

**EFFECTS OF SUPPLIER RELATIONSHIP MANAGEMENT
PRACTICES ON OPERATIONAL PERFORMANCE AMONGST
BEACH HOTELS IN MOMBASA COUNTY DURING COVID-19
PERIOD**

KAMBALE MARIAM MSHUMA

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DECLARATION

I, the undersigned, declare that this research project is my original work and has not been submitted to any other college, institution or university for academic credit.

Signature:..... Date:**23/11/2022**.....

Kambale Mariam Mshuma

D61/8219/2017

This research project has been submitted for presentation with our approval as the university supervisor.

Signature:.....

Date: ...**21/11/2022**....

Dr. Kingsford Rucha

Lecturer, Faculty of Business and Management Science

Department of Management Science and Project Planning

University of Nairobi

DEDICATION

To my beloved family members. I greatly admire your support this far.

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ABBREVIATIONS AND ACRONYMS

ANP Analytical Network Process

IC Intellectual Capital

PPOA Public Procurement and Oversight Authority

SRM Supplier Relationship Management

VIF Variance Inflation Factor

ABSTRACT

The objective of the research was to investigate how supplier relationship management affect the extent to which beach hotels in Mombasa County perform operationally during the covid-19 pandemic period. The study also involved an assessment of the challenges of implementing supplier relationship management practices among beach hotels in Mombasa County during Covid-9 period. The research employed a census survey targeting 36 beach hotels operating in Mombasa County according to Kenya Association of Hotelkeepers and Caterers (2021). The research involved the use of primary data gathered using questionnaires. The gathered data underwent screening to edit inconsistencies. From there, it was exported to SPSS tool where averages and measures of variations were generated to ascertain the extent of adoption of supplier relationship management practices. In determining how SRM practices affect operational performance, multiple regression was employed. It was found that improved implementation of the practices reliably predicted the operational performance of beach hotels in Mombasa County. It was also found that supplier development had a moderately strong and positively affected operational performance indicated by $r = .638$, $p < 0.05$. Supplier collaboration was found to positively and significantly affect on operational performance indicated by $r = .495$, $p < 0.05$. Supplier evaluation was equally found to have moderately positive and significant effect on operational performance at the level of 0.05 given $r = .454$, $p < 0.05$. Finally, information sharing had a moderate but positive and significant effect on operational performance. The finding of $R = 0.679$ implied that SRM practices and operational performance were positively correlated. The adjusted R^2 of 0.378 meant that only 37.8% of changes in operational performance was due to the combined effects of the practices studied. This implied that, there were other factors causing 62.2% variations in operational performance that were not studied in the current research. Regarding challenges facing implementation of supplier relationship management practices in their firms, it was established that existence of financial constraint, lack of capacity building regarding SRM practices, high level of insecurity in the firm's operation and inefficient communication were the key challenges. The study concluded that supplier management practices lead to improved operational performance among beach hotels in Mombasa County. Further, the challenges in the implementation of supplier management practices, included financial constraint, lack of proper training of the stakeholders, high insecurity levels and lack of efficient communication. Based on the conclusion, management of beach hotels in Mombasa County should find other ways of improving operational performance, over and above the use of supplier management practices. They should also find ways of handling the challenges. This would involve adequate empowerment of the stakeholders and proposals for sufficient funding for effective performance.

Operational Definition of Terms

Supplier Relationship Management: It means how an organization interacts with its suppliers for mutual and long-term benefit (Jeans, Parmeteu, & Ismail, 2018).

Supplier Development: It is the ability of the firm to work closely with some specific suppliers for improved performance to create more benefits to the buying entities (Lo, Zhang, Wang & Zhao, 2018).

Supplier Collaboration: It is an activity that is carried out jointly to improve the capabilities of the suppliers in respect to innovation of products, improvement in process and management of costs (Patrucco, Luzzini & Ronchi, 2017).

Supplier Evaluation: It is Supplier evaluation is a process where potential suppliers of the buying firm are assessed through qualitative and quantitative methods, to establish a portfolio of qualified suppliers in an organization (Bai, Kusi-Sarpong, Badri Ahmadi & Sarkis, 2019).

Information Sharing: It is the way through which activities can be coordinated and executed along the supply chains between different parties is through sharing of information (Ha, Tian & Tong, 2017).

Operational Performance: It is the process of ensuring that resources are effectively distributed and allocated based on the relevant needs does make it possible to operate more efficiently and seamlessly (Greasley, 2019).

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Supplier Relationship Management (SRM) has emerged as an essential element within organizations' supply chains in the present competitive and dynamism. Enterprises worldwide have seen the value of supplier relationship practices in their endeavors to enhance their operational performance by making them efficient. A supplier relationship management post is defined as how an organization interacts with its suppliers for mutual and long-term benefit. SRM practices link the firm with its consumers hence performance (Jeans, Parmeteu, & Ismail, 2018). Suppliers' role in making firms succeed is noteworthy thus the reason why SRM has grown in recent times (Nkpee, & Tamunomiebi, 2020). The advantages arising from the adoption of SRM practices to the firm, as shared by Mumelo, Selfano and Onditi (2017), include cost reduction, enhanced level of efficiency, management of supplier risk, and fostering innovation and development of new products that are critical tenets of organizational sustainability.

The anchorage of this study is on theory of commitment-trust, network theory, and resource dependence theory. The commitment trust theory argues that two critical factors, trust, and commitment are vital to any relationship between parties, hence SRM (Wu, Weng, & Huang, 2012). This is not in the references Trust between buyer firms and suppliers is critical for mutual gain between these parties, and both parties should remain committed to sustaining this relationship (Wu, Weng, & Huang, 2012). At the same time, the thesis emphasizes the creation of value through inter-organizational relationships. Resource

dependence theory argues that firms may collaborate with others to fill gaps in resources needed in carrying out the activities (Novikov, 2013). Hence, a firm can form a relationship with its suppliers to access strategic resources that otherwise are not within the vicinity of the firm.

Beach hotels operate in the more significant hospitality industry in Kenya. The industry is however highly competitive, and the need to survive has forced major hotels to adopt technologies and practices that are essential in their operations (Lopes, & Munoz-Canavate, 2015). In the past decade, beach hotels in Mombasa County have faced challenges but not limited to stiff competition, high operational costs, global economic recession especially during the Covid-19 pandemic. Some of these hotels have been forced to reduce headcounts, and a number of them have closed down their operations or scaling down on operations to remain afloat (Eco Tourism Society of Kenya report, 2020). Against this backdrop of poor performance of these firms has created the motivation for this study. The study will focus on supplier development, supplier collaboration, supplier evaluation, and information sharing as indicators of supplier relationship management.

1.1.1 Supplier Relationship Management

It is a process that is utilized in the identification of suppliers that happen to be critical to a business. This also happens to be a system that is put in place for the sole purpose of implementing a system that makes it possible to manage relationships with its core suppliers (Oduro, Nyarku, & Gbadeyan, 2019). This is very essential since across the world, the supply chain industry has been facing an immense amount of difficulties and these have ended up causing most of the systems to become rather complicated. This

happens to be a very crucial system since it does make it possible to optimize efficiencies in a manner that all the parties that are involved in the process benefit. This is especially essential considering that an organization commits significant energy and time in sustaining its relationship with suppliers (Al-Abdallah, Abdallah, & Hamdan, 2014). This strategy also happens to have two core application strategies that each have their respective outcomes based on the needs and desires of the business at hand. These strategies include adversarial relationship as well as collaborative relationship (Lindgreen, & Wynstra, 2005).

Consequently, this does also happen to be a very viable strategy to implement in a business supply chain program since it has a large number of supporting researches that have been done to verify its validity. The studies have also taken the time to implement various variations of SRM based on the practices of a firm. For instance, Jeans, Parmeteu and Ismail (2018) measured Supplier relation management practices into supplier development and trust-based relationship. The measures of SRM adopted by Mumelo, Selfano and Onditi (2017) were lead time and information exchange. Chebet, Sang and Chapkwony (2020) used supplier education, supplier collaboration and supplier segmentation to measures SRM. The measures of Supplier relation management adopted by Kosgei and Gitau (2016) were mutual goals and trust. These are just but a few of the core strategies that can be implemented using SRM. Nonetheless, to ensure that this study remains unique, the researcher explores different variations of indicators of SRM. The indicators include flow of information and its application; measuring and improving supplier performance ratings; improving supplier quality ratios; supplier segmentation; and, working on supplier collaborations.

1.1.2 Operational Performance

When running a business, it is essential to be able to understand how every part of the business is fairing out and how the parts are integrating together to apply the inputs into attaining the set outputs. In a supply chain, it is very easy to forget the need of evaluating the performance and operational flow of the supply chain and this can result in a chain of side effects. Thus, applying such a strategy in any supply chain is very effective. This can be seconded by a report by Greasley (2019) that states that ensuring that resources are effectively distributed and allocated based on the relevant needs does make it possible to operate more efficiently and seamlessly.

Neely, Mills, Platts, Gregory, and Richards (2009) defined measurement of operational performance as the process of putting a figure on the effectiveness and efficacy of a deed by use of a combination of performance metrics. Operational performance involves the productivity of a firm's as related to the set measures or standards of effectiveness, efficacy, and responsibility with regard to the environment that comprises of reducing wastes, regulatory compliance, productivity and cycle time. This demonstrates further that operational performance is a variable that is dependent and normal which scholars and managers make use of in appraising particular organizations with a comparison to their rivals in business. For instance, operational performance may be reliant on a company's aspects like, evolution of HR, marketing strategy, client services, company image, corporate social responsibility, contract engagement, communication and relationship with suppliers.

