as 0.326**, P>0.05 at 95.0% confidence level was indicated. An indication of a positive but a non-significant connection between information sharing and performance of procurement function in Kakamega county, Kenya. The results further indicated an R² value of 0.106 indicating that information sharing could predict 10.6% changes in supply chain performance. These findings are supported by Khalil, Khan & Rashid (2018), showed close relationship with partners and suppliers, extend of knowledge sharing does not affect organisation level of outcome.

The study concluded that based on the objective of the study, Information sharing have no significant

effect on the performance of the procurement functions in Kakamega county, Kenya.

The study recommended that the adoption of other Supply Chain Management Practices as information sharing has been confirmed not to significantly enhance performance of procurement function in Kakamega County, Kenya.

Suggestions for further research

This study suggests a comparative study be carried out in other institutions such as banks or universities in Kenya not only in the county government to see the contribution of SCMPs and how it influences the performance of procurement function in those institutions.

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