

Nexus between Standardizing Procurement and Performance of County Governments in Kenya

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Abstract

Purpose: The aim of the study was to determine the relationship between standardizing procurement and performance of county governments in Kenya.

Methods: The study used a descriptive research design. The target population of this study was 384 respondents drawn from all the 47 counties in Kenya which included the staff from the procurement, ICT, finance and administration, and audit departments. The study sample size was 188 respondents and both stratified random sampling technique and simple random sampling techniques were adopted to get the sample of respondents to be included in the study. Data analysis was done with the help of Statistical Package for Social Science version 28. Quantitative data was analyzed using descriptive and inferential analysis.

Results: The study findings indicated that standardizing procurement had a positive significant effect on performance of county governments in Kenya

Implication: This study recommends that county managers should fully adopt practices designed in their county process through counties. The county professionals should establish strategic collaborative working partnerships and agreements with industry players and experts ranging from seasoned global freight forwarders, ocean carriers, airlines, and overland transporters to critical suppliers and all other County processes through county actors to allow expertise and near precision responsiveness to needs of vulnerable people in an efficient and coordinated manner. Each one of these players applies their operational expertise, assets, and networks to what they do best hence creating an integrated county that is responsive to the needs of vulnerable populations.

Keywords: *Standardizing procurement, Organization performance, county government*

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1. Introduction

The supply chain network consists of suppliers, supply chain centers, warehouses, distribution centers, and retail outlets, as well as raw materials, work-in-process inventory, and finished products that flow between the facilities. It is the collection of physical locations, transportation vehicles, and supporting systems through which the products and services the county markets are managed and ultimately delivered (Joshi et al., 2022). All organizations have or can

purchase the components to build a county network. Physical locations included in a county network can be supply chain plants, storage warehouses, major distribution centres, and ports (Joshi, Sharma & Barve, 2023). Transportation modes that operate within a county network can include the many different types of trucks, trains, container ships, or cargo planes. The many systems which can be utilized to manage and improve a supply chain network include order management systems, warehouse management systems, transportation management systems, strategic logistics modeling, inventory management systems, replenishment systems, county visibility, optimization tools, and more. Emerging technologies and standards are now making it possible to automate these county networks in a real-time mode making them more efficient than the simple traditional supply chain (Joshi & Sharma, 2022).

Standardization is the process used by procurement practitioners to implement and develop technical standards based on the consensus of the company, end users, and procurers (Nyamete, Gudda & Keitany, 2023). Standardization differs from specification in that while every standard is a specification, not every specification is a standard. Standard may be distinguished according to subject matter, purpose, and range of application. Significantly reduces the number of commodities required to be forecast. There are more accurate supply plans can be generated as less time is spent managing a plethora of commodities. There will be reduced wastage and stock outs which can be minimized with improved focus on stock management. The standardized procurement practice leads to a more rational adjustment to budgetary constraints as various consumption rates can be monitored more closely (Nakandala, Yang, Lau & Weerabahu, 2023).

According to Sharma and Joshi (2023), the measurement of procurement performance is the first step in being able to understand the weaknesses and strengths of a given system and put into place corrective actions. Developing an effective method for measuring the performance of procurement requires certain indicators to make evaluation possible. The indicators of procurement performance include efficiency in the procurement process measured in terms of the cost of transactions and time. Another indicator is transparency and openness of the procurement system with regard to fairness of participants. Workforce professionalism is also another indicator of procurement performance; a well-trained and equipped workforce can enhance the performance of the process of procurement (Shen et al., 2022).

Poor procurement performance on its part contributes to rising inefficiency as well as costs and competitiveness of the procurement function. According to Sharma and Joshi (2023), poor procurement performance contributes to a decrease in reduction of complaints in the private sector and hence is a major hindrance to the realization of organizational growth as it leads to delays in delivery, low-quality goods and services, and an increase in defects. In both private and public sectors, poor procurement performance results from inability to embrace e-procurement, use traditional procurement procedures, and poor coordination of procurement activities between the requisitioning departments and the procurement department (Shen et al., 2022).

1.1 Problem Statement

Over the last two decades, there has been renewed interest in procurement centralization practices in the public sector, following challenges of inefficiency in the county governments in the public sector around the globe (Lermanet al., 2022). This effect resulted in a decline in county governments from 79% to 28% in the same year. Although most sub-Saharan African countries do not have significant procurement centralization practices, the public sector needs to enhance performance of the public sector. In a study of a sample of citizens from six different

countries dispersed across North America, Europe and Asia-Pacific, Mehmood, Ahmad, and Alnuem (2023) conclude that their superior performance in the public sector is linked to strong and effective procurement centralization practices such as vendor selection, negotiation, contract monitoring and contract closure. Li, Barenji, and Huang (2023) indicated that effective procurement centralization practices positively and significantly affect county governments by more than 30%

Despite all the efforts by the central governments and County governments in Kenya, still inadequacies are observed in the performance among counties ((Lerman, et al., 2022). It is not clear the extent to which procurement centralization practices effects tend to affect performance of the county governments in service provision (Momanyi. & Osoro, 2022). For example, despite the legal, policy, and institutional reforms undertaken so far in the public procurement sector in Kenya still county governments find it hard to effectively enhance performance in terms of county governments. Muhammad et al. (2023), indicated that over 70 percent of failures of the county governments in the county governments Kenya are due to issues related to procurement centralization practices. In 2019-21, further statistics show that 60 percent of the county governments performed poorly due to procurement-related challenges. The performance in the county governments was below 35 percent which is too small compared to over 90% effectiveness and efficiency in the developed countries with effective procurement centralization practices (Lerman et al., 2022).