According to Slack, Brandon- Jones and Johnston (2011), there are 5 effective indicators that are normally used to measure operational performance which are quality, speed, dependability, flexibility and cost. The study will adopt the use of management metrics which are cost, quality services and timeliness to determine operational performances. The metrics are justified as the measure of operational performance in the hotel industry as the researcher is looking forward to the implementation of the above-mentioned indicator in the various supply chains and how they impact respective hotels.

1.1.3 Supplier Relationship Management and Operational Performance

SRM involves the identification, measures, agreement, monitoring, control and use of inducements to achieve operational goals (Lee, 2000). Companies have to fine-tune their relationship with suppliers to fit in fast changing environment through increased coordination and cooperation in order to realize high operational performance (Gulati, & Sytch, 2007). By facilitating circulation of information, companies are able to sense the tendencies and reorganize their tactics to these changes (Saeed, Malhotra, & Grover, 2011).

Sound supplier relationship management practices are deemed to work towards reducing cost, improving quality and making companies flexible, effective and efficient. In otherwards, good supplier relationship management practices are acknowledged as tactical asset assisting companies in being competitive via estimates of operational performance (Lao, Hong, & Rao, 2010). Implementation of supplier relationship management practices has been made stronger by operational performance, this is so by making sure that the enterprises are more efficient and effective and are able to meet their goals and aims. Covid-19, however affected the relationship between supplier relationship management

practices and operational performance to a greater extent. The study by Ncube, Chikuta, Basera, Baipai, Mazhande and Tapfuma (2021) established that Covid19 pandemic adversely affected hotel occupancy. This meant working with minimal staff, closing other parts of the hotel and therefore some supplies were not needed, even if they had been ordered. This further adversely affected their revenues and the general operational performance.

1.1.4 Beach Hotels in Mombasa County

Mitra (2019) defines a hotel as an established structure that offers meals and provides room services for the visitors in return for some payments. The hospitality industry is a crucial sector in building the economy in conjunction with the tourism industry, and therefore, changes correlate in their functions and service delivery. The initiatives by the government of Kenya to market the country have started to bear fruits (Economic Survey, 2015), for there was tremendous growth in the number of tourists in the country. Also, there has been increased growth in the number of local tourists up until the Covid-19 period which the hotels have showcased a low turnout of visitors that has forced a number of them to close down.

A beach hotel is a hotel that has been established along a seaside and usually has the rooms of the guests facing the ocean/sea to create a luxurious and rich ambiance. Most beach hotels mainly attract a high-end clientele and have a seasonal operation structure where the businesses thrive in respective timelines and not all year round (Gichuki, Yobesia, & Kihima, 2020). Beach hotels operate in the hospitality industry in Kenya that mainly deals with hoteling within the proximity of the shores. They are approximately thirty-six (36)

beach hotel in Mombasa County. Beach hotels play an essential role in the economy's growth by opening up employment opportunities and supporting other sectors like banking, transport, manufacturing, and business events. The council of World travel and Tourism (2019) postulates that it is estimated that the total contribution of this industry is about 503 billion. Hoteling is service-oriented with distinct features relative to the manufacturing sector.

The operations of these beach hotels have been adversely affected by the Covid-19 pandemic. Most of these hotels have been forced to reduce their operations, others have reduced their number of staff and worse still, and some of these hotels have been forced to close down their premises. Any efforts to enhance SRM practices may consequently in a large extent contribute towards reversing the operations and success trend of the beach hotels. Mensah (2020) indicated that the hotel industry was hardly hit to the extent that only minimal operations were retained. This was due to massive cancellation of bookings, events, flights, reservations and indefinite closure of the hotels. This affected how the hotels managed supplier relationship at the time.

1.2 Research Problem

SRM in general term is an approach that is systematic in vendor evaluation with regard to vendors that are involved in goods' supply, supply of services and materials to an organization, identifying each supplier's role in the success and strategy development for performance improvement. It helps organizations to reduce on costs, improve on quality of the products and reduce lead times and cycle times which are key as far as organizational performance is concerned (Oduro, Nyarku, Rotimi, & Gbadeyan, 2019). SRM practices

also help the firm to respond to the needs of the customers and service customer orders quickly and efficiently. Developing good relationship with suppliers help the buying organization to meet or exceed customer expectations and demand shocks which inform organizational performance (Tangus, Oyugi, Rambo, & Rono, 2015).

Beach hotels in Mombasa County have witnessed challenging times arising from unpredictable economic conditions which led to poor financial performance which has forced many of the hotels out of business. The covid-19, there seen decrease in clients at the beach hotels, since they had the travelling and recreation restrictions. But, most beach hotels customers in Kenya have complained of overpriced hotel charges and limited access to the services and facilities in the hotels. The argument posed is whether the beach hotels have effected proper supplier relationship management practices (Almansoori, & Surjit, 2020). The study by Ncube, Chikuta, Basera, Baipai, Mazhande and Tapfuma (2021) established that Covid19 pandemic adversely affected hotel occupancy. This meant working with minimal staff, closing other parts of the hotel and therefore some supplies were not needed, even if they had been ordered. This further adversely affected their revenues and the general operational performance.

The available studies include Adesanya, Yang, Bin-Iqdara, and Yang (2020), who focused on the tobacco industry to link SRM and sustainability performance, where a significant link was noted. The study conducted in Nigeria by Nkpee and Tamunomiebi (2020) looked at SRM and vendors' implementation, indicating a meaningful connection. Walumbe (2016) looked at SRM and performance focusing on Kenyan media firms. It was shown

that SRM influences organizational performance. A study conducted by Chebet, Sang, & Chapkwony, (2020) used a case of Almasi Beverages Limited to link SRM strategies and implementation of the procurement function where a significant link was noted. Onyango (2020) looked at SRM and the performance of the supply chain focusing on beverage and alcoholic firms in Kenya. It was shown that SRM has a significant link with supply chain performance. Kiarie (2017) looked at SRM activities and performance of operations, where a significant relationship was noted when larger organizations involved in manufacturing in Kenya were focused on. A study conducted among Kenyan State corporations by Nyakundi and Senelwa (2019) focused on SRM and procurement performance where a statistically substantial interplay was stressed.

The study conducted by Jeans, Parmeteu, and Ismail (2018) looked at SRM and performance of the supply chains focusing on Counties in Kenya, noting the significant effect. Kosgei and Gitau (2016) used a case of Kenya Airways to link SRM and performance. The study by Tangus, Oyugi, Rambo, and Rono (2015) looked at SRM practices and implementation of manufacturing entities in Kisumu County. The studies mentioned above create contextual gaps since some were done in countries like Ghana, Nigeria, and Uganda and other industries that are different in terms of operations with beach hotels in Kenya.

Conceptual gaps were noted in that more studies were done relating SRM with other variables like organizational performance and not operational performance. Gaps in methodologies could be observed from investigations associating supplier relationship management practices to operational performance. Kosgei and Gitau (2016) used a case of

Kenya Airways. Tarigan, Siagian, Sutjipto and Panjaitan (2020) used revelatory structural modeling-based approach. This study was meant to be a census. Thus, the present research sought to answer this query in attempts to fill the gaps: What is the effect of SRM practices amongst beach hotels in the county of Mombasa during Covid-19 period?

1.3 Research Objectives

This study's general objective was to investigate the effect of supplier relationship management practices on operational performance amongst beach hotels within Mombasa County during the covid-19 pandemic period. The study research was directed by the following specific objectives to address its purpose.

- i. To investigate the effect of supplier relationship management practices on operational performance among beach hotels during Covid-19 period.
- ii. To assess the challenges of implementation of supplier relationship management practices among beach hotels during Covid-9 period.

1.4 Value of the Study

The beach hotels' management team in Mombasa County, can understand the precise interplay of SRM practices in their operations. The study's findings may help procurement and supply chain managers working in the beach hotels to enhance the SRM practices embraced. Additionally, management team would find the generalizations useful in working out how effective SRM could be modelled. SRM equally ensures that firms achieve operational and service quality and improved returns. The study outcome would also relevantly be used by academia community and those in practice since it puts SRM in its concept and contextual perspective.

The policymakers, including Public Procurement and Oversight Authority (PPOA) officials in Kenya, may rely on the findings of this study to enhance and strengthen public procurement regulations in light of SRM practices. The policymakers working in the hotel industry, may rely on these research findings to formulate clear policies with regards to procurement in their organization. The research would also help the Government to identify complexities in operations within the hotel industry and implement effectively aligned SRM practices within the budget constraint environment.

The study may contribute to the available literature and theories on the performance of SRM and its practices. Scholars in the future doing similar research work will be able to go through the work of this research literature. The study findings would also help in formulating new concepts on how to improve operational performance as well as SRM practices. The findings of the research in this area would also help to investigate how SRM practices affect operational performance. This would provide more insights on operational performance excellence based on SRM and related practices.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The focus here is on giving an examination of literature on the models which guided the specific objectives. This chapter also discussed the connection between SRM practices and performance of the organization. Experiential studies were reviewed to show the gaps with the conceptual framework being pointed out also.

2.2 Theoretical Review

The anchorage of this investigation was on commitment-trust, resource dependency and social network theory. The commitment trust theory is used because it argues that two critical factors, trust and commitment are vital to any relationship between parties and if these factors are considered critically within supplier relationship management, best performance is assured. According to Wu, Weng and Huang, (2012), there needs to be trust between buyer firms and suppliers for mutual gain between these parties, and both should remain committed to sustaining the relationship.

In addition, the social network theory is used because it focuses mainly on multi-organizational and dynamic relationships. This is necessary since organizations do not operate as stand-alone entities in any industry, that is, there are relevant collaborations especially with suppliers that positively contribute to performance (Rodriguez-Rodriguez, & Leon, 2015). Finally, resource dependence theory is used because of its argument that firms may collaborate with others to fill gaps in resources needed in carrying out the activities (Jajja, Kannan, Brah, & Hassan, 2017). In this case, useful resources can be

accessed during unpredicted moments through having good relationships with suppliers. This can give an edge to specific organizations in the Covid-19 season, when resources available to organizations are scarce.

2.2.1 Commitment-Trust Theory

This was established by Morgan and Hunt (1994) and it based its assumption on realization that trust and commitment are key ingredients of any meaningful relationship between parties. The theory argues that a combination of trust and commitment in any relationship results into greater efficiency and effectiveness. This theory implies that commitment and trust in a relationship can be enhanced whenever firms share relevant information with each other while maintaining high ethical value standards.

In regard to commitment and trust, information sharing and mutual development and collaborations are very key factors for success. According to Giannakis and Louis (2011) bottom-up together with up-bottom relations with suppliers and customers comprise supply chain, moreover, decision has to be made by managers of the supply chain, choosing either to work with or not to work with partners at the bottom and upstream, in addition to the level of information and material exchange anticipated with the partners. The direction chosen by the managers, that is, their commitment to decisions made will determine performance.

The key variables which include supplier development, collaboration and information sharing, are anchored on trust and commitment. The previous researches have revealed that value is created as a result of close buyer-supplier relationships (Hingley, Lindgreen, & Grant, 2015). The relationships encompass trust and commitment that are nurtured and

developed through supplier development, collaboration, evaluation and information sharing. The quality of supplier-retailer relationships determines logistic performance level (Forslund, 2014). Strategic collaboration between suppliers and retailers affects supplier performance positively.

2.2.2 Social Network Theory

This dates back to 1970s and 1980s by Harland and it is believed to provide a description of a relationship involving buyers, customers and suppliers as well as firms. First developed with a focus on relationship involving two parties (strategic alliances), the theory has undergone evolution to cater for numerous relationships within players in the supply chains (Harland, 1996). Network is viewed by Thorelli (1986) as involving more than one firm that are involved in a long-term exchange. These networks operate to create mutual benefits to all the parties.

Networking can be improved by coming up with transparent Intellectual Capital (IC) information to members of the network in a set up involving supply chain (Su, 2014). Intellectual Capital is the totality of all knowledge resources that are intangible and that an organization can use for competitive advantage. The kind of suppliers to collaborate or network with always affect positively or negatively on performance. Selection of suppliers is considered the pillar of a thriving management of supply and purchasing to keep and increase the competitive advantage (Al-Abdallah, & Bataineh, 2018). Therefore, information search, sharing and evaluation will provide an insight on which supplier to select and work with to get quality and timely results. An investigation on what measures of management of suppliers may improve satisfaction of buyers and performance of

suppliers showed that mainly collaborative activities like development of suppliers and integration of suppliers are effective while monitoring of suppliers could not offer a positive supplier performance influence (Akamp & Muller, 2013). According to Thakur and Anbanandam (2015) a single supplier cannot be relied on by someone.

The social network theory therefore allows in-depth research into the study variables; for operational performance, information on suppliers that the organization networks with must be collected, shared and evaluated (Marttinen, & Kähkönen, 2022). After evaluation, the right and beneficial suppliers are then selected and developed for specific and localized networking and collaboration.

2.2.3 Resource Dependence Theory

This model was propounded by Pfeffer and Salancik (1978) and it provides a narrative on how firms can leverage their external resources to enhance their performance. Procurement of external resources is a vital step that can drive the firm's performance. The theory argues that actors in the supply chain without adequate resources will strive to form relationship (or depend) on other entities as a way of exploiting the required set of resources. In the same manner buyers will bank on suppliers for exploitation of external resources, sellers will also rely on buyers for markets that are deemed to be precious. According to Tanskanen and Aminoff (2015), it is important to categorize supplier and buyer attractiveness as follows: attractiveness based on behavior; bridging; economy; and resources. It was found out that attractiveness based on economy and behavior was present in the region studied, whereas attractiveness based on bridging and resource are conspicuous in the case where strategic objective is highly explorative and the specific

purpose is to leverage organizational interactions in bringing up businesses outside the organization.

Kahkonen and Lintukangas (2012) argue that supply chain context capabilities assist in creating customer value and superior performance. It also comprises bringing on board suppliers in various basic processes like the development of new products. In altering their dependence relationships, firms strive to minimize their own dependencies or by raising how other firms depend on them. The theory operates on the premise that firms will come up with strategies of managing constraints and uncertainties that are born from exchange, imbalances in power and interdependencies (Krause, Handfield & Tyler, 2007). This theory indicates that no firm has adequate resources needed for successful operation, hence the need to collaborate with other suppliers and firms. Supplier relationship management can allow firms to obtain the external resources needed for enhancing their performance.

In relation to the study variables, the following is considered: that organizations geared towards a better performance channel resources towards developing important suppliers as revealed by research; collaborations and networks help organizations to access resources that were not available at the beginning; evaluation will be essential since the total number of suppliers reaches to many thousands (Statista, 2015), therefore, focus (especially of resources) should be toward very important suppliers to the overall organizational prosperity. In order to identify the important suppliers, data and information collection and evaluation is done.

2.3 Supplier Relationship Management Practices

Management of supplier relationship is key to the success and better performance of any organization especially the hospitality industry that this research focuses on. The research will narrow down to shed light on the following areas: supplier development which allows the suppliers to be efficient on quality and timeliness and the retailer/buyer to receive good and timely services as needed and up to standard; supplier collaboration that enables an organization to access resources that could have not been gotten without the collaboration; supplier evaluation enabling an organization to select important suppliers and partners; and information sharing that keeps supplier –retailer/buyer relationship and allows informed decision making (Adeleke, Ojeleke, & Bukola, 2022).

2.3.1 Supplier Development

This is the ability of the firm to work closely with some specific suppliers for improved performance to create more benefits to the buying entities. It is the ability of the firm to embrace the expertise of the suppliers and aligning them to the needs of the buying entity. Basically, supplier development seeks to improve the capability of the suppliers (Lo, Zhang, Wang & Zhao, 2018). This can be achieved when buyers share relevant ideas with suppliers, giving out financial aid to support the activities of the suppliers and develop new activities and process on a joint basis (Zhang, Pawar & Bhardwaj, 2017). The focus of supplier development is on long term suppliers where a buying firm should cooperate with. By developing the capability of the suppliers, the resultant benefits to both the buying firm and the suppliers include improved performance, high quality, lower costs and shortened cycle times (Yawar & Seuring, 2018).

There has been a shortage of research literature on the subject of supplier development and scholars proposed concerns to delve deeper into this work. In addition, there has been a great need to come up with programs to develop suppliers which are geared towards making a contribution in increasing versatility of production systems of suppliers (Grazyna, 2016). Marttinen and Kähkönen (2022) proposed that investigation of involvement of suppliers' early, learning between firms and orientation of the suppliers and their effects on performance of supply and innovativeness of the company.

2.3.2 Supplier Collaboration

Supplier collaboration is an activity that is carried out jointly which seeks to improve the capabilities of the suppliers in respect to innovation of products, improvement in process and management of costs (Melander, 2018). Supplier collaboration can allow the buying firms to maintain low levels of inventory as well as optimize transport and warehouse costs (Mandal, 2017). For suppliers, this arrangement can allow them to improve on their cost competitiveness and core capabilities which is key source of competitive advantage and thus performance (Patrucco, Luzzini & Ronchi, 2017).

External resources come from collaboration and coordination amongst supply chain stakeholders (Herbert, Grant, Teller, & Halldorsson, 2009). Below are examples: other supply chain partners collaboration agreements, project groups that are inter-organizational, information systems that are inter-organizational, mutual trust, power being equally distributed, decision related independencies awareness between organizations, there being supply chain partners with whom there have been long-term associations, supply chain benefits and risks, projection and development of products and resemblance

in organizational cultures and processes involved in decision making (Forslund, 2014; Prajogo & Olhager, 2012; Bobot, 2011).

2.3.3 Supplier Evaluation

Supplier evaluation is a process where potential suppliers of the buying firm are assessed through qualitative and quantitative methods. This helps in establishing a portfolio of qualified suppliers in an organization (Bai, Kusi-Sarpong, Badri Ahmadi & Sarkis, 2019). Supplier evaluation can be conducted through different methods like the use of questionnaires, site visits and scorecards. Supplier evaluation seeks to establish a pool of top-notch suppliers when the need arises (Mohammadi, Talaie, Safari & Salehzadeh, 2018). To the already existing suppliers, this kind of evaluation helps the buying firms to bring out and limit hidden costs and wastes. For the new suppliers, this evaluation helps in establishing a threshold needed for realization of quality outcomes (Laosirihongthong, Samaranayake & Nagalingam, 2019).

Supplier evaluation precedes selection and there are a number of strategies used in selection, for instance, Thakur and Anbanandam (2015) put forth a decision-making model that is multi-dimensional to select suppliers optimally whereas Abdollahi, Arvan and Razmi (2015) described selection of suppliers basing on two groups of agile and lean suppliers; the approach ranks suppliers according to score in criteria drawn, like one of them was the Analytical network process.

2.3.4 Information Sharing

The only way through which activities can be coordinated and executed along the supply chains between different parties is through sharing of information. Information sharing in

the supply chain require integration that is of a high degree amongst the buying firms with the suppliers as well as clients (Ha, Tian & Tong, 2017). In any SRM arrangement, information sharing aims at reducing uncertainties while enhancing visibility. Information sharing ensures that parties in the supply chain are free to access the relevant data while collaborating in activities like logistics and sales (Huang, Hung & Ho, 2017). Relevant information that can be shared between parties in the supply can be related to variations in market preferences and demand and this is critical in coordination of the activities related with transactions in the firm (Nakasumi, 2017).

The quality of information being shared between the parties is also important; these include concerns revolving around credibility, completeness, adequacy, accuracy and timeliness. It is only when integrated information systems have been put in place that sharing of information can be made possible (Colicchia, Creazza, Noè & Strozzi, 2019). Svante Anderson and Per Servais, (2010) argued that there are five basic dimensions that are product-related for buying situations which include innovativeness, familiarity, frequency, complexity and importance; and three dimensions that are related to buyer-seller association which include dependence, depth of interaction and familiarity. The conclusion was that parties need to negotiate –share information, for a best fit between sellers’ and buyers’ strategies to be found.

2.4 Empirical Literature Review

The study by Tarigan, Siagian, Sutjipto and Panjaitan (2020) found out that supplier trust positively influences supplier innovation and the relationship between buyers and suppliers. In the dairy industry of India, Kumar (2018) saw that SRM plays an important

role within the supply chains. It was further shown that trust, loyalty and team work as well as collaboration spirit are critical aspects of a sound SRM intervention. The study conducted in Ghana by Amoako-Gyampah, Boakye, Adaku and Famiyeh (2019) largely focused on SRM and performance of the entities. The variables covered include SRM, ownership structure, operational flexibility and performance of the entity. The inquiry showed that compared with foreign firms, SRM's influence on firm performance is strongly felt among foreign owned entities. This means that as compared to foreign firms, domestic entities derive more benefits from investing in SRM.

The study by Opaleye, Ojelade and Aremu (2020) placed more focus on listed Beverages and Food firms in Nigeria looking at SRM and performance. In total, 13 firms were used and included in the inquiry. The findings showed that supplier appraisal and supplier involvement are key indicators of SRM that drive performance of the firm. Using a case of WFP in Somalia, Rucha and Abdallah (2017) showed that employees were continuously trained and that mechanisms were in place of ensuring suppliers conformed to quality standards. The inquiry showed that purchase orders are executed through the use of technology.

Opaleye, Ojelade, and Aremu (2020) conducted an examination on the effects of supplier relationship management practices on performance of FBFs in Nigeria. The study used stratified sampling technique. Questionnaires were used to collect the data among the sampled participants. The total sample size was 130. Linear and Multiple Regression was used to test the hypotheses. The study concluded that SRM practices significantly influence financial performance among FBFs in Nigeria.

Chebet, Sang, and Chapkwony (2020) studied the effects of practices on financial performance in selected KTDA affiliate tea processing firms in Kericho County. The participants for this investigation were 700 from various departments. Data was gathered from 210 participants using structured questionnaire. After collection, analysis was carried out through of descriptive and inferential statistics. According to the outcomes, SRM is key in for a company's success. Hence, following the outcomes, it was concluded that SRM practices impacted positively on the financial performance of the tea processing firms.

Kanini and Wandera (2019) conducted a study on the effect of supplier management on procurement performance in selected state corporates in Kenya. They were keen to provide the connection between management of suppliers and performance of the procurement role with emphasis on Kenyan State Corporations. The inquiry shared that supplier were aided in handling the accorded contracts. The inquiry also noted that the financial status of the supplier was checked by the firm before selection. A study focusing on the Kenya's public sector by Ondieki and Oteki (2015) also showed by gathering and analysis of data from first hand sources of information, it was noted that absence of SRM strategies reduced the degree of effectiveness in the function of managing supply chains.

Denhere and Choga (2022) also studied how SRM affect the extent to which plastic manufacturing industry perform. Data gathering involved the use of open-ended questionnaires and interviewing using telephones. Selection of the 20 informants was done using purposive sampling method. It was found out that firms manufacturing plastics benefited from SRM practices such as the sharing of information and involving suppliers

in developing new products. They led to improved performance of the organizations. The study concluded that effective SRM lead to improved performance of the organization.

Teller, Kotzab, Grant and Holweg (2016) investigated the impact of major SRM practices. The focus was whether these SRM practices would mediate between supply chain management internally and externally against how it is executed. A survey was done of 174 members of the management team. It was established that there is a direct effect of external supply chain management capital on the capacity of the SRM practices studied. The conclusion was that resources of the external supply chain directly impact the ability to do main supplier relationship management.

2.5 Challenges of Implementation of Supplier Relationship Management

Implementation of SRM practices faces a number of challenges. Kumar (2018) established a number of challenges including unreliable communication, lack of transparency, supply chain disruptions, and mismatch of business culture. There is need for buyers and sellers to develop a mutual effective communication-based relationship to help reach a common ground on a number of issues. When there is uncontrolled communication, it can lead to deterioration of how the parties relate and their engagement as stakeholders. This may arise when the correct information is not shared between each party, leading to possible missed business opportunities. There is also the problem of possible technicality on the relationship between buyers and sellers, leading to conflicting situations (Bhattacharya, Mukhopadhyay, & Giri, 2015).

The challenge of mismatching business culture is equally of significance. The reality is that, operational success of most businesses' centres on their culture. The implication is

that buyers and sellers would best collaborate when they have aligned their culture to avoid conflicting circumstances (Larentis, Antonello, & Slongo, 2018). The study by Chebet, Sang and Chapkwony, 2020) also identified the challenges of SRM practices implementation to include the search for quality, risk management, compliance issues and operational costs. The basis is that the stakeholders need to align their operations in such a way that the overall cost is managed within the desirable level.

2.6 Summary of Literature and Knowledge Gaps

The table 2.1 below provide a synopsis of the gaps and how the proposed study sought to address them.

Table 2. 1: Summary of Literature Review and Research Gap

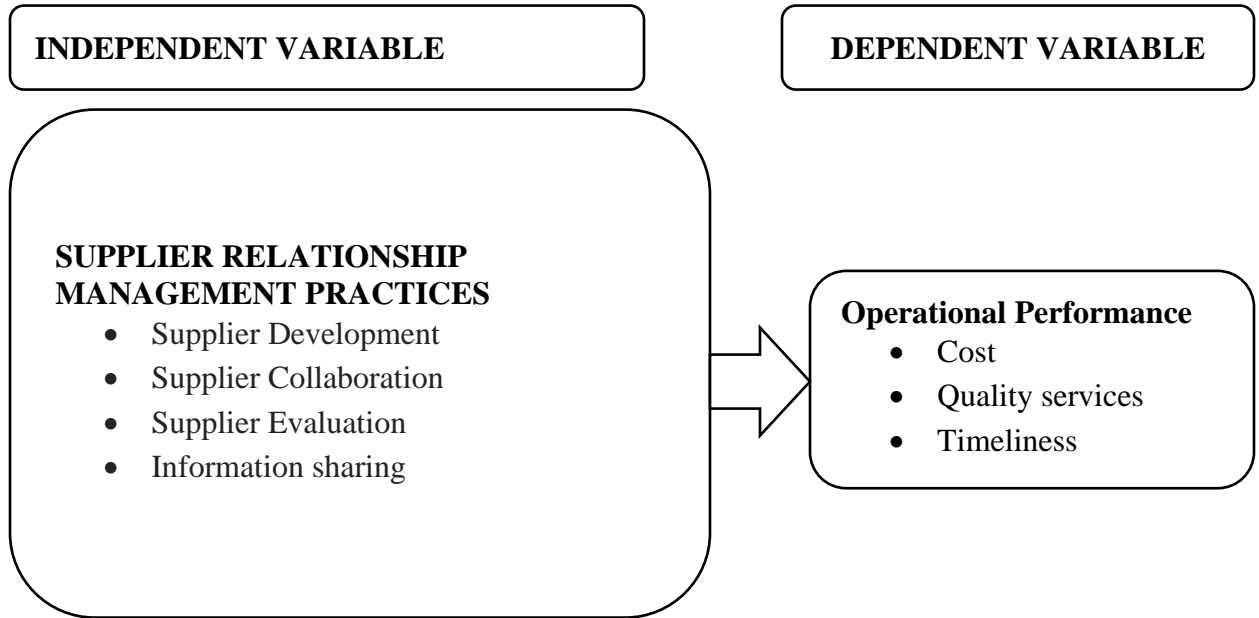
Author & Year	Key focus of the Study	Methodology	Key Finding	Gaps	Focus of Present Study
Opaleye, Ojelade & Aremu (2020)	Placed more focus on listed Beverages and Food firms in Nigeria looking at SRM and performance	Survey data analysis, sampling 108 beverages and food manufacturing firms in Nigeria, by using cluster analysis.	Supplier appraisal and supplier involvement are key indicators of SRM that drive performance of the firm	The study was done in Nigeria among listed Beverages and Food firms	The current research takes place in Kenya among beach hotels
Chebet, Sang, and Chapkwony (2020)	Bringing out the link between SRM practices and financial performance of firms involved in processing tea.	The study employed a survey design describing the data in tea processing firms.	SRM, mutual interaction is critical for cost reduction, sharing of risks and the flow of information to all the involved parties	The study looked at financial performance as dependent	Organizational performance will be the dependent variable in the present study
Kanini and Wandera (2019)	To provide the link between SRM & performance of the procurement role with emphasis on Kenyan State Corporations	The research employed a descriptive survey design and targeting Kenya State Corporations. The population of the study targeted 124 state corporations through stratified sampling	Financial status of the supplier was checked by the firm before being selected.	The study was done among Kenyan State Corporations	The focus of current study is on beach hotels
Teller, Grant and Holweg (2016)	Importance of key supplier relationship management in supply chains	The research surveyed 174 managers that represented different supply chain stages as used in testing the model through	Resources of the external supply chain directly impact the ability to do main supplier relationship management	Done in central Europe to represent developed countries	The present study is in Mombasa, –a developing country

Priyesh & Kumar (2016)	Samuei	Strategies used in relating with suppliers and effect on their selection.	variance-based structural equation modelling The study comprehensively reviewed literature of over 30 published papers to reach a conclusion.	Analysis of buyer-supplier and supplier selection from 2000 to 2016 was done	Focused on application SRM and supplier section	Focus is on the organizational performance
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2.7 Conceptual Framework

The figure 2.1 below demonstrates the conceptual framework:

Figure 2.2: Conceptual Framework



Source: Researcher (2022)

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

The section outlines the approach that will be employed in this research work. It reveals the research design, the population targeted, data collection techniques, analysis of data and how the findings were presented.

3.2 Research Design

A cross sectional census survey design was employed in the research work. Cross-sectional studies involve observing and analyzing data from a population at one specific point in time (Wang, & Cheng, 2020). The data was collected at once, then analyzed to arrive at the findings. Kothari (2008), posit that a census studies all the variables in the population. The implication is that all the items are studied, especially in cases where the population is small. It was considered relevant on the basis that the beach hotels under study were only 36 in number.

3.3 Population of the Study

The research focused on a target of 36 beach hotels operating in Mombasa County according to Kenya Association of Hotelkeepers and Caterers (2021). Cooper (2010) asserts that a population represents a group of objects where a particular measurement is undertaken. In this research, all the 36 beach hotels were considered for the study since it was a census.

3.4 Data Collection

The study employed primary data, where the collection was done by administering questionnaires through drop and pick later method, while other were mailed to the

informants. The respondents of the study included one (1) management personnel in procurement, operations or a similar rank and related responsibility. Questionnaires were useful in the sense that they provide a precise opinion from the respondent as far as the range of research is concerned. It also provides timely and reliable data. Questionnaires had close ended items hence quantitative data. This eased the process of analyzing the findings. The questionnaire contained items designed on a 5-point Likert scale where 1=not at all and 5=very great extent. The questionnaires were designed into three parts with general information being capture in section A, SRM practices in section B and relationship of SRM practices in section C and challenges of the implementation of supplier relationship management practices in section D.

3.5 Operationalization of Study Variable

Table 3.1: Operationalization of variables of the study:

Variable	Sub-Variable	Scale of measurement
Dependent Variable	Cost	Ordinal scale
	Quality Services	Ordinal scale
	Operational performance	Ordinal scale
Independent Variable	Supplier development	Ordinal scale
	Supplier collaboration	
	Supplier evaluation	
	Supplier relationship management practices	

Source: Research Data (2022)

3.6 Diagnostic Tests

This census survey study had a number of variables whose relationships were assessed by use of multiple regression in the data analysis. As such, the following diagnostics tests were used:

3.6.1 Multicollinearity Test

Multicollinearity is a state where one or more variables in an equation of multiple regression has a high correlation (Andren, 2007). The individual predictor variables' impact on the predicted variable will be hard to determine when multicollinearity is used. Variance Inflation Factor (VIF) was employed in testing for multicollinearity. VIF less than 10 was used by Nathans, Oswald, and Nimon (2012) to mean there is absence of multicollinearity problem with 0.1 level of tolerance. Tests of multicollinearity would be very important to measure if the model will hold in this research work, and this would show if supplier development, supplier collaboration, supplier evaluation and the information sharing variables influence each other.

3.6.2 Heteroscedasticity Test

Heteroscedasticity is a technique in statistics that helps in measuring the variance in data that the regression model does not explain. It comes up when a regression model's error term is over time constant as one of the linear regression model hypotheses (Godfrey, 2006). It is a situation where the standard deviations are not constant with respect to independent and dependent values of parameters earlier studied. In this study, heteroscedasticity was tested using the Koenker test.

3.6.3 Normality Test

A normality test determined whether data from the sample was taken from a population that is normally distributed. It is a requirement that the data to be used in regression analysis is normal, being a parametric test. The basis is that normality of data ensures that the research outcome is reliable over time, when the parametric tests are used. The requirement for normality is hinged on the argument that the validity of these tests relies on how data is distributed. In this study, the normality test was done using Shapiro-Wilk test where p-value should be more than 0.05.

3.7 Data Reliability and Validity

A construct validity was applied in this research work to make sure that the collected population data were a factual measure and reflected the theoretical meaning of the concept (Martyn, 2019). According to Hunter and Schmidt (2009), a construct validity tests the level to which the test measures what the scholar wishes to ascertain. A reliability test on the research work was done for the purpose of guaranteeing accuracy within which the tool measures the characteristics of supplier relationship management postulated to measure. The Cronbach's alpha test of reliability was employed to find out how reliable the research instrument was.

3.8 Data Analysis

The study used regression analysis. It is a causal technique used to measure the average amount of variation in the dependent variable caused by a variation in the quantity of one or more independent variables (Ali, & Younas, 2021). It is based on a regression model that presents the relationship between predicted and predictor variables. The use of

regression analysis allows researchers to analyze relationships between independent and dependent variables.

The gathered data underwent screening to edit inconsistencies through excel. From there, it was exported to SPSS tool where averages and variation measures were generated to analyze the objectives of the research. For the general objective, regression analysis was embraced during analysis with the multiple regression model as specified under:

$$Y_1 = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where: **Y** = Operational performance (measured by cost, quality Services and timeliness)

X₁ = Supplier Development ; **X₂** = Supplier Collaboration ; **X₃** = Supplier Evaluation ;

X₄ = Information Sharing; **β** = constant; **β₁**, **β₂**, **β₃** and **β₄** = Regression Coefficients; **ε** = Error Term. What describes the correlation between a predictor variable and response as an estimate of unknown parameters of the population are regression coefficients. The results were presented using tables.

CHAPTER FOUR

DATA ANALYSIS, FINDINGS AND DISCUSSION

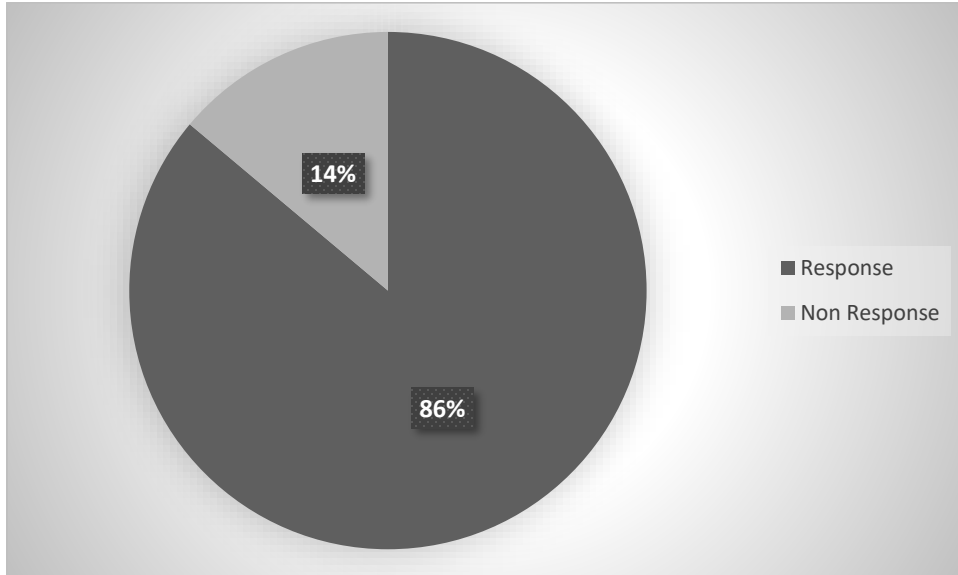
4.1 Introduction

This section presents a detailed examination of how the data was analyzed, the outcomes, how they were interpreted and the conclusion reached. It also includes regression diagnostics highlighting the nature of the data. An analysis was also done regarding demographics and extent of adoption of supplier relationship management practices. Finally, it included the analysis of correlation and regression output from SPSS.

4.2 Response Rate

The research targeted 36 respondents from the beach hotels in Mombasa County. Feedback was received from 31 informants. This represented 86.11% of the targeted population. Saunders, Lewis and Thornhill (2017) posit that a response rate of between 30-40% is observed as appropriate in descriptive cross-sectional research. This response rate was therefore considered sufficient in ascertaining consistency of the research findings. The outcome was as given in Figure 4.1:

Figure 4.1: Response Rate



Source: Research Data (2022)

4.3 Demographics of the Companies

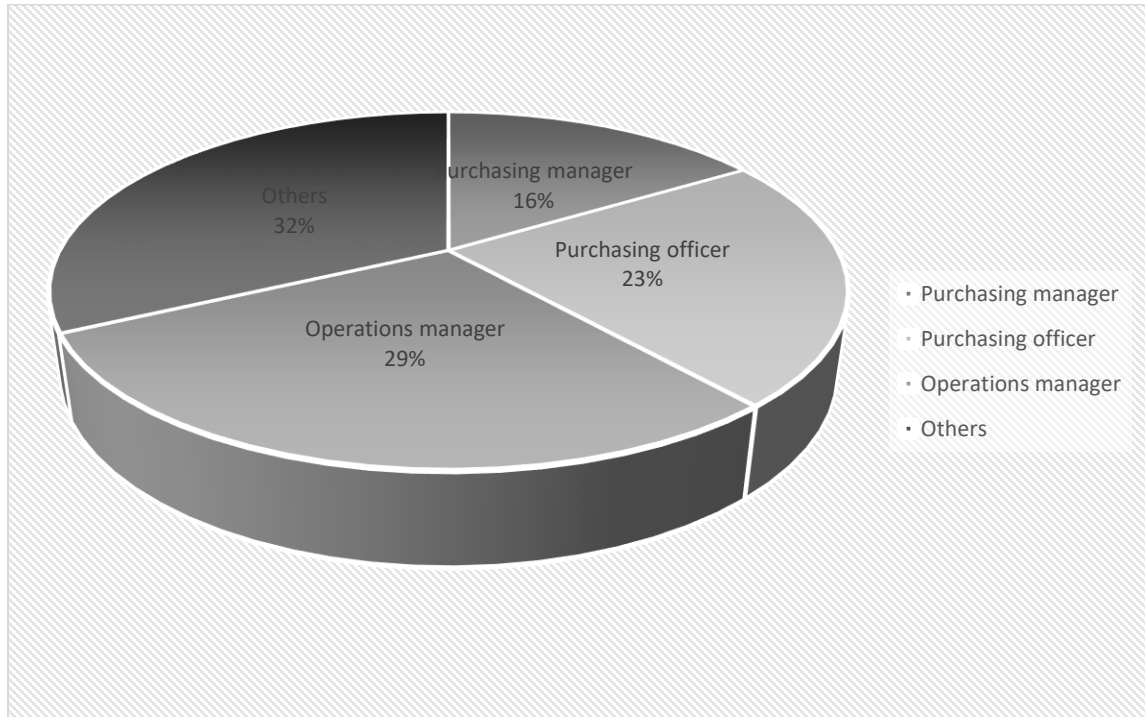
This included the need to know the name and title of the informants, name and location of the beach hotel; the position of the informants; the period of operation and the number of employees working in the hotel. These were analyzed as follows:

4.3.1 Position in the Firm

The researcher was interested occupants of positions of supply chain manager, purchasing manager, purchasing officer, operations manager and any other relevant informant. The findings were shown in Figure 4.2. The indication was that many informants were others members of the management team including procurement manager, head of cost control, general manager, stores manager, financial controller, guest relations, assistant procurement officer and duty supervisors. Operations managers represented 29%, while purchasing officers were 23% of the informants. It was also established that 16% were

purchasing managers. These findings indicated that on average opinions from all the expected informants were received, making the data to be reliable in forming deductions:

Figure 4.2: Position in the Firm

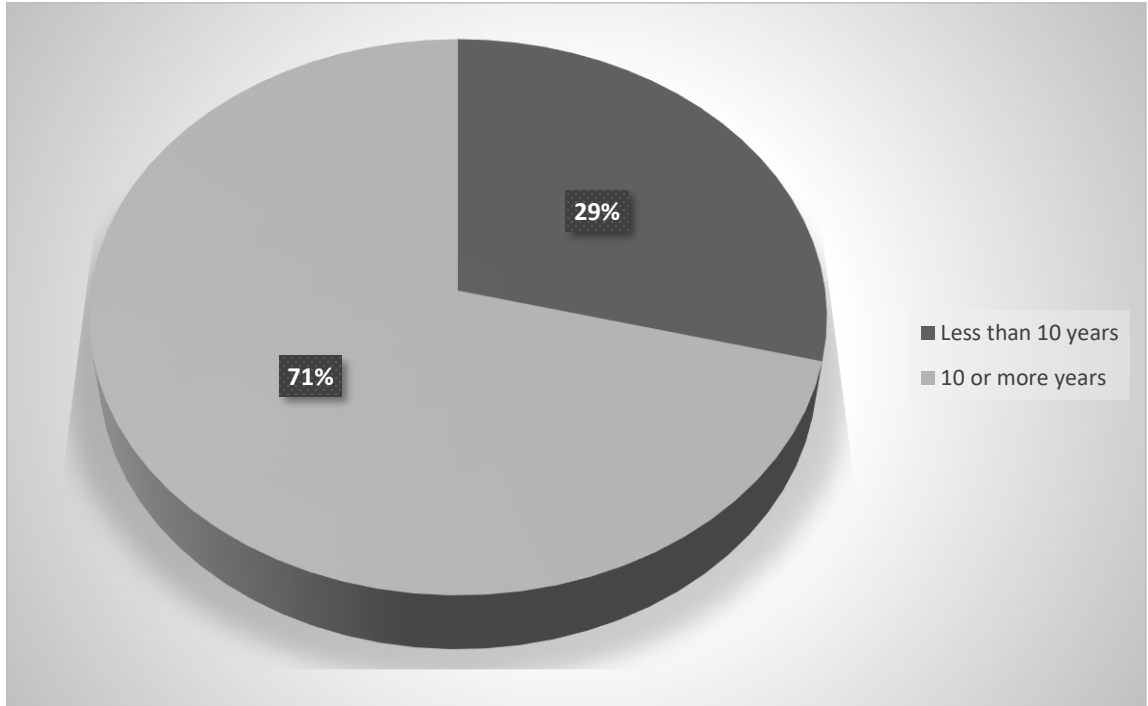


Source: Research Data (2022)

4.3.2 Duration of Operation

The relevance of duration of study was based on the argument that hotels that have been in operations for longer would have had an opportunity to develop a strong supplier relationship management framework. The findings in Figure 4.3 posit that 71% of the hotels had operated for 10 years or more, while 29% were in operation for less than 10 years. The implication was that many hotels had operated for enough time to have established an effective supplier relationship management system. This made the data reliable to meet the intended objectives.

Figure 4.3: Duration in Operation

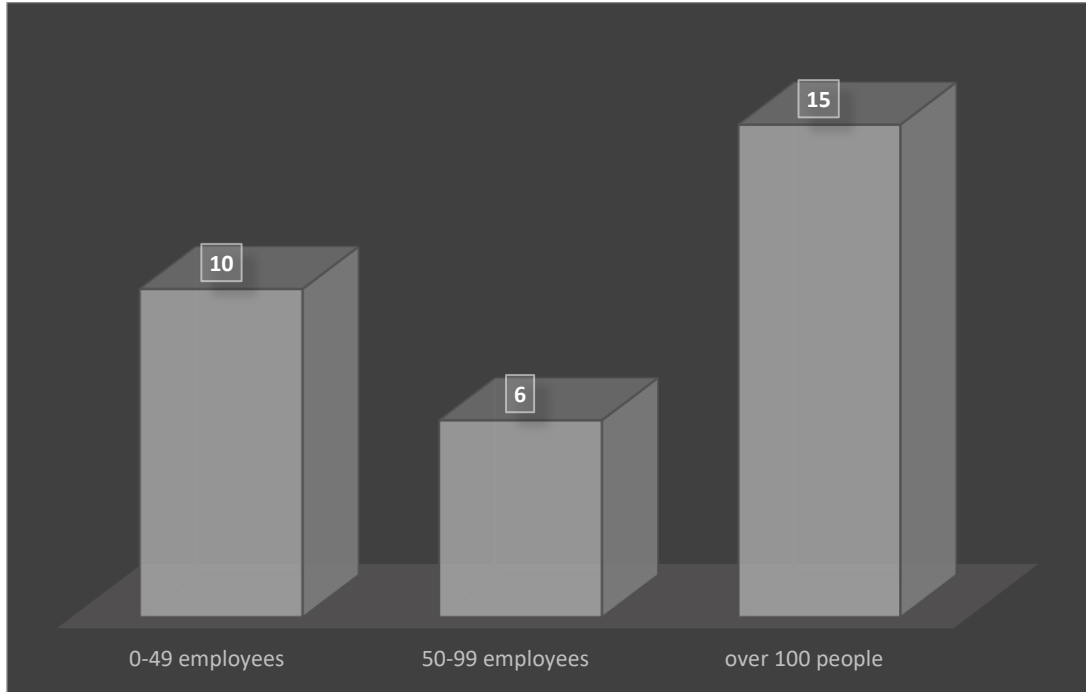


Source: Research Data (2022)

4.3.3: Number of Employees

The research established that a bigger percentage of the hotels forming 48.4% had over 100 employees, 32.3% had less than 50 employees while 19.4% had between 50-99 employees. The general implication was that 67.8% of the hotels had over 50 employees. A larger number of employees would imply ability of the hotel to handle large scale supply chain activities. The findings are as given in Figure 4.4:

Figure 4.4: Number of Employees



Source: Research Data (2022)

4.4 Extent of Adoption of Supplier Relationship Management Practices

The informants were asked to specify the degree of their agreement with how their organization used the indicated practices as per the scale; 1 = Strongly Agree, 2 = Agree, 3 = Neutral, 4 = Disagree and 5 = Strongly Disagree. The findings were as discussed in this section.

4.4.1 Supplier Development

Table 4.1 indicates that the informants strongly agreed that the hotels practiced supplier development. The mostly practiced activity was the provision of financial support to suppliers with an average of 3.2258; SD=1.45395. The hotels also ensured close engagement with suppliers strongly, ensuring expert advice with a mean of

1.4194; SD=.67202. Further the hotels carried out capability negotiations with suppliers before purchasing and ensured cost minimization in the purchasing process, given by 1.3548; SD=.70938 and 1.3226; SD=.83215 discretely. The implication of these findings asserts that there was high level practice of supplier development. Finally, the average skewness statistics of 1.901 is greater than +1 implying that there was skewness rightwards. The kurtosis on the other hand was found to be greater than +1 at 5.9215, implying that the distribution is leptokurtic. The outcomes were as given in Table 4.1:

Table 4.1: Supplier Development

Descriptives		Close engagement of the suppliers.	Carrying out negotiations with suppliers before purchasing	Cost minimization with every purchase	Provision of financial support to suppliers
N	Valid	31	31	31	31
	Missing	0	0	0	0
	Mean	1.4194	1.3548	1.3226	3.2258
	Std. Deviation	.67202	.70938	.83215	1.45395
	Skewness	2.074	2.350	3.392	-.212
	Std. Error of Skewness	.421	.421	.421	.421
	Kurtosis	5.881	5.951	12.973	-1.119
	Std. Error of Kurtosis	.821	.821	.821	.821

Source: Research Data (2022)

4.4.2 Supplier Collaboration

Table 4.2 indicates the extent of adoption of supplier collaboration by the hotels. It was established that the informants agreed that supplier collaborations were strongly practiced, except the practice of after sale services from suppliers that informants only

agreed on their adoption given by a mean of 2; SD=1.21106. There was the practice of working with reliable suppliers, selection of quality suppliers and joint process improvement given by 1.2903; SD=.64258, 1.4839; SD=.81121 and 1.5161; SD = .67680 discretely. The average skewness statistics of 1.9813 was higher than +1 implying that there was skewness of data rightwards. The average kurtosis on the other hand was found to be greater than +1 at 4.9205, implying that the distribution is leptokurtic.

Table 4.2: Supplier Collaboration

Descriptives		Selection of suppliers with an aim to receive improved quality of products and joint innovation	Suppliers aim to improve joint process improvement and prompt delivery times	Aiming to work with reliable suppliers	Receipt of goods from suppliers who provide after sales service and allow joint cost management
N	Valid	31	31	31	31
	Missing	0	0	0	0
Mean		1.4839	1.5161	1.2903	2.0000
Std. Deviation		.81121	.67680	.64258	1.21106
Skewness		2.058	1.662	2.881	1.324
Std. Error of Skewness		.421	.421	.421	.421
Kurtosis		4.376	4.435	9.956	.915
Std. Error of Kurtosis		.821	.821	.821	.821

Source: Research Data (2022)

4.4.3 Supplier Evaluation

Table 4.3 shows that the hotels studied had practiced supplier evaluation practices and the informants strongly agreed. There was an agreement that the hotels undertake qualitative

evaluation of suppliers, with a mean of 1.5806; SD=.76482. It was also strongly agreed that the hotels carried out constant monitoring of suppliers with a mean 1.6129; SD=1.6129. There was equally strong agreement that the organizations did quantitative evaluation of suppliers with a mean of 1.7097; SD=.86385. Finally, there was a strong agreement that the hotels had supplier pools and worked with their suppliers for the planning and supply of future purchases, having an average of 1.8065; SD=1.24952. The skewness statistics for the sub-variables were more than 1 except, the quantitative evaluation of suppliers given by .954. This implied that the data was largely skewed rightwards. The kurtosis on the other hand was found to be greater than +1 at 5.9215, implying that the distribution was leptokurtic.

Table 4.3: Supplier Evaluation

		My organization does qualitative evaluation of suppliers	My organization carries out constant monitoring of suppliers	My organization does quantitative evaluation of suppliers	My organization has a supplier pool and works with its suppliers for the planning and supply of future purchases
N	Valid	31	31	31	31
	Missing	0	0	0	0
Mean		1.5806	1.6129	1.7097	1.8065
Std. Deviation		.76482	.80322	.86385	1.24952
Skewness		1.383	1.257	.954	1.706
Std. Error of Skewness		.421	.421	.421	.421
Kurtosis		1.989	1.195	.002	2.117
Std. Error of Kurtosis		.821	.821	.821	.821

Source: Research Data (2022)

4.4.4 Information Sharing

Table 4.4 shows that the informants agreed strongly that information sharing practices were undertaken by the hotels. The hotels constantly communicated with suppliers and updated them with distribution information, having a mean of 1.6452; SD=.98483. The informants were also in agreement that the hotels used a procurement portal to carry out purchases with a mean of 2.1935; SD=1.49263. Equally, it was agreed strongly by the informants that the hotels received and gave feedback from and to suppliers regarding all transactions that

were carried out, with a mean of 1.9355; SD=1.15284. Finally, they strongly agreed that the organization used ICT to carry out transactions with suppliers such as Purchase Orders and Invoices, with an average of 1.6129; SD=.98919. The positive values of skewness indicate positive skewness, and the positive values of kurtosis indicate that there was peakedness of the data. The fact that the organization uses a procurement portal, however had a negative kurtosis, implying flatness of the curves in terms of the correspondents. The findings are shown in Table 4.4:

Table 4.4: Information Sharing

Descriptives		My organization constantly communicates with suppliers and updates them with distribution information	My organization uses a procurement portal to carry out its purchases.	My organization receives and gives feedback from and to suppliers regarding all transactions that were carried out.	My organization uses ICT to carry out transactions with suppliers.
N	Valid	31	31	31	31
	Missing	0	0	0	0
Mean		1.6452	2.1935	1.9355	1.6129
Std. Deviation		.98483	1.49263	1.15284	.98919
Skewness		1.916	.996	1.389	1.984
Std. Error of Skewness		.421	.421	.421	.421
Kurtosis		3.923	-.429	1.526	4.090
Std. Error of Kurtosis		.821	.821	.821	.821

Source: Research Data (2022)

4.5 Operational Performance

The informants were requested to indicate whether they agree that supplier relationship management affect operational performance of their organizations. Table 4.5 shows that the correspondents were in strong agreement that the hotels were able to carry out a timely delivery of services to their customers due to adoption of supplier relationship management practices with a mean of 1.2903; SD=.69251. It was also strongly agreed by the informants that, due to adoption of SRM, the quality of goods and services from suppliers improved having a mean of 1.3871; SD=.6672. It was also established that the entire supply chain became more effective due to adoption of supplier relationship management with a mean of 1.6774; SD=1.04521. The informants also agreed that due to SRM practices, the hotels experienced reduced cost of coordination between buyer and supplier activities during the covid-19 period. This had a mean of 2.0323; SD=1.42557. Finally, the informants strongly agreed that due to adoption of SRM practices, the speed of communication and transactions between their organizations and suppliers improved, having an average of 1.3871; SD=.55842. The positive values of skewness indicated positive skewness, and the positive values of kurtosis also indicated that there was peakedness of the data. The analysis was as presented in Table 4.5:

Table 4.5: Operational Performance

		We are able to carry out a timely delivery of services to our customers	The quality of goods and services from our suppliers has Improved	The entire supply chain has become more effective	We experience a reduced cost of coordination between buyer and supplier activities during the covid-19 period	The speed of communication and transactions between my organization and its suppliers has improved
N	Valid	31	31	31	31	31
	Missing	0	0	0	0	0
Mean		1.2903	1.3871	1.6774	2.0323	1.3871
Std. Deviation		.69251	.66720	1.04521	1.42557	.55842
Skewness		2.759	2.243	2.208	1.416	1.092
Std. Error of Skewness		.421	.421	.421	.421	.421
Kurtosis		7.944	6.611	5.222	.676	.288
Std. Error of Kurtosis		.821	.821	.821	.821	.821

Source: Research Data (2022)

4.6 Challenges of Implementing Supplier Relationship Management Practices

The informants were provided with a scale and required to rate each statement describing challenges of implementing SRM practices in their firms. The analysis used a Likert scale of 1-5 where; 1= strongly agree, 2= agree, 3= moderately agree, 4= disagree, and 5= strongly disagree. Table 4.6 show that informants agreed regarding the existence of financial constraint as a challenge with an average of 2.1290; SD=1.35995. The informants also agreed that insufficient capacity building in form of training on SRM practices was a challenge having an average of 2.0968; SD=1.10619. Further, it was established that the informants strongly agreed that insecurity was a challenge having a mean of 1.8710; SD=1.23131. Finally, the informants agreed that poor communication with suppliers was a challenge having a mean of 2.0645; SD=1.41269. The positive values of skewness

indicated positive skewness, and the positive values of kurtosis also indicated that there was peakedness of the data. The challenge of insufficient finance had a negative kurtosis of $-.276$ showing that the data formed a flatter curve. Other than the challenges that were covered in the study, the informants also indicated other challenges including reliability of suppliers, suppliers conduct, lack of proper organization structure, empowerment of the procurement department, suppliers do not like financial vetting, delays due to curfew, monopoly behaviour of suppliers and calamities that break down supply chains, leading to delays. The examination is on Table 4.6:

Table 4.6: Challenges of Supplier Management Practices Implementation

		There is financial constraint regarding implementation of supplier relationship management practices in the organization	There is lack of proper training regarding supplier relationship management practices of the staff in the organization	There is high level of insecurity in the firm's operation especially through electronic based information flow	There is lack of efficient communication channels in the organization due to the supply chain structures with suppliers
N	Valid	31	31	31	31
	Missing	0	0	0	0
Mean		2.1290	2.0968	1.8710	2.0645
Median		2.0000	2.0000	1.0000	2.0000
Std. Deviation		1.35995	1.10619	1.23131	1.41269
Skewness		.941	1.219	1.406	1.244
Std. Error of Skewness		.421	.421	.421	.421
Kurtosis		-.276	1.380	1.059	.203
Std. Error of Kurtosis		.821	.821	.821	.821

Source: Research Data (2022)

4.7 Regression Diagnostics

To assess the nature of the data and its suitability for regression, reliability, validity, normality, multicollinearity, heteroskedasticity and linearity test. They were conducted as follows:

4.7.1 Reliability Test

Cronbach's alpha coefficient was employed to help in establishing the suitability of the variables as per the threshold, by falling between 0 and 1 (Mugenda & Mugenda, 2012). This research employed values above 0.6 as a cut-off for the parameters. The result as given in Table 4.7 assert that the data about the variables was reliable since the alpha coefficient of all the variables were above the threshold of 0.6.

Table 4.7: Reliability Test

Variables	Cronbach's Alpha
Supplier Development	.806
Supplier Collaboration	.772
Supplier Evaluation	.759
Information Sharing	.827
Operational Performance	.801

Source: Research Data (2022)

4.7.2 Validity Test

Validity is the tools capability in measuring what it is required to. The testing of questionnaires was done to satisfy face and content validity by developing it through literature review and suggestions given by academicians in this area. The experts consisted of two senior lecturers of finance from the Department of Management Science, who are the Supervisors. A KMO test and Bartlett's Sphericity test was adopted in assessing if the items are favorable for factor analysis. Table 4.8 indicated that the parameters employed had KMO measures above 0.5, with all their values of chi-square in Bartlett's Sphericity test being at a significance level of less than 0.05.

Table 4.8 KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.748
Bartlett's Test of Sphericity	Approx. Chi-Square	61.714
	df	10
	Sig.	.000

Source: Research Data (2022)

4.7.3 Normality Test

Normality was ascertained using Shapiro-wilk. Table 4.9 shows data having normal distribution with a Shapiro Wilk values over 0.05 for operational performance, process documentation and collaboration and communication. The findings in Table 4.9 indicate that supplier development, supplier evaluation and information sharing had the value of the Shapiro-Wilk Test greater than 0.05, showing that the data was normal. The other practices including supplier collaboration and operation performance had Shapiro – Wilk test of below 0.05, showing that the data had a major deviation distribution normally.

Table 4.9: Test of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Supplier Development	.210	31	.001	.890	31	.006
Supplier Collaboration	.187	31	.008	.827	31	.000
Supplier Evaluation	.217	31	.001	.864	31	.006
Information Sharing	.150	31	.072	.899	31	.007
Operation Performance	.203	31	.002	.763	31	.000

a. Lilliefors Significance Correction

Source: Research Data (2022)

4.7.4 Multicollinearity Test

The testing of whether the independent variables were significantly correlated involved using Variance Inflation Factors (VIF). It is a case of high correlation between the

independent variables. Shrestha (2020) posit that multicollinearity leads to increased possibility of statistical insignificance of some parameters. In this research, the evaluation of multicollinearity used VIF and tolerance values, where the VIF values should be between 1 and 10. Tolerance value of less than 0.20 on the other hand is a depiction of a serious collinearity problem. Table 4.10 shows that the VIF values were between 1 and 10 while the tolerance values were above 0.20. This implied no high correlation between the independent variables.

Table 4.10: Multicollinearity Test

	Collinearity Statistics	
	Tolerance	VIF
Supplier Development	.703	1.423
Supplier Collaboration	.386	2.590
Supplier Evaluation	.345	2.896
Information Sharing	.642	1.558

a. Dependent Variable: Operational Performance

4.7.5 Heteroskedasticity Test

Heteroscedasticity imply that there is no similarity between the variance of predictor variable across the data (Ghasemi & Zahediasl, 2012). Breusch-Pagan and Koenker test was used, where a p-Value > 0.05 reflected a homoscedastic data. The measures were as indicated in Table 4.11:

Table 4.11: Breusch-Pagan and Koenker test

	LM	Sig.
Breusch-Pagan	8.535	.074
Koenker	8.448	.076

Source: Research Data (2022)

4.7.6 Linearity Test

It was done to help in establishing whether the regressor and regressed variables were linearly related. It was depicted when deviation from linearity is higher than 0.05. Table 4.12, show that how the variables relate linearly.

Table 4.12: Linearity Test

Variables	Deviation from Linearity	Significance Level
Operational Performance and Supplier Development	2.423	0.58
Operational Performance and Supplier Collaboration	3.322	0.017
Operational Performance and Supplier Evaluation	4.343	0.482
Operational Performance and Information Sharing	0.860	0.002

Source: Research Data (2022)

4.7.7 Autocorrelation Test

The researcher used Durbin Watson Test for autocorrelation. Table 4.13 show that the value was 1.566 which fell between the required values of $1.5 < d < 2.5$. The study reached a conclusion that auto-correlation did not exist.

Table 4.13: Autocorrelation Test

Model	Durbin Watson Test
Supplier development, Supplier collaboration, Supplier evaluation, Information sharing and operational performance	1.566

Source: Research Data (2022)

4.8 Supplier Relationship Management Practices and Operational Performance

The independent variables included supplier development, supplier collaboration, supplier evaluation and information sharing while the predicted variable was operational performance. The analysis was based on raw data given in Appendix III.

4.8.1 Correlational Analysis

Table 4.14 shows that supplier development and operational performance strongly and positively correlated given $r = .638$, $p < 0.05$. Supplier collaboration was found to be significantly moderate and positive in correlation with operational performance as shown by $r = .495$, $p < 0.05$. Supplier evaluation was equally found to be moderately positive and significantly correlated with operational performance at the level of 0.05 given $r = .454$, $p < 0.05$. Finally, information sharing was moderately positive and significantly correlated with operational performance at the level of 0.05 given $r = .387$, $p < 0.05$. Positive correlation implied that improved supplier relationship management practices, led to improved operational performance. This examination is as presented in Table 4.14:

Table 4.14: Correlation Matrix

		SD	SC	SE	IS	OP
Supplier Development (SD)	Pearson Correlation	1	.536**	.456**	.318	.638**
	Sig. (2-tailed)		.002	.010	.082	.000
	N		31	31	31	31
Supplier Collaboration (SC)	Pearson Correlation		1	.753**	.437*	.495**
	Sig. (2-tailed)			.000	.014	.005
	N			31	31	31
Supplier Evaluation (SE)	Pearson Correlation			1	.595**	.454*
	Sig. (2-tailed)				.000	.010
	N				31	31
Information Sharing (IS)	Pearson Correlation				1	.387*
	Sig. (2-tailed)					.031
	N					31
Operational Performance (OP)	Pearson Correlation					1
	Sig. (2-tailed)					
	N					

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

* . Correlation is significant at the 0.05 level (2-tailed).

4.8.2 Overall Model Summary

The finding in Table 4.15 indicates that $R = 0.679$ which implies that, supplier management practices and operational performance were positively correlated among beach hotels in Mombasa County. The adjusted R^2 of 0.378 mean that only 37.8% of changes in operational performance was due to the combined effects of the practices studied. The meaning was that, there are other factors causing 62.2% variations in operational performance that were not studied in the current research.

Table 4.15: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.679 ^a	.461	.378	.52581

a. Predictors: (Constant), IS, SD, SC, SE

b. Dependent Variable: OP

4.8.3 Analysis of Variance

Table 4.16 indicate that supplier management practices and operational performance were significantly related given $p < 0.05$. The implication was that improved implementation of the practices reliably predