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Effect of Strategic Procurement Practices on Performance of Kenya Power and Lighting Company in Mombasa County

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Abstract

The Procurement and disposal Act, of 2015, gives guidelines and power to parastatals to ensure that the procurement process is fair and efficient for the participants. However, there have been procurement irregularities in KPLC that have caused a massive financial haemorrhage. The purpose of the study was to examine the effect of strategic procurement practices on performance of Kenya Power and Lighting Company in Mombasa County. The specific objectives were to determine the effect of outsourcing, negotiation, tendering, and inventory control on performance of Kenya Power and Lighting Company in Mombasa County. The study had the resource-based view theory and transaction cost theory. It used a research approach and descriptive research design on a target population of 113 staff of four KPLC offices located in Mbaraki, Mombasa CBD, and Nyali. This study selected the staff using census method and issued questionnaires to all the respondents. The secondary data was generated from income statements and cash flow reports dating from 2020 to 2022. The questionnaire was pre-tested at the KPLC Kilifi county office. Face, content, and criterion validity were measured whereas Cronbach alpha was used to measure reliability. Descriptive statistics like frequencies, mean and percentages were analysed. The study used a thematic method to analyse the open-ended questions and tables, and explanations as main methods of data presentation. The study's finding on outsourcing practice was that there was occurrence of delays in providing urgent services and products. On negotiation practice, KPLC's negotiation process was affected by corruption by rogue staff with selfish interests. On tendering practice, there was low incorporation ICT into the tendering process. On inventory control methods, there was inconsistency of policy systems towards guiding quality warehouse management. The study recommendations on outsourcing practice are that the procurement department management conducts a thorough check on the potential products and services outsourced. On negotiation practice, KPLC senior management should develop and implement anticorruption policies on corrupt staff. On tendering practice, senior management should provide funds, increase awareness, and strengthen the ICT implementation policies. On inventory control practice, the procurement department staff undergo training on warehouse management and disposal management.

Keywords: *Strategic Procurement Practices, Negotiation Practice, Outsourcing Practice, Inventory Control Practice, Kenya Power and Lighting Company*

1.0 Introduction

The need to have a reliable procurement process has been a growing concern for many institutions (Moshtari et al., 2021). This is because the quality and cost incurred to bring products and services into the organization is vital to dictating the viability of the operations. Therefore, institutions have desired to have clear procedures they could rely on, to identify the purchase demands, suppliers, delivery, and monitoring of the acquired products. This improves the performance since quality products are channeled to the desired purpose on time. Notably, strategic procurement practices improve efficiency, reduce supplier-related failures to deliver, and enhance supply chain resiliency (Odong'o & Kazungu, 2023).

Strategic procurement practice is the process through which an institution ensures that appropriate quality and rightly priced products and services are acquired at the opportune time to meet a specific demand raised (United Nations [UN], 2020). Therefore, in other terms, the decisions made by a procurement officer in regards to obtaining what is needed and at the right time ensure that an institution's operations are not halted. Developing policies and structures that are followed is a key aspect when an institution wishes to save money and time. Outsourcing is the process through which a parastatal institution relies on the services of another institution to buy stocks from a seller on its behalf (International Monetary Fund [IMF], 2023). This could include relying on a shipping company to purchase oversees products on behalf of the institution. Therefore, it is paramount that institutions mainly consider this practice when the required products are out of reach and the cost incurred to reach out to on individual capacity is higher than using a third party.

Negotiation is the process of discussion to agree with a buyer or seller on the price, payment timelines, and other conditions to be fulfilled for the process of procurement to be successful (Australian Government, 2020). Institutions can make purchases and sales based on the level of agreement they reach with various parties. When negotiating, the agreed price could be higher than the actual purchase cost or equivalent but not lower than that. Tendering is the process where an institution allows different supplies to name their pricing structure of a need raised through use of proposals or bids (Congressional Research Service [CRS], 2023). This procurement process enables the institution issuing the tender to weigh in the different price averages and select the most reasonable and effective price. Inventory control is the process through which the levels of inventories are frequently monitored to ensure that required amounts to be ordered are known and when the orders are to be done. This process ensures that the quality of stock that an institution has is not negatively affected by the environment it is stored till its utilization time.

According to Lingegård and Oelreich (2023), effective procurement processes have been established to lead to improved performance. This is because, when there are qualified staff who know what they are supposed to achieve, the chance of making procurement errors like getting low quality or spoilt goods is reduced. Notably, Chen (2023) defines financial performance as the process of ensuring that the shareholder's wealth is maximized through consistent procurement decisions that minimizes cost and increase revenue of an institution. Regrettably, parastatals have been struggling to ensure that their performance is within the required thresholds particularly due to poor procurement processes implemented.

Globally, procurement departments in America, have been struggling with employee fraud who select their preferred bidders as a means of canvassing with them to share the profit irregularly. In a state like Florida, procuring products has been a problem particularly due to inflation and high cost of materials (Theal & Gomes, 2023). Further in Europe, parastatals have also faced

the challenge of poor procurement policy adherence and unqualified procurement staff to run the process of tendering (Maciej & Alison, 2022). Further, in France and United Kingdom, there have been concerns about low quality materials particularly when outsourcing is done without conducting a thorough background check (European Union [EU], 2020). In Asia, Asian Development Bank [ADB] (2023) suggested that procurement processes have been negatively affected by inflation, political interference, and high operational costs. According to IMF (2023), parastatals in South Africa have been experiencing poor delivery of products due to inadequate negotiating skills and lack of leadership support particularly towards the provision of funding. According to Assam et al. (2023), there has been poor monitoring and evaluation of parastatal inventory in Nigeria. In Uganda, procurement has been greatly hindered due to inconsistency in an audit of products and unfavorable laws.

Locally, the Presidential Taskforce (2021) accused procurement departments in parastatals like Kenya Power and Lighting Company [KPLC] of over-expenditure especially when they have to operate within a budget. According to Njeru and Muthini (2023), there has been poor implementation of technology to monitor stock hence the existence of old stock clearance issues and also poor cost of purchase and storage tracking methods. In Mombasa County, there have been challenges related to lack of updated systems to manage inventory hence old stock takes up storage space among parastatals in the region (Mariam & Kisimbii, 2020). Further there have been experiences of resistance to adopt current procurement strategies by staff and increased cyber-attack on procurement systems. These issues have caused the study to examine the effect of strategic procurement practices on performance of Kenya Power and Lighting Company in Mombasa County.

1.1 Specific Objectives of the Study

i. To determine the effect of outsourcing practice on performance of Kenya Power and Lighting Company in Mombasa County.

ii. To assess the effect of negotiation practice on performance of Kenya Power and Lighting Company in Mombasa County.

iii. To examine the effect of tendering practice on performance of Kenya Power and Lighting Company in Mombasa County.

iv. To evaluate the effect of inventory control practice on performance of Kenya Power and Lighting Company in Mombasa County.

2.0 Literature Review

2.1 Theoretical Review

Resource-based view theory was developed by Wernerfelt (1984) it states that in any organization, there are resources that when fully utilized could cause the institution have a competitive advantage in the market. These resources could either be internal or external but the main aspect is their availability when needed in the normal operations of the institution. Further, the resources are uniquely valuable such that they could not be easily replicated or gotten from another source (Moshtari, et al., 2021).

Transaction Cost Theory was developed by Coase (1937) as cited by Cuypers et al. (2021) and it states that organizations make effort to negotiate since transactions have a cost attribute which the institutions incur when looking for business partners and enforcing contracts. Therefore, when the negotiation takes place since the organization would wish to reduce the cost of procuring goods and services. Additionally, they also negotiate to seek more favorable terms on the delivery of these goods (Cuypers et al., 2021). This is because, the suppliers have

high costs attributed to shipment hence the need to negotiate. Notably, negotiation enables an organization to have clear contract timelines and warrants of the procured goods for purposes of security from spoilage.

2.2 Conceptual Framework

The study had two types of variables which were independent and the dependent variable. The independent variables comprised of outsourcing, negotiation, tendering, and inventory control practices. The indicators of outsourcing were meter reading and distribution, electricity poles management, security services, offshore procurement of power equipment and ICT services. The indicators of negotiation were principled, team, multiparty, adversarial, and avoidance negotiations. The indicators of tendering were open, restricted, competitive dialogue and negotiated tendering. The indicators of inventory control practices were ABC inventory classification, economic order quantity, fixed order quantity inventory control, just-in-time inventory control, and warehouse management system.

The dependent variable included performance which had indicators such as effective implementation of procurement policies, selecting quality suppliers to ensure profitability, employment of productive procurement staff, efficient decision-making process, monitoring and evaluation of procurement practices. The conceptual framework is provided in Figure 1.

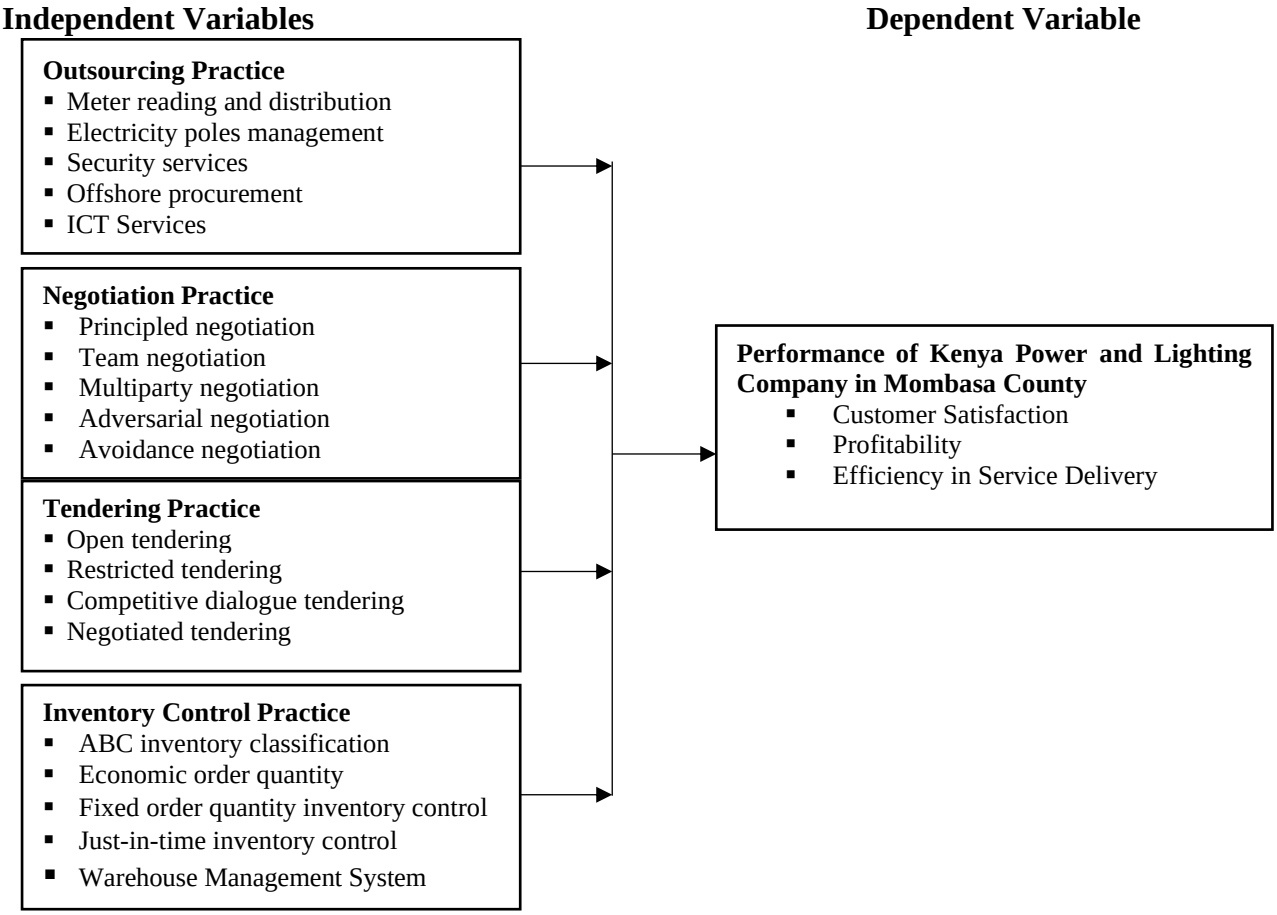

Figure 1: Conceptual Framework

Source: Researcher (2024)

2.3 Empirical Review

Outsourcing Practice and Performance of Kenya Power and Lighting Company in Mombasa County

In the normal operations of an electricity-generating organization, they are required to outsource various equipment and services that cannot be generated internally. In terms of equipment, the organization considers other suppliers who are providers of wire lines, meter boxes, transformers, capacitors, vehicles, furniture, and others (Banker et al., 2023). These products make it easy for the organization to effectively deliver its mandate with relative precision.

Poblete and Halldórsson (2023) explored the various sources of energy services used by end consumers and how the energy firms outsource them in Sweden. Eighteen responders were interviewed from eighteen energy firms. The study established that various outsourcing was done on acquiring energy-efficient equipment, consultation on how to increase efficiency of the energy, building services, maintenance services, and operation services such as energy distribution interface management. However, Poblete and Halldórsson (2023) did not specify how outsourcing was done in electricity power firms.

Negotiation Practice and Performance of Kenya Power and Lighting Company in Mombasa County

Negotiation practice which involves a lot of bargaining requires skills and experience to successfully secure a business deal in an organization. Therefore, in case there has been a conflict between the organization and another party, principled negotiation is applied to come up with a mutually accepted result (Byrne et al., 2022). This could relate to conflicts related to loss of power, lack of getting the right units, and overcharging on post-paid electricity bills, among others. Therefore, to have a clear outcome, principled negotiation is the best approach so that both the client and the institution are not disadvantaged based on the decisions made (Nwankiti & Air, 2023).

Notably, Guma et al. (2022) scrutinized how access to electricity was affected by digitalization process in Kibera Nairobi. Therefore, among the variables considered, the negotiation process was also a factor of interest on the prepaid and postpaid meters. According to Guma et al. (2022), the negotiation power was increased on post-paid meters while it diminished on the pre-paid meters. This is because, on the postpaid, the clients got a chance to negotiate on the number of units consumed, especially when there was an upsurge of the consumption level against the norm. Additionally, the clients got a chance to negotiate on the frequency pf payments on added expenses in the monthly bills. However, the digitalization of meters that brought about pre-paid services, reduced the negotiating power of the client since there was no client-supplier interaction in the process of payment or supply of electricity units. There is therefore a need to assess the negotiation policy framework of KPLC, especially on the purchase of prepaid electricity units. Effect of Renewable Energy Adoption Practice on Performance of edible Oil Manufacturing Companies in Kenya.

Tendering Practice and Performance of Kenya Power and Lighting Company in Mombasa County

Tendering is also a practice that is done in most organizations to ensure that there is fairness in allotting of supplies responsibilities (Gichuhi & Waruguru, 2020). This includes an open tendering system whereby all parties that have the required capacity are allowed to take part is competing to bid. This is the most commonly practiced procurement function since it allows

the organization to have diverse options and select the most cost-effective supplier (European Commission, 2022). Additionally, some organizations could also have a procurement option of limiting the number of tender applicants especially when the nature of the tender is a minor one the institution is operating under a fixed budget or simply there is less available time for the intended project to commence (Twesigye, 2022).

Twesigye (2022) investigated the various operational, leadership, and policy frameworks in existence for increased electricity power utility in KPLC. Notably, the study was developed from a point of inadequacy, unreliability, and highly-priced electricity units. Therefore, Twesigye (2022) reviewed literature from past authors to conclude that, in relation to rendering, political influence has had a negative influence on the operational aspect of KPLC. This is because the tendering process was highly interfered with, such that the allocation of open and negotiated tenders was issued to people who were politically connected to the management. Additionally, Twesigye (2022) noted that the value of tenders also increased irregularly especially after tenders were issued which is against the procurement process. However, Twesigye (2022) did not specify whether the policy frameworks were institutional or government-related. Additionally, there is also a need to examine whether electronic tendering affects procurement performance in KPLC.

Inventory Control Practice and Performance of Kenya Power and Lighting Company in Mombasa County

The control of inventories in an organization is a very important procurement practice as the organization can have the required stocks or equipment when needed in the core operations (Gatari et al., 2022). Therefore, ensuring that the stock remains available at all times, requires various procurement methods such as ABC inventory classification whereby equipment in storage is divided into three sections depending on how costly, moderately costly, and less costly. Additionally, another procurement practice involves economic order quantity whereby an organization procures a specific number such that through this purchase, inventory costs are lowered (Affum et al., 2023).

Fixed order quantity inventory control is also another procurement practice whereby an institution ensures that a minimum number of products in storage is always maintained (Saleem & Ullah, 2022). Any decline prompts immediate ordering of new products particularly on the most commonly used item in the organization (Hussein & Makori, 2018). Further on, just-in-time inventory control is a procurement method whereby an institution procures little orders of products since the demand forecasted is not high. Notably, organizations also invest in warehouse management systems which enables ensuring that stock levels are digitalized effectively. Thus, the use of a computerized system is highly advocated for in this inventory control method (Roy et al., 2023).

Additionally, Gatari et al. (2022) investigated how state corporations were able to maintain sustainable performance, especially through the implementation of inventory management. Three-hundred and seventy-four managers of finance and procurement were selected using census from One hundred and eighty-seven parastatals in Kenya. They answered the questionnaires and indicated that inventory control was a major contributing factor towards ensuring sustainability of performance. Notably, Gatari et al. (2022) indicated that keeping the correct inventory records, and usage of inventory IT-based techniques were minimally used in the institutions. That notwithstanding, Gatari et al. (2022) did not involve operational staff to have exhaustive feedback, particularly on the inventory management challenges faced.

Performance of Kenya Power and Lighting Company

The performance of an organization is key to determining its existence as a going concern (Masoud, 2023). Therefore, performance is based on so many factors but in relation to procurement operations, the ability of the management to come up with policies that act as guidelines is paramount. This is because the decisions made on procurement have to flow through a common channel to avoid confusion on what, when, how, why, and where to buy. Additionally, According to Saoke (2021) and Ingutia (2020), the choice of suppliers also determines how the institution will perform. This is due to the fact that when suppliers are reliable in providing the agreed quality of products and services, it becomes easy to implement the institutional policies. Notably, the employees assigned the task of delivering procurement tasks are the backbone of the institution (Njeru & Muthini, 2023). This is because, for operations to take place, there must be an interaction of various players like the staff, clients, suppliers, debtors, management, and the government.

3.0 Methodology

3.1. Research Design

This is a plan that a researcher uses when collecting data and, in this case, descriptive research design was used (Siedlecki, 2020). This is because it was a plan that enabled the study to assess how outsourcing practice impacted performance; when various types of negotiation applied in a procurement process; what tendering practices were commonly used; and where the training on inventory control methods took place. All these issues were assessed in conjunction with their impact on improving performance. Further, a descriptive research design was opted for due to the convenience of data collection whereby the respondents' answered questionnaires in their free time without subjecting them to pressure. According to Sharma et al. (2023), when the respondents answered the questions with less concentration, it led to poorly answered questionnaires which reduced the chances of high response rates.

3.2. Target Population

The target population comprised 113 staff of four KPLC offices located in Mbaraki, Mombasa CBD, and Nyali. These staff included 17 procurement managers, 54 procurement officers, and 42 finance officers. Procurement managers were selected since their knowledge of procurement processes was well rooted and hence provided clear information on how strategies were formulated and the guiding factor towards the decision-making in the organization. Procurement officers were invaluable towards the study since they provided information on how formulated strategic procurement practices were implemented as well as the challenges facing the organization in its cause of implementation. Finance officers were vital in the study since they provided information related to financial structure in depth, particularly on the procurement needs of the organization. The target population is described in Table 1.

Table 1: Target Population

Schools	Procurement Managers	Procurement Officers	Finance Officers	Total
KPLC Mbaraki Office	5	17	14	36
KPLC Mombasa CBD Office	7	19	16	42
KPLC Nyali Office	5	18	12	35
Total	17	54	42	113

Source: Researcher (2024)

3.3. Sample and Sampling Procedure

Sampling procedure is the process through which a representative proportion of the target population is taken to be used in a study. Therefore, the major aspects considered when sampling in a study, are the size of the target population, number of the institutions covered, and the nature of the study. Therefore, this study used census method since the population of the respondents was not large. This meant that all the 113 participants were considered for the study. It is worth noting that according to Raifman et al. (2023), census method gives a population's opinion to be collected in wholesomeness so that the major concerns are noted. In the case of the study, KPLC had been struggling with procurement irregularities which had previously attracted the interest of the head of state. This was a major problem that required involvement of the entire population to unveil the issue and offer practical solutions.

3.4. Data Collection Method

The study was quantitative hence collected data using questionnaires and secondary data. The questionnaires were administered to all the respondents, whereas the secondary data was generated from the financial reports of the institution.

3.4.1 Questionnaire

The study used open and closed questionnaires which gave the chance to the respondents to provide their opinion effectively. The nature of the questionnaires had an Ordinal Likert Scale that had options from 1 to 5 whereby, 1-strongly disagree, 2 disagree, 3-neutral, 4-agree, and 5-strongly agree. The options enabled an effective data collection process whereby the KPLC staff ticked where they felt was the most suitable option. Additionally, they were also needed to provide some feedback in writing whereby they pointed out various issues as addressed by the questionnaire. Further on, the questionnaire had six questions whereby the demographic, outsourcing, negotiation, tendering, inventory control, and performance questions were addressed concretively.

3.4.2 Secondary Data

The study also collected secondary data from financial reports as a means of measuring performance. The financial reports that were considered were the income statements and cash flow reports dating from 2020 to 2022. This was because various performance metrics in all organizations were uniformly provided and in accordance with International Financial Reporting Standards [IFRS]. Therefore, the main information that was derived from the reports included gross profit, net profit, and purchase expenses. Getting this information enabled the study to underpin whether the strategic procurement practices had caused in increment in performance in the organization or not. The net profit and purchase expenses enabled the study to get information on the frequency and nature of procurement items gotten and the cost attribute. The gross profit provided information on how much income the organization had been able to earn as a result of delivering services as required since there was an availability of power equipment procured on time.

3.5. Validity and Reliability of Research Instrument

The study's questionnaires were pre-tested to ensure that the questions asked addressed the problem and linked to the variables (Ullah et al., 2023). Further, it also gave the study opportunity to correct ambiguous questions to improve them. According to Mugenda and Mugenda (2003), the pre-test population comprised at least ten percent of the sampled population. Therefore, the questionnaire was pre-tested at KPLC Kilifi county office where 2 procurement managers, 5 procurement officers, and 4 finance officers were selected using a

simple random sampling method, hence a total of 11 pre-test respondents. KPLC Kilifi county office had also been battling with irregularities when procuring power equipment and as well as outsourcing services.

3.5.1 Validity of Research Instruments

Barasa et al. (2016) define validity as the degree to which a research methodology adeptly uses measurement techniques to obtain the data essential to address the research objectives. This is the ability of a research instrument to test what it is supposed to test and it includes three types which are face content, and criterion validity (Sutha & Nurhanani, 2023). Face validity was measured by grouping the questions based on sections that were linked to the variables of the study (Surusu et al., 2020). Thereafter, the study ensured that each section assessed how outsourcing, negotiation, tendering, and inventory control influenced performance. Content validity was measured by establishing that each section of the questionnaire had questions that related to outsourcing, negotiation, tendering, inventory control, and performance variables. This was key to having value-adding questions that addressed the problem at hand. Criterion validity was measured by comparing the results derived with past author's opinions and any contradictions or discrepancies were explained further (Cheung, et al., 2023).

3.5.2 Reliability of Research Instruments

Reliability refers to the consistent outcomes derived from a measurement tool. Immediately the pre-test questionnaires were collected the study measured reliability through Cronbach Alpha Coefficients whereby they were subjected to a range of 0 to 1. Notably, Nikmard et al. (2023) pointed out that when the range is between 0.7 to 1, it should be that the instruments are reliable and anything less than 0.7 dictates unreliability. Therefore, the study ensured that the instruments were measured to assess their reliability status. A pre-test study was done at KPLC Kilifi county office where 2 procurement managers, 5 procurement officers, and 4 finance officers were issued with pre-test questionnaires to fill them. The results are in Table 2.

Table 2: Table Cronbach Alpha Reliability Coefficients

Instrument	Cronbach's Alpha	N of Items
Outsourcing	0.921	11
Negotiation	0.888	11
Tendering	0.934	11
Inventory control	0.840	11
Performance	0.903	11

Source: Research Data (2024)

4.0 Results and Discussion

4.1 Outsourcing Practice and Performance of Kenya Power and Lighting Company in Mombasa County

Outsourcing practice was the first variable which was measured using meter reading and distribution, electricity poles management, security services, offshore procurement of power equipment, and ICT services. The study asked questions using a closed-ended questionnaire whose responses are indicated in Table 3 while the open-ended responses follow thereafter.

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Table 3: Descriptive Statistics of Outsourcing Practice

Statements, N=94	Mean	Std Dev
Outsourcing of services like meter reading and distribution.	3.90	0.79
Contracting of staff to offer security services	4.68	0.21
Accessibility of ICT services due to reliable sources of internet	3.49	0.80
There is sub-contracting of pole management services	3.16	0.99
Fluctuation in demand increases the outsourcing of products	4.33	0.34
Funding of procurement department to facilitate frequent outsourcing	2.95	1.02

Source: Research Data (2024)

According to Table 3, 77(81.9%) strongly agreed and 10(10.6%) agreed that there were dedicated staff who had been contracted to offer security services (Mean=4.68 and S.D=0.21). Further, 41(43.6%) strongly agreed and 48(51.1%) agreed that the fluctuation in demand increased the outsourcing of products like purchase of electricity power equipment from offshore (Mean=4.33 and S.D=0.34). Additionally, 77(81.9%) strongly agreed and 10(10.6%) agreed that organizations frequently outsourced services like meter reading and distribution (Mean=3.90 and S.D=0.79). However, 48(51.1%) strongly disagreed and 17(18.1%) disagreed that the procurement department funding was frequently and efficiently done to facilitate the process of outsourcing (Mean=2.95 and S.D=1.02).

Therefore, the result implied that KPLC had made recognizable efforts to outsource security services, meter reading, and distribution. Notably, this was made possible through the increased demand for power in the areas of jurisdiction. Therefore, the result indicated that KPLC had made recognizable efforts to outsource security services, meter reading, and distribution. Notably, this was made possible through the increased demand for power in the areas of jurisdiction. However, the study noted that there was insufficient funds provision to ensure that the entire planned items were procured on time. Therefore, as a result, it led to a halt in various power installation and maintenance operations.

This was mainly due to unavailability, late provision, low quality, and insufficient numbers of power equipment at the site. In support of the findings, Chui (2020) pointed out that service delivery had become a challenge because most institutions that outsourced key operations had lagged in effective procurement practices. According to Chui (2020), the main issue was related to late provision and low quality of items when required.

Correlation Analysis of Outsourcing Practice and Performance of Kenya Power and Lighting Company in Mombasa County

The correlation analysis of outsourcing practice was conducted to determine the influence that it had on performance and is described in Table 4.

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Table 4: Correlation Analysis of Outsourcing Practice

		Outsourcing Practice	Performance of K P L C
Outsourcing Practice	Pearson Correlation	1	.189
	Sig. (2-tailed)		.001
	N	94	94
Performance of K P L C	Pearson Correlation	.189	1
	Sig. (2-tailed)	.001	
	N	94	94

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

Table 4 indicates that correlation coefficients r=0.189 at $\alpha < 0.000$ and 99% significance level. Therefore, since r is less than 1 and significance level is 0.001 which is less than 0.05, it indicates that outsourcing practice had a positive influence on performance.

Linear Regression Analysis of Outsourcing Practice and Performance of KPLC

The study conducted linear regression analysis through two methods which are model summary and ANOVA as described in Table 5.

Table 5: Model Summary of Outsourcing Practice

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.927a	.859	.831	2.53174	1.887

a. Predictors: (Constant), Outsourcing Practice
b. Dependent Variable: Performance

Table 5, provides that R was 0.927 while R-Square was 0.859 at a 1.8887 Durbin Watson. This means that outsourcing practice had 85.9% influence on performance which was positively correlated (Durbin Watson was between 0-2). The other 14.1% was based on elements not considered in this study.

Further on, the study assessed whether outsourcing practice had any influence on performance through analysis of variance method (ANOVA) as presented in Table 6.

Table 6: ANOVA of Outsourcing Practice

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.765	1	21.765	3.396	.000[b]
	Residual	589.693	93	6.410		
	Total	611.457	94			

a. Dependent Variable: Performance
b. Predictors: (Constant), Outsourcing Practice

Table 6 indicates that the p-value was 0.000 which was less than 0.05. This therefore signified that outsourcing had a positive influence on performance hence a key determinant.

4.2 Negotiation Practice and Performance of Kenya Power and Lighting Company in Mombasa County

Negotiation practice was the second variable which was measured using principled negotiation, team negotiation, multiparty negotiation, adversarial negotiation, and avoidance negotiation. The study asked questions using a closed-ended questionnaire whose responses are indicated in Table 7 while the open-ended responses follow thereafter.

Table 7: Descriptive Statistics of Negotiation Practice

Statements N=94	Mean	Std Dev
Multiparty negotiation is used to sort conflict	3.95	0.97
Bargaining skills are done through team negotiation.	4.17	0.89
Conflict resolution is promoted by principled negotiation	3.33	0.724
Tough negotiators ensure adversarial negotiation	4.33	0.34
Clear guidelines guide on avoidance negotiation	4.46	0.16
Negotiation policy framework of KPLC	2.72	1.15

Source: Research Data (2024)

As per Table 7, 12(12.8%) strongly agreed and 40(42.5%) agreed that there were clear negotiation guidelines that guided the negotiation to implement avoidance when the interests of the organization were not been met in a bargain forum (Mean-4.46 and S.D-0.16). Further, 45(47.8%) strongly agreed and 48(51.1%) agreed that KPLC had employed tough negotiators in the legal department whose responsibility was to ensure that adversarial negotiation succeeded (Mean-4.33 and S.D-0.34). That notwithstanding, 8(8.5%) strongly disagreed and 39(41.5%) disagreed that there existed a negotiation policy framework on purchase of prepaid electricity units (Mean-2.72 and S.D-1.15).

The results implied that KPLC had ensured that there were negotiation guidelines such as the ones that made possible the implementation of avoidance of non-profitable discussions. To some extent when there was need to have hard bargain, it was made possible through the legal team. However, the study noted that the institution failed to have if any, policy framework on prepaid units purchase plan. Therefore, the value for money gotten by clients who has bought these units was highly depending on several factors such as inflation, cost of fuel and management decisions.

This explains why the value of units decreased as the amount of money used to purchase electricity units increased. For example, the number of units bought using Kshs 500 was 18 units. However, when a client used a higher currency amount such as Kshs 1,000, the numbers of units were short of 36 units, which in this case was expected to be. Notably, the study noted that the available platforms such as telephone contacts or social media sites, were less effective towards addressing the discrepancy in short-changed units. Therefore, it was ‘take or leave’ situation with clients failing to have a clear platform to negotiate for more units. Comparatively, Bryne et al. (2022) supported the findings by arguing that the retail sector of electricity was engulfed with price discrimination that did not allow any negotiations. This was whereby the institution did not have a clear price-unit portfolio in place.

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Correlation Analysis of Negotiation Practice and Performance of Kenya Power and Lighting Company in Mombasa County

The correlation analysis was conducted to determine the relationship between Negotiation Practice and Performance of Kenya Power and Lighting Company in Mombasa as described in Table 8.

Table 8: Correlation Analysis of Negotiation Practice

		Negotiation Practice	Performance of K P L C
Negotiation Practice	Pearson Correlation	1	.181
	Sig. (2-tailed)		.005
	N	94	94
Performance of K P L C	Pearson Correlation	.181	1
	Sig. (2-tailed)	.005	
	N	94	94

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

Table 8 indicates that correlation coefficients r=0.181 at $\alpha < 0.000$ and 99% significance level. Therefore, since r is less than 1 and significance level is 0.005 which is less than 0.05, it indicates that negotiation practice had a positive influence on performance.

Linear Regression Analysis of Negotiation Practice and Performance of KPLC

The study conducted linear regression analysis through two methods which are model summary and ANOVA as described in Table 9.

Table 9: Model Summary of Negotiation Practice

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.858a	.736	.722	2.53533	1.014

a. Predictors: (Constant), Negotiation Practice
b. Dependent Variable: Performance

Table 9 provides that R was 0.858 while R-Square was 0.736 at a 1.014 Durbin Watson. This means that negotiation practice had 73.6% influence on performance which was positively correlated (Durbin Watson was between 0-2). The other 26.4% was based on elements not considered in this study.

Further on, the study assessed whether negotiation practice had any influence on performance through analysis of variance method (ANOVA) as presented in Table 10.

Table 10: ANOVA of Negotiation Practice

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.090	1	20.090	3.126	.002[b]
	Residual	591.367	93	6.428		
	Total	611.457	94			

a. Dependent Variable: Performance
b. Predictors: (Constant), Negotiation Practice

Table 10 indicates that the p-value was 0.002 which was less than 0.05. This therefore signified that negotiation practice had a positive influence on performance hence a key determinant.

4.3 Tendering Practice and Performance of Kenya Power and Lighting Company in Mombasa County

Tendering practice was the third variable which was measured using open tendering, restricted tendering, competitive dialogue tendering, and negotiated tendering. The study asked questions using a closed-ended questionnaire whose responses are indicated in Table 11 while the open-ended responses follow thereafter.

Table 11: Descriptive Statistics of Tendering Practice

Statement N=94	Mean	Std Dev
Incorporation of ICT in open tendering	2.39	1.41
The staff are well trained on how to quantify a tender	2.37	1.49
The selection process saves the institutions' cost and time	3.95	0.97
Management always encourages the staff to attend seminars and conferences	4.34	0.35
Clear tendering policy frameworks	4.68	0.09
Negotiated tendering has been implemented due to availability of finances.	4.52	0.10

Source: Research Data (2024)

According to Table 11, 77(81.9%) strongly agreed and 10(10.6%) agreed that KPLC had established clear tendering policies frameworks both at an institutional level and also keenly at the laws enacted by the parliament through the constitution (Mean=4.68 and S.D=0.09). Further, 70(74.4%) strongly agreed and 14(14.9%) agreed that negotiated tendering was mainly implemented due to availability of finances (Mean=4.52 and S.D=0.10). However, 39(41.5%) strongly disagreed and 17(18.1%) disagreed that there had been incorporation of ICT in the open tendering process to allow as many qualified parties to submit their bids (Mean-2.39 and S.D-1.41). Considerably, 39(41.5%) strongly disagreed and 18(19.1%) disagreed that the staff were well trained on how to quantify a tender as restricted to increase the chances of having the best bidder. (Mean=2.37 and S.D=1.49).

The results imply that KPLC had established clear tender operations regulations that guided the entire process. This was made through observing all the constitutional requirements. Nevertheless, there was a challenge of fully incorporation ICT into the tendering process. As a result, the manual methods of taking tender applications to various KPLC institutions were still rampant. Additionally, the study also gathered that the staff handling the tender applications had weaknesses in performing various tasks such as categorizing the various types of tenders for various bidders to apply. The results point out various weaknesses that needed addressing so that the tendering process could be swift and have less legal implications through court cases for wrong tender awarding process. The report by European Commission (2022) also complained that tendering procedures in the European Union were experiencing issues due to low training accorded to its staff particularly on emerging issues in award of electricity tenders.

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Correlation Analysis of Tendering Practice and Performance of Kenya Power and Lighting Company in Mombasa County

The correlation analysis was conducted to determine the relationship between tendering practice and Performance of Kenya Power and Lighting Company in Mombasa as described in Table 12.

Table 12: Correlation Analysis of Tendering Practice

		Tendering Practice	Performance of K P L C
Tendering Practice	Pearson Correlation	1	.317
	Sig. (2-tailed)		.002
	N	94	94
Performance of K P L C	Pearson Correlation	.317	1
	Sig. (2-tailed)	.002	
	N	94	94

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

Table 12 indicates that correlation coefficients r=0.317 at $\alpha < 0.000$ and 99% significance level. Therefore, since r is less than 1 and significance level is 0.002 which is less than 0.05, it indicates that tendering practice had a positive influence on performance.

Linear Regression Analysis of Tendering Practice and Performance of Kenya Power and Lighting Company in Mombasa County

The study conducted linear regression analysis through two methods which are model summary and ANOVA as described in Table 13.

Table 13: Model Summary of Tendering Practice

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.843a	.710	.706	2.56037	1.298

a. Predictors: (Constant), Tendering Practice
b. Dependent Variable: Performance

Table 13, provides that R was 0.843 while R-Square was 0.710 at a 1.298 Durbin Watson. This means that negotiation practice had 71% influence on performance which was positively correlated (Durbin Watson was between 0-2). The other 29% was based on elements not considered in this study.

Further on, the study assessed whether tendering practice had any influence on performance through analysis of variance method (ANOVA) as presented in Table 14.

Table 14: ANOVA of Tendering Practice

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.351	1	8.351	1.274	.000[b]
	Residual	603.107	93	6.556		
	Total	611.457	94			

a. Dependent Variable: Performance
b. Predictors: (Constant), Tendering Practice

Table 14 indicates that the p-value was 0.000 which was less than 0.05. This therefore signified that tendering practice had a positive influence on performance hence a key determinant.

4.4 Inventory Control Practice and Performance of Kenya Power and Lighting Company in Mombasa County

Inventory control practice was the fourth variable which was measured using ABC inventory classification, economic order quantity, fixed order quantity inventory control, just-in-time inventory control, and warehouse management system. The study asked questions using a closed-ended questionnaire whose responses are indicated in Table 15 while the open-ended responses follow thereafter.

Table 15: Descriptive Statistics of Inventory Control Practice

Statements N=94	Mean	Std Dev
There are inventory control practices such as fixed order quantity	4.80	0.03
A well-established system that is used to classify the cost	3.33	0.72
Well-funded procurement to maintain economies of scale	2.01	1.94
Implementation of ICT to ensure the accuracy of forecasting	4.27	0.31
Policy structure on warehouse management system	2.96	1.02
Procurement training programs on inventory control	4.80	0.03

Source: Research Data (2024)

According to Table 15, 83(88.3%) strongly agreed and 8(8.5%) agreed that there were inventory control practices such as fixed order quantity inventory control frequently used by the procurement department staff (Mean=4.80 and S.D=0.03). Additionally, 83(88.3%) strongly agreed and 8(8.5%) agreed that the staff underwent various procurement training programs to understand how the various inventory control methods applied to the organization (Mean=4.80 and S.D=0.03). However, 6(6.4%) strongly disagreed and 40(42.5%) disagreed that there was a clear policy structure on how warehouse management system was supposed to work to ensure inventory control objective was met (Mean=2.96 and S.D=1.02). Additionally, 48(51.1%) strongly disagreed and 17(18.1%) disagreed that the procurement department was well funded to ensure that minimum order quantity was procured to maintain economies of scale (Mean=2.01 and S.D=1.94).

The implications of the findings revealed that KPLC had ensured that they had basic ways of operations such as having fixed orders of products ordered at any given time and training its procurement staff on how, when, and why to have quality inventory control methods. However, the main concern was that there was still a challenge in setting up policy systems that guided on how to conduct quality warehouse management. This led to over stocking of power equipment to the point that most of them got spoilt in the process. For example, the advancement from timber poles to precast poles led to poor disposal of old timber power poles.

Another problem identified was that the procurement department also complained a lot about low funding in the department. Therefore, this led to poor procurement legal implications such as law suits for not paying for supplied power equipment. The same complain was also lodged

by a past study such as Gatari et al. (2022) who indicated that the main reason as to why so many Kenyan parastatals were failing in Kenya was mainly due to low funding. The low funding affected significantly their inventory management aspects since the demand for various products and services was so dire that they relied mostly on getting the offers through credit to be paid later. If the payments did not come through, it led to unending legal implications to a point that the government was considering privatizing some parastatals due to poor performance.

Correlation Analysis of Inventory Control Practice and Performance of Kenya Power and Lighting Company in Mombasa County

The correlation analysis was conducted to determine the relationship between Inventory Control practice and Performance of Kenya Power and Lighting Company in Mombasa as described in Table 16.

Table 16: Correlation Analysis of Inventory Control Practice

		Inventory Control Practice	Performance of K P L C
Inventory Control Practice	Pearson Correlation	1	.066
	Sig. (2-tailed)		.010
	N	94	94
Performance of K P L C	Pearson Correlation	.066	1
	Sig. (2-tailed)	.010	
	N	94	94

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

Table 16 indicates that correlation coefficients r=0.066 at $\alpha < 0.000$ and 99% significance level. Therefore, since r is less than 1 and significance level is 0.010 which is less than 0.05, it indicates that inventory control practice had a positive influence on performance.

Linear Regression Analysis of Inventory Control Practice and Performance of Kenya Power and Lighting Company in Mombasa County

The study conducted linear regression analysis through two methods which are model summary and ANOVA as described in Table 17.

Table 17: Model Summary of Inventory Control Practice

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.738a	.545	.537	2.57250	1.103

a. Predictors: (Constant), Inventory Control Practice
b. Dependent Variable: Performance

Table 17, provides that R was 0.738 while R-Square was 0.545 at a 1.103 Durbin Watson. This means that inventory control practice had 54.5% influence on performance which was positively correlated (Durbin Watson was between 0-2). The other 45.5% was based on elements not considered in this study.

Further on, the study assessed whether inventory control practice had any influence on performance through analysis of variance method (ANOVA) as presented in Table 18.

Table 18: ANOVA of Inventory Control Practice

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.626	1	2.626	.397	.000b
	Residual	608.832	93	6.618		
	Total	611.457	94			

a. Dependent Variable: Performance
b. Predictors: (Constant), Inventory Control Practice

Table 18 indicates that the p-value was 0.000 which was less than 0.05. This therefore signified that tendering practice had a positive influence on performance hence a key determinant.

4.5 Performance of Kenya Power and Lighting Company in Mombasa County

Performance of KPLC was the dependent variable which was measured using customer satisfaction, profitability, and efficiency in service delivery. The study analyzed secondary data, asked questions using a closed-ended questionnaire, and also open-ended responses followed thereafter. Table 19 provides the secondary data of the study. From the descriptive analysis as noted in Table 22, 52(55.3%) strongly agreed and 24(25.5%) agreed that the adopted strategic procurement practices had improved performance (Mean=4.33 and S.D=0.34). Additionally, 45(47.8%) strongly agreed and 40(42.6%) agreed that there was periodic monitoring and evaluation of procurement practices to ensure they contributed towards the organization's vision and mission (Mean=4.29 and S.D=0.31). However, 29(30.9%) strongly disagreed and 24(25.5%) disagreed that there was a clear chain of command from the management for an efficient decision-making process (Mean=2.78 and S.D=1.60).

The results imply that KPLC procurement department had ensured that they practiced various strategic procurement processes which involved frequent monitoring and evaluation of purchases to improve performance and the overall vision of the institution. That notwithstanding g there was the concern of disconnect between the management and staff on a chain of command particularly on procurement functions. It was expected that the management would take part in the decision-making process while the staff implemented the same. However, the decisions made by the management were too costly or unrealistic to be implemented by the staff hence a lag in the process. As a result, the service delivery of KPLC took longer than expected and power equipment provided was less than the required threshold of quality and quantity.

Similarly, Affum et al. (2023) also noted that Electricity Company of Ghana suffered such kind of predicament whereby the decisions made by the management were hardly implementable in improving the ICT of the warehouse. As a result, the processes took longer to be done due to reverting to manual procedures. According to Affum et al. (2023) the decision by the management to allocate low finances to procurement department and demanding more purchases done than the issued amount without considering inflation factor, was the main cause of the breakdown. Additionally, Banker et al. (2023) also realized that outsourcing of power equipment was becoming hard due to strained organizational resources and allocation by the management of Brazilian electricity national company.

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Table 19: Descriptive Statistics of Performance of KPLC

Statements N=94	Mean	Std Dev
Effective implementation of procurement policies has improved	3.70	1.09
The process of selecting quality suppliers is fairly done	3.85	1.02
There are policies that guide the qualification of staff	4.23	0.26
Clear chain of command from the management	2.78	1.60
Periodic monitoring and evaluation of procurement practices	4.29	0.31
The adopted strategic procurement practices have improved performance	4.33	0.34

Source: Research Data (2024)

4.5 Multiple Regression Analysis of Procurement Practices and Performance of Kenya Power and Lighting Company in Mombasa County

The study conducted multiple regression analysis through three methods which include model summary, ANOVA, and regression coefficients as presented in Table 20.

Table 20: Model Summary of Procurement Practices

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.844a	.713	.654	2.49343	1.039

a. Predictors: (Constant), Outsourcing, Negotiation, Tendering, Inventory Control
b. Dependent Variable: Performance

Table 20 provides that R was 0.844 while R-Square was 0.713 at a 1.039 Durbin Watson. This means that procurement practices had 71.3% influence on performance which was positively correlated (Durbin Watson was between 0-2). The other 29.7% was based on elements not considered in this study.

Table 21 indicates that the p-value was 0.001 which was less than 0.05. This therefore signified that procurement practices had a positive influence on performance hence a key determinant in the relationship.

Table 21: ANOVA of Procurement Practices

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	58.126	4	14.532	2.337	.001[b]
	Residual	553.331	90	6.217		
	Total	611.457	94			

a. Dependent Variable: Performance
b. Predictors: (Constant), Outsourcing, Negotiation, Tendering, Inventory Control

Further, the study had a model whereby: $Y = \beta 0 + \beta 1X1 + \beta 2X2 + \beta 3X3 + \beta 4X4 + \varepsilon$. Where: Y = Financial performance, βi = Coefficients to be estimated, β0 = Constant, XI = Outsourcing, X2= Negotiation, X3= Tendering, X4=Inventory Control, and ε = Error term. Therefore, the regression Coefficient is presented in Table 22.

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Table 22: Regression Coefficients of Procurement Practices

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.386	3.526		3.512	.001
	Outsourcing	.599	.329	.421	1.820	.072
	Negotiation	.165	.169	.169	.975	.332
	Tendering	.083	.071	.120	1.169	.246
	Inventory Control	-.468	.218	-.442	-2.146	.035

a. Dependent Variable: Performance

Table 22 indicates that constant is 12.386, outsourcing is 0.599, negotiation is 0.165, tendering is 0.083, inventory control is -0.468 and error is 3.526. Therefore, in the equation, **Y= 12.386C+ 0.599X1+0.165X2+0.083X3-468X4+ 3.526ε**. This means that any increase in one unit of independent variables namely; outsourcing, negotiation, tendering, and inventory control will lead to an increase or decreased Performance of Kenya Power and Lighting Company in Mombasa County by ***0.599; +0.165; +0.083; and -0.468*** respectively.

The results imply that individually all variables were statistically significant but when combined inventory control was insignificant. Therefore, KPLC should ensure that it refocuses more on the various inventory control methods they were using such as ABC inventory classification, economic order quantity, fixed order quantity inventory control, just-in-time inventory control, and warehouse management system. The management of KPLC should review these factors and make deliberate decisions on which of them works effectively in Mombasa. This will enable the institution to reduce costs and implement the most quality measure that derives value to improve performance.

5.0 Summary of the Findings

5.1 Outsourcing Practice and Performance of Kenya Power and Lighting Company in Mombasa County

The findings indicated that as a result of increased power demand in coastal regions, KPLC increased various outsourcing functions to improve various services. The common outsourcing process involved tender floating, selection of the most cost-effective supplier of products and services, provision of the required products and services, monitoring and evaluation, and payments. That notwithstanding, outsourcing operations were limited by low funding from the management leading to stalling of service delivery on power management. The major consequences were related to unavailability, late provision, low quality, and insufficient numbers of power equipment at the site.

5.2 Negotiation Practice and Performance of Kenya Power and Lighting Company in Mombasa County

The study established that the various negotiation practices commonly implemented by KPLC included principled, team, adversarial, and avoidance types of negotiations. Additionally, the institution guided by electricity regulation tariffs to price their units, also ensured that there were negotiation rules such as the ones that made possible the implementation of avoidance on non-profitable discussions. To some extent when there was a need to have a hard bargain, it was made possible through the legal team. However, the study noted that the institution failed to have if any, a policy framework for prepaid unit purchase plans. Therefore, the value for

money for clients who bought these units highly depended on several factors such as inflation, cost of fuel, and management decisions.

5.3 Tendering Practice and Performance of Kenya Power and Lighting Company in Mombasa County

The study found that most commonly used tendering practices were open tendering, restricted tendering, competitive dialogue tendering, and negotiated tendering. KPLC ensured that these tendering practices followed Article 227 of the constitution of Kenya which ensured that the process promoted fairness, equity, transparency, competition, and cost-effectiveness. In line with the constitutional requirements, KPLC made cognizable efforts to digitalize their tendering practices which saw to it that there was less human interference with tenders and quicker placement and selection of potential bidders of various advertised tenders.

5.4 Inventory Control Practice and Performance of Kenya Power and Lighting Company in Mombasa County

The study found out that KPLC had ensured that they had basic ways of operations such as having fixed orders of products ordered at any given time and training its procurement staff on how, when, and why to have quality inventory control methods. Additionally, KPLC enhanced its inventory control practices through getting financial support, policy restructuring, and change of management from the government. KPLC also made efforts to ensure that their staff were trained on inventory control methods such as inventory stocking, restocking, and disposal on-site; other training related to policy framework management was done at conferences and seminars, while implementation of policies was mainly tackled in the office set-up.

6.0 Conclusion

The study concluded that outsourcing practices positively and significantly influenced performance of KPLC. This was through increasing its competitive advantage through service delivery and lowering operational costs. However, outsourcing at times caused the public to lose confidence in KPLC's operations especially when the provided services were of low quality or the occurrence of delays in providing urgent services and products. This could relate to taking too long to install transformers, power line posts installation to new subscribers, and common meter installation and other maintenance.

The study concluded that negotiation practice positively and significantly influenced performance of KPLC. This was through ensuring that the procurement interests of the institution were considered in a mutual agreement among the suppliers of power cables, machines, cars, and transformers. When the institutional interests were suppressed or not considered, no commitment was made. That notwithstanding, KPLC's negotiation process was affected by corruption by rogue staff with selfish interests. Additionally, the cost of allowing a bargain was less equivalent to the current market rates, charges, and legal implications.

The study concluded that tendering practice positively and significantly influenced performance of KPLC. There were clear tender operations regulations that guided the entire process. This was made through observing all the constitutional requirements. Nevertheless, there was a challenge of fully incorporation ICT into the tendering process. As a result, the manual methods of taking tender applications to various KPLC institutions were still rampant.

The study concluded that inventory control practice positively and significantly influenced performance of KPLC. Considerably, inventory control practices at KPLC enabled the institution to reduce wastages, enhance the value of resources, and boost quality service delivery. However, there was an issue of maintaining consistency of policy systems towards

guiding quality warehouse management. As a result, overstocking of power equipment engulfed which led to spoilage of the equipment and general deterioration of the warehouse. Additionally, there was also a challenge of instituting change in the institution whereby the recollection and disposal of old power equipment was poorly done.

7.0 Recommendations

On outsourcing practice, the study recommends that the procurement department management conducts a thorough check on the potential products and services outsourced. This will enable the institution to assess the suitability of an outsourcing corporation to supply the agreed product or service. This could include getting references from previous clients of the potential company on their swiftness in quality service delivery. Additionally, the procurement staff should ensure that they conduct spot checks on the progress of delivery of the required item from the outsourcing firm. This will enable them to acknowledge the actual delays caused by effective decision-making. This could include imposing fines on the supplier or withdrawing the services from them.

On negotiation practice, the study recommends that KPLC senior management develop and implement anticorruption policies on anyone found culpable of corruption scandals. Additionally, the management should ensure that they follow the constitutional requirements for dealing with corruption cases. This could be through compelled leaves, legal prosecution, or job termination based on impending evidence. Further, the institution should improve the negotiation skills of its staff beginning with hiring experienced staff on negotiation matters to minimize legal implications, training the present staff on how to conduct public speaking, handle negotiation pressure, and critical thinking for solid sealing of business deals.

On tendering practice, the study recommends that senior management provides funds, increase awareness, and strengthen the ICT implementation policies. On funds, the management should ensure that the procurement department is well supplied with financial resources based on the suggested budget to enable them to train its staff and acquire and effectively manage ICT tools. Additionally, the management should also ensure that the idea of digitalizing tender placement and selection is communicated to staff for effectiveness. The more people realize that it is a necessity, the less time they will take to adopt the new suggested system of a tender process. Considerably, they would also communicate the same with other interested stakeholders on tendering operations of KPLC. The management could also strengthen the implementation of ICT through its policy framework. This is because the existence of a clear policy structure gives the staff a sense of confidence that the management is fully committed to ensuring the implementation phase of ICT in its operation is successful.

On inventory control practice, the study recommends that the procurement department staff undergo training on warehouse management and disposal management. The two courses will enable the staff to understand the need to always ensure that the warehouse where power equipment is stored is orderly maintained to maximize space and reduce deterioration. Additionally, they should also be trained on how to dispose of old power equipment separately from other power equipment for effectiveness in recycling the necessary machines and also destroying the unrecyclable items. Further on, the management should consider expansion policies on warehouses to improve their quality and spaces. A well-maintained warehouse reduces the chances of spoiled power equipment and increases its recycle or resale value.

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