This implies that, despite the legal, policy, and institutional reforms so far undertaken in the public sector like development of PPDR (2015) in Kenya, still the county governments are struggling to effectively utilize and adopt appropriate procurement centralization practices. Thus, the county governments are still performing poorly. The inability of county governments to establish procurement centralization practices in the country with public procurement in the county governments consuming about 20% of the GDP and up to 60% of the annual budget (Muhammad et al., 2023) is a serious problem given that county governments are the engine of economic growth and development needed to move the country to a middle-level economy as envisaged in the development blueprint of Vision 2030. In view of the foregoing, this study endeavours to bridge the existing research gap by establishing the effect of standardizing procurement on performance of county governments in Kenya.

1.2 Research Hypothesis

H01: Standardizing procurement does not significantly affect performance of county governments in Kenya.

2. Literature Review

Shaposhnikov and Veselova (2022) examined empirically the impact of standardization of materials and purchasing procedures (standardization in purchasing) on purchasing and business performance. A survey instrument was developed and a structural model was hypothesized and tested using structural equation modeling. Data were collected from field research on a sample of County companies in Spain. The results of this research indicate that standardization in purchasing has a significant positive effect on both purchasing and business performance. Thus, standardizing materials and purchasing procedures is important and may help the county to meet its materials expenditure targets, and increase the quality of materials, on-time delivery from suppliers, inventory performance, as well as business performance (Sharma & Joshi, 2023).

Shaposhnikov and Veselova, (2022), sought to establish the role of standardization in procurement performance in the energy sector in Zimbabwe. A cross-sectional survey of

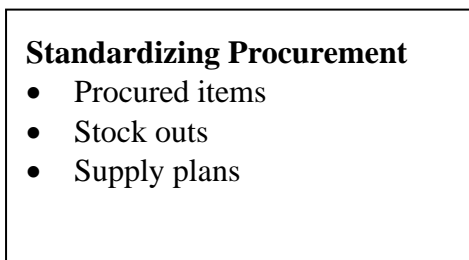
energy companies was used in the study. The study targeted practicing procurement practitioners working in companies in the energy sector. Purposive sampling method was utilized to select energy companies; however, a simple random sampling method was utilized to select seventy 70 practicing procurement practitioners from the entire population of eighty-five 85 practicing procurement practitioners of all energy companies. The study established that standardization was found to have a positive significant correlation with procurement performance (Shen et al., 2022).

Shen et al. (2022), their study focused on innovation and standardization as drivers of companies' success in public procurement: an empirical analysis. The study examined the case of Germany and investigated the effects of German County companies' innovation activities and their engagement in national standardization on the receipt of contracts within domestic procurement competitions. The results of the empirical analyses based on German companies surveyed within the framework of the Community Innovation Survey show that being successful in product innovation and being engaged in standardization are significant positive predictors of companies' success in public procurement (Sharma & Joshi, 2023).

2.1 Conceptual Framework

The conceptual framework links standardizing procurement to performance of county governments.

Independent Variable



Dependent Variable

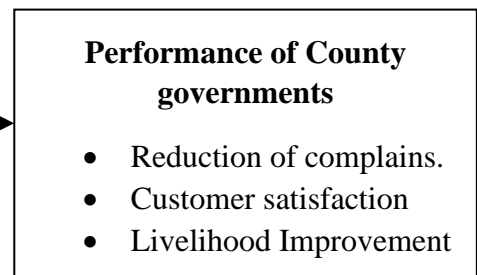


Figure 1: Conceptual Framework

3. Methodology

The study used a descriptive research design. In this study, the unit of analysis was county governments. The unit of observation was the procurement-related officials. Therefore, the study population of the study was 384 drawn from all 47 counties in Kenya including the heads of county-related departments in the county governments. For this study, our sampling frame was 188 respondents. Data was collected through a questionnaire instrument. Once the questionnaires were collected by the researcher, they were coded and keyed into Statistical Package for Social Science (SPSS) Version 28 and analyzed. The study used both descriptive and inferential statistics to analyse the quantitative data. Descriptive statistics describe and summarize the data in a meaningful way using charts, tables, and bars while inferential statistics conclude the analysed data thus helping in generalization.

4. Results and Discussion

4.1 Descriptive Analysis

4.1.1 Descriptive Statistics for the Construct Standardizing Procurement

Respondents were requested to indicate their level of agreement with various statements on aspects of standardizing procurement. It was posited as a one-dimensional construct measured by the six items; Do you agree that the performance of county governments in Kenya is experiencing problems because of Procured items? (SP1), Do you agree that the county has ensured that procured items meet expected quality standards? (SP2), Do you agree that the county has enhanced tracking systems to ensure that there are no stockouts? (SP3), Do you agree that the stock outs are replenished in time by estimating the quantity required of each product to meet demand for the forecast period? (SP4), Do you agree that the county has developed a county for the management of procured items and stockouts? (HP5); Do you agree that the county has a well-established supply plan to determine quantities to procure and the supply pattern (delivery timing)? (HP6).

From the findings in Table 1, majority of the respondents agreed that Do you agree that the performance of county governments in Kenya is experiencing problems because of Procured items? ($M=4.406$, $SD=0.687$), Do you agree that the county has ensured that procured items meet expected quality standards? ($M= 4.285$, $SD=0.532$); Do you agree that the county has enhanced tracking systems to ensure that there are no stockouts? ($M=4.087$, $SD=0.678$); Do you agree that the stockouts are replenished in time by estimating quantity required of each product to meet demand for the forecast period? ($M=4.154$, $SD=0.599$); Do you agree that the county has developed a county for the management of procured items and stock outs? ($M=4.123$, $SD=0.611$). Also, the respondents agreed that Do you agree that the county has a well-established supply plan to determine quantities to procure and the supply pattern (delivery timing)? ($M=4.012$, $SD=0.714$). The highest mean was 4.285 with the lowest being 4.012. The finding revealed that the respondents took a positive position (above 4.0). All items had a mean of above 4.0. The standard deviation of less than one indicates that the responses were closely varied. This shows that the general position was that the respondents agreed with the items. The scores of responses for this section agreed at 75% indicating that most respondents agreed that standardizing procurement was a key driver of performance of county governments in Kenya. These findings are in line with the findings of Bareiss (2023).

Table 1: Descriptive Statistics for the Construct Standardizing Procurement

Code	Statement	Strongly Disagree	Disagree	Neutral	Agree	Mean	Std. Deviation
SP1	Do you agree that the performance of county governments in Kenya is experiencing problems because of Procured items?	0.0	10.3	2.2	66.3	4.406	.687
SP2	Do you agree that the county has ensured that procured items meet expected quality standards?	0.0	16.8	4.8	58.2	4.285	.532
SP3	Do you agree that the county has enhanced tracking systems to ensure that there are no stockouts?	1.1	7.0	19.0	49.5	4.087	.678
SP4	Do you agree that the stockouts are replenished in time by estimating quantity required of each product to meet demand for the forecast period?	1.0	20.9	19.0	36.3	4.154	.599
SP5	Do you agree that the county has developed a county for the management of procured items and stockouts?	4.4	12.5	20.9	38.5	4.123	.611
SP6	Do you agree that the county has a well-established supply plan to determine quantities to procure and the supply pattern (delivery timing)?	0.0	2.2	18.0	45.6	4.012	.714
Aggregate Mean						4.177	.637

4.1.2 Descriptive Statistics for the Construct Performance of County Governments

In this section of the analysis, the results of performance of devolved governments are presented. Based on the findings in Table 2, Does the county governments complete counties in a short period? (mean = 3.751, SD = 1.124). Do the employees in the county get satisfied with the way counties manage their welfare? (mean = 3.113, SD = 1.141). Are there stalled counties within the county? (mean = 3.231, SD = 1.181). Also, the respondents neither agreed nor disagreed that quarterly reports on budget implementation were prepared (mean = 3.108, SD = 1.167). Similarly, the respondents neither agreed nor disagreed that there was enough budget allocation for the infrastructural countys in the county (mean = 3.531, SD = 1.201). Finally, the respondents neither agreed nor disagreed that county governments passed budgets in conformity with the cash disbursement schedules (mean = 3.623, SD = 1.111). These findings echo the findings of Bhangu et al. (2023).

The findings on county governments had an aggregate mean of 3.27, standard deviation of 0.87, and a skewness of -0.38. On average, the overall score of the responses for this section was neutral at 45.8% indicating that most employees neither agreed nor disagreed with the

statements concerning county governments in county governments in Kenya. Furthermore, the highest mean was 3.76 while the lowest was 2.98. Out of the six items, 5 of them had a mean of above 3.0. This shows the respondents took a neutral position (above 3.0). The general position was that the respondents were neutral with performance items in the county governments in Kenya. In a nutshell, performance of county governments in Kenya realized a mean of 3.392, standard deviation of 1.154, Skewness of -0.26, and a Kurtosis of 0.22. The results suggest that not much change has been elicited in the performance of the county governments after the based on the procurement centralization practices. The implication is that the county governments have not fully adopted procurement centralization practices hence they are unable to elicit changes in the county governments, infrastructural development, countries completed, budget absorption rate, and savings. These findings echo the findings of Bhangu et al. (2023).

Table 2: Performance of County governments Descriptive Statistics

Code	Statement						Mean	Std.
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree		
PCG1	Do the county governments complete counties in a short period?	11.3%	4.3%	11%	44.8%	28.6%	3.751	1.124
PCG2	Do the employees in the county get satisfied with the way counties manage their welfare?	9.5%	19.4%	30.6%	29.5%	11%	3.113	1.141
PCG3	Are there stalled counties within the county?	9.2%	17.9%	27.7%	30.6%	14.5%	3.231	1.181
PCG4	Do agree that quarterly reports on budget implementation are prepared?	6.4%	22.8%	29.5%	8.7%	12.5%	3.108	1.167
PCG5	Do you agree that there is enough budget allocation for the infrastructural counties in the county?	6.1%	17.6%	22.8%	38.4%	14.9%	3.531	1.201
PCG6	Do you agree that county governments pass budgets in conformity with the cash disbursement schedules?	32.7%	21.7%	14.9%	10.8%	11.9%	3.623	1.111

The participants of the study were asked to indicate the other measures of performance utilized by the county governments. The study established that 17.3% of the county governments in Kenya embraced capacity utilization; 24.0% compliance with food safety standards; 13.3% customer complaints; 9.3% customer retention rate; 4.3% customer satisfaction; 28.0% lead time and 3.7% waste reduction respectively. This data offers a fascinating glimpse into the performance metrics prioritized by Kenyan county governments. The most prominent indicator, capacity utilization (17.3%), suggests a strong emphasis on maximizing production output. This aligns with a focus on efficiency and economies of scale, potentially reflecting a competitive market environment. Interestingly, lead time (28.0%) also features prominently, indicating a potential concern with optimizing production flow and reducing bottlenecks. These findings echo the findings of Bhangu et al. (2023).

County safety standards garner significant attention (24.0%), unsurprisingly. Prioritizing adherence to regulations demonstrates a commitment to consumer health and potentially positions these counties for export opportunities (Uyanto, 2019). The relatively low emphasis

on customer satisfaction (4.3%) and customer retention rate (9.3%) invites further exploration. Perhaps these counties operate primarily in business-to-business (B2B) markets, where long-term relationships and brand loyalty hold less sway. Alternatively, it might suggest a need to invest in customer relationship management (CRM) strategies to enhance brand perception and foster customer loyalty. The inclusion of waste reduction (3.7%) is an encouraging sign, hinting at a nascent environmental awareness within the industry. However, this metric's low ranking suggests further optimization efforts might be beneficial, potentially leading to cost savings and improved resource management. These findings echo the findings of Bhangu et al. (2023).

This is in tandem with the findings of Chai et al. (2021), who concluded that return on equity, customer satisfaction, and employee satisfaction, measure the performance of large County in Kenya. This is in agreement with the outcome of Price et al. (2023), who observed that the financial performance of counties in Kenya, is measured through return on assets and profitability. The findings are in tandem with the findings of Onger and Osoro (2021), who observed that customer satisfaction plays a big role in measuring the performance of pharmaceutical counties in Kenya, who established that the performance of counties in Kenya is measured in terms of return on equity. They observed that customer retention indicates performance of food processing county in Kenya.

The findings are in tandem with the findings of Onger and Osoro (2021), who asserted that there are two types of performance reports, which are service and cost performance reports. The findings are in tandem with those of Bhangu et al. (2023), who found that the performance of a county is a multi-dimensional construct that is measured by customer satisfaction. According to Grabs (2020), customer satisfaction is a key performance indicator within business is often part of a Balanced Scorecard, and provides a leading indicator of consumer purchase intentions and loyalty. The result was in tandem with Pyo et al. (2023), who observed that financial leveraging positively influences financial performance of counties in Kenya and counties with effective financial leveraging mechanisms could realize an increase in their profitability.

This finding is in line with the finding of Bor, Ngugi, and Odhiambo (2021), who observed that product quality and cost management, measure the performance of food and beverage processing sector in Kenya. The result was in tandem with Pyo et al. (2023), who concluded that customer satisfaction and quality measure performance of agri-counties in Kenya. The results agreed with those who postulated that financial and cost indicators should be complemented by non-financial measures related to quality of products, delivery, and flexibility and be integrated with management's strategic objectives. According to Bhangu et al. (2023), performance indicators in agro-food counties are efficiency, flexibility, responsiveness, and food quality. They used right quality, right quantity, right source, and timeliness to measure performance of county systems in the petroleum industry in Kenya.

Table 3: Performance of County governments

Particulars	Frequency	Percentage	Cumulative Percentage
Livelihood improvements	52	17.3	17.3
JIT	72	24.0	41.3
EOQ	40	13.3	54.7
Inventory Management	28	9.3	64.0
Customer satisfaction	13	4.3	68.3
Reduction of complaints			

Reduction of Complaints

The study compared the reduction of complaints for the entire procurement centralization and the county governments. From the findings in Figure 1, it was established that the reduction of complaints for the county governments was decreasing from Kshs 4.3 million in 2020 to Kshs.2.9 million in 2024. During the same period, the entire county had increased its complaints from Kshs.4.3 million in 2020 to Kshs.2.5 million in 2024. Between 2020 and 2024, the county governments had their total reduction of complaints reduced from Kshs.4.3 million to Kshs.2.5 million, while the entire procurement centralization had recorded an increase in reduction of complaints from Kshs.4.8 million to 2.7 million in 2024. The result was in tandem with Pyo et al. (2023). A further decline was recorded in the county region to Kshs.2.3 million in 2024, whereas the entire sector grew their complaints to Kshs.3.5 million. This signifies that the county governments have been recording a decline in their complaints, despite the entire centralization sector growing as far as the reduction of complaints is concerned.

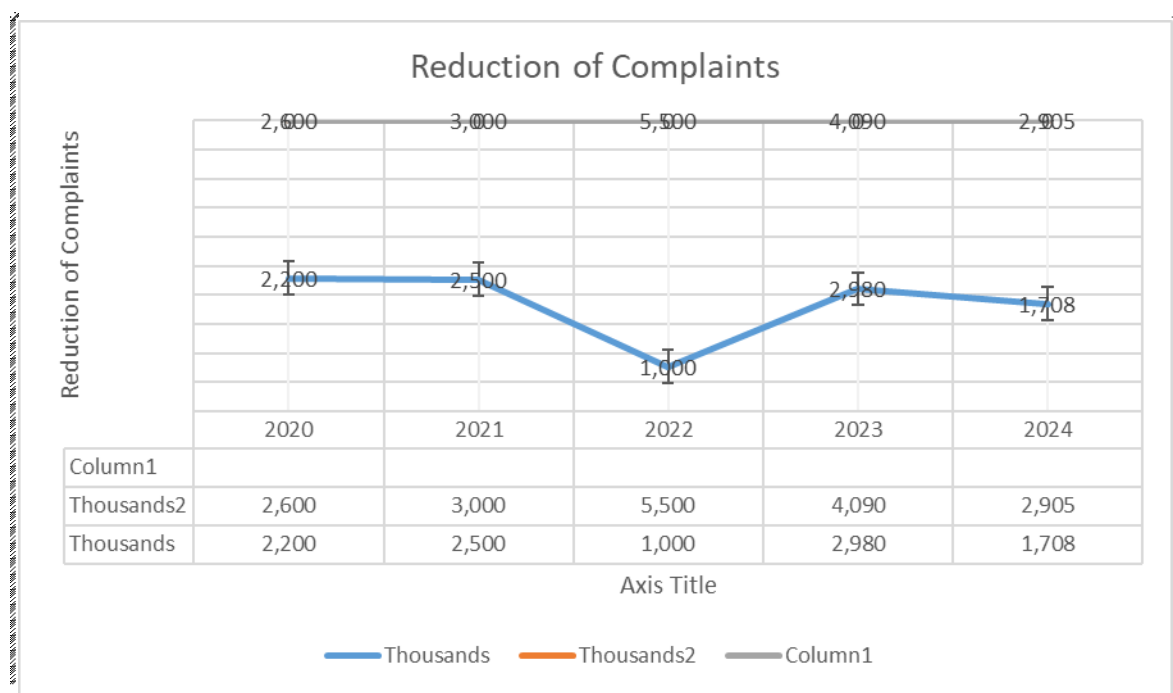


Figure 1: Reduction of Complaints

Customer Satisfaction

The research assessed the customer satisfaction of the county and results are presented in Figure 2. The findings show that the level of customer satisfaction in the county has been decreasing in a fluctuating way for the last five consecutive years. The result was in tandem with Pyo et al. (2023). In 2020 from 5,210 thousand to 4,140 thousand. In 2021 the same trend from 4,140 thousand to 3,890 thousand, also in 2022 from 3,100 thousand to 2,210 thousand, further in the year 2023 from 3,090 thousand to 2,050 thousand, and finally in 2024 from 2,200 thousand to 1,800 thousand respectively. Customer satisfaction represents the total percentage of satisfaction that results in county governments. Further, the customer county governments give the measure of county governments relative to its revenue. These findings are in line with the findings of Ongeru and Osoro (2021).

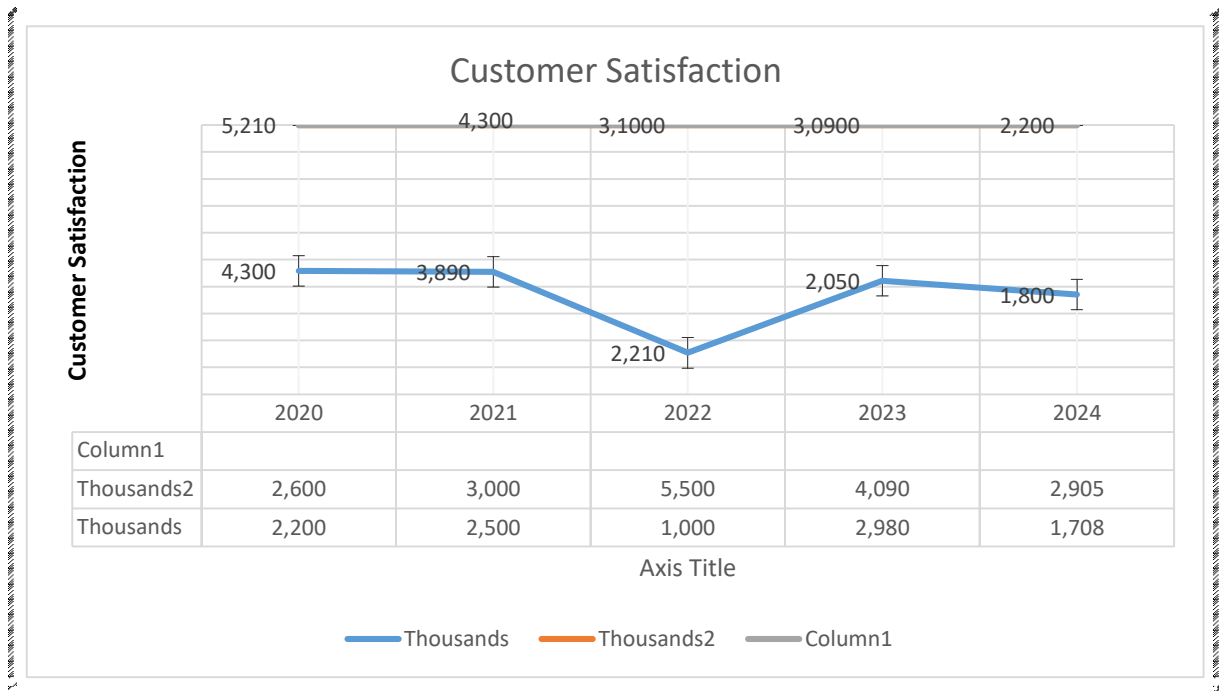


Figure 2: Customer satisfaction

Livelihood Improvement

On the level of livelihood improvement, it was established that while the entire county governments had a quantum index of 6.7% in 2023 while the county governments had a 10.2%, in 2023, the entire county declined to 3.0% while the county governments had their service decline to negative 0.20%. In 2023, the county governments increased their service to 56% but declined to 3.0% in 2023, while in the same period (2023), the entire County sector had its county governments to 6.5%. The county governments further recorded a county governments decline of 1.1% in county governments in 2023, while the entire sector had a county government index of 3.8%. From the results, it can be deduced that as much as the county government food and beverage sub-sector has more decline in daily service, implying that the sector is indeed ailing (KEBS, 2023). This outcome concurs with the finding of Onger and Osoro (2021) (As per Figure 3 below);

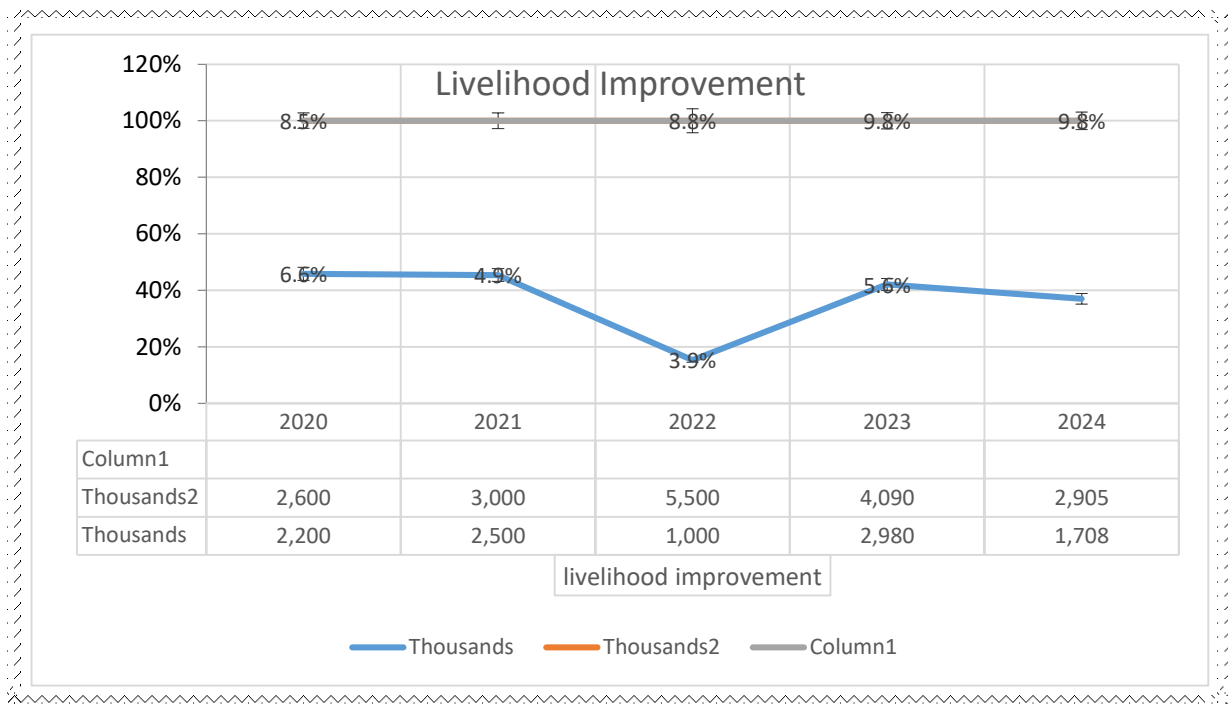


Figure 3: Livelihood Improvement

4.2 Regression Analysis

The study sought to establish the effect of standardizing procurement on performance of county governments in Kenya. The literature that was reviewed in this study as well as theoretical reasoning associated standardizing procurement with a performance of county governments. Following the theoretical arguments, the following hypothesis was formulated and tested:

H₀₁: *Standardizing procurement does not significantly affect the performance of county governments in Kenya.*

The hypothesis was tested by running an ordinary least square regression model. The acceptance and rejection criteria were that, if the p-value is greater than 0.05, the H₀ is not rejected but if it is less than 0.05, the H₀ fails to be accepted. The model summary in Table 4 demonstrates the coefficient of determination as indicated by Adjusted R square to be 0.486 implying that 48.6% of performance of county governments in Kenya is explained by standardizing procurement (Bareiss, 2023). The findings were further supported by a p-value of 0.21943. Therefore, the null hypothesis of standardizing procurement does not significantly influence county performance was rejected and the researcher considered the alternative hypothesis. The alternative hypothesis was that standardizing procurement has a significant influence on performance of county governments in Kenya. Regression indicates the strength of the relationship between the independent variable and the dependent variable (performance).

This is in tandem with the findings of Kiptoo and Osoro (2024), who observed that when the Adjusted R square value indicates a strong relationship between the independent variable and the dependent variable, then the null hypothesis is rejected and *alternative* hypothesis is considered. This indicates that the independent variable shares a variation of 48.6% of performance. The finding implies that if all the county governments can implement standardized procurement, then a performance of the county government is enhanced and leads to high productivity and efficiency. This is in tandem with the findings of Kiptoo and Osoro (2024), who established that standardizing procurement enhances performance of the county.

The finding tallies with the finding of Bareiss (2023), who observed that standardizing procurement, has a positive effect on county performance of counties.

This result is in line with the findings of Grabs (2020), who found that standardizing procurement is the process of systematically, and efficiently managing contract creation, execution, and analysis to maximize financial and operational performance and minimize risk of the county. This is in agreement with the results of Onger and Osoro (2021), who observed that standardizing procurement is effective in improving county performance in counties in Kenya. The same finding is in tandem with the finding of Bareiss (2023), who established that standardizing procurement is a procurement management structure used to manage the relationships between parties to a transaction and reduce opportunism to enhance performance of Chinese and Ghanaian county.

Table 4: Model Summary for standardizing procurement and Performance of County governments in Kenya

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.698 ^a	0.487	0.486	0.21943

a. Predictor: (Constant), standardizing procurement

b. Dependent Variable: Performance of county governments

In Table 5, the ANOVA was used to show the overall model significance. Since the p-value is less than 0.005, then standardizing procurement had a significant explanatory power on performance of county governments ($F=283.287$ and $p\text{-value} < 0.005$). The ANOVA test shows that there is significance (Bareiss, 2023). This implies that the null hypothesis is rejected and the *alternative hypothesis* is taken to hold implying that the model is significantly fit. There is a positive linear relationship between standardizing procurement and performance of county governments in Kenya. The finding is in agreement with that of Grabs (20 who established that standardizing procurement is the process of systematically, and efficiently managing contract creation, execution, and analysis to maximize financial and operational performance and minimize risk to the county.

The finding also compares well with result of Bareiss (2023), who established that standardizing procurement enhances performance of county. This is in agreement with the results of Onger and Osoro (2021), who observed that standardizing procurement is effective in improving county performance in counties in Kenya. The same finding is in tandem with that of Hammersley (2023), who established that procurement centralization is a procurement management structure used to manage the relationships between parties to a transaction and reduce opportunism to enhance performance of Chinese and Ghanaian county. The finding tally with that of Kiptoo and Osoro (2024), who observed that standardizing procurement has a positive effect on county performance of counties. The finding is in tandem with the result of Hammersley (2023), who concluded that standardizing procurement improves public-private partnerships in Kenya.

Table 5: ANOVA Table for standardizing procurement

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	13.640	1	13.640	284.167	.000 ^b
	Residual	14.348	139	0.048		
	Total	27.988	140			

a. Dependent Variable: Performance of county governments

b. Predictor: (Constant), standardizing procurement

From Table 6, regression equation can be written as:

$$Y = 2.212 + 0.508X_1$$

Where:

X_1 is standardizing procurement

Y is performance of county governments in Kenya

The regression equation above shows that when standardizing procurement is held constant at zero, performance of county governments would be 2.212 units (Bareiss, 2023). There is an influence of standardizing procurement on performance of county governments in Kenya. A unit increase in standardizing procurement increases performance of county governments by 0.508 Units. Since the p-value is less than 0.05 we conclude that there is a significant influence of standardizing procurement on performance of county governments in Kenya. The finding is in agreement with that of Hammersley (2023), who established that standardizing procurement is the process of systematically and efficiently managing contract creation, execution, and analysis to maximize financial and operational performance and minimize risk of the county.

The finding also compares well with the finding of Ongeru and Osoro (2021), who established that standardizing procurement enhances the performance of county. This is in agreement with the results of Hammersley (2023), who observed that procurement centralization is effective in improving county performance in counties in Kenya. The finding tally with that of Kiptoo and Osoro (2024), who observed that procurement centralization has a positive effect on county performance of counties. The same finding is in tandem with that of Grabs (2020), who established that standardizing procurement is a procurement management structure used to manage the relationships between parties to a transaction and reduce opportunism to enhance performance of Chinese and Ghanaian county. The finding is in tandem with the finding of Bareiss (2023), who concluded that standardizing procurement improves public-private partnerships in Kenya.

Table 6: Regression Coefficients Table for standardizing procurement and Performance of County governments in Kenya

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	2.212	0.134		16.455	0.000
	X ₁	0.508	0.030	0.698	16.831	0.000

- a. Dependent Variable: Performance of County governments
- b. Predictor: standardizing procurement

5. Conclusion

From the study findings, it could be concluded that standardizing procurement had a positive significant effect on performance of county governments in Kenya. The study showed that there was a strong relationship between standardizing procurement and performance of county governments. The findings of the study revealed that county governments in Kenya have counties designed to be responsive to the needs of vulnerable populations. The County process through counties is designed to evaluate, consider, and cover the needs of vulnerable people quickly while enabling a view of the movements of materials along the countries. However, the ability of County processes through countries to respond quickly to emergencies and productions is a challenging task affected by various challenges facing County processes through counties. This means that despite the county being designed to be responsive to emergencies, there is still an element of sluggishness in most County processes through counties in Kenya resulting the challenges faced. This shows a lack of preparedness by county governments in responding to emergencies and productions. Standardizing procurement reduces the time taken to respond to emergencies hence saving many lives and improving resource utilization by the aid organizations.

From the findings, there is a need for counties to be responsive as triggered by the various productions and situations disrupting communities at large in Kenya. The findings indicated that Kenya has experienced many forms of production, categorized based on basis of the cause/origin as manmade (anthropogenic) or natural. Frequently experienced natural productions in Kenya included disease outbreaks, plagues/invasions, floods, landslides/mudslides, droughts, and famine. Other natural productions (geophysical) that can be utterly devastating but occur less frequently in Kenya include earthquakes and volcanic eruptions. Common manmade productions identified included structural/building collapse, chemical leaks, oil spillovers, manmade fires, terrorist activities, human conflicts, traffic accidents, and politically instigated violence between tribes/groups. The diversity, frequency of occurrence, and magnitude of the productions have been on the rise in recent times an increasing several people affected. To increase standardizing procurement, county governments have adopted various strategies such as modularization, postponement, shortened lead times, and prior transport and capacity planning. The driving forces making county governments design responsive countries emerged as the need to rescue lives, pressure from donors, and the increased number of productions and emergencies in the contemporary period.

6. Recommendations

The findings of this study established that most county governments had knowingly or unknowingly partially implemented practices designed in their counties. This study therefore recommends that county managers should fully adopt practices designed for their County process through counties. The county professionals should establish strategic collaborative working partnerships and agreements with industry players and experts ranging from seasoned global freight forwarders, ocean carriers, airlines, and overland transporters to critical suppliers and all other County processes through county actors to allow expertise and near precision responsiveness to needs of vulnerable people in an efficient and coordinated manner. Each one of these players applies their operational expertise, assets, and networks to what they do best hence creating an integrated county that is responsive to the needs of vulnerable populations.

The study also established that the culture of production preparedness in Kenya is lacking despite the increasing resource allocations for the same. It is paramount that Kenya stays prepared to minimize the effect of calamities on people and sources of livelihood. There is an absence of a legal framework and clear coordination across different types of production or actors. Importantly, there are key things that Kenya is getting right. Links exist between Kenya's preparedness and international processes. This indicates there is a level of commitment by the Kenyan government to establish preparedness activities and this should be viewed as a perfect starting point to build on. Developing Standard Operating Procedures containing many types of productions is a vital approach that should be prioritized by the Kenyan government operating hand in hand with implementing agencies to ensure all parties benefit from preparation. Once formulated, these procedures should be restructured from time to time to replicate new observations and internal and external changes. International, national, and subnational actors have a role to play and should join hands with the County process through countries to establish the culture of preparedness, which is long overdue in Kenya.

The study established that county governments operate in a volatile, uncertain, complex, and ambiguous environment due to the changing needs of vulnerable people. To achieve and sustain a county that is resilient and responsive to the changing needs and volatile environment, the study recommends the need for organizations to design and implement a county that incorporates lean and agility operations across the value chain. Furthermore, county governments should explore a hybrid county approach that allows them to switch between lean and agile depending on the dynamics and environment.

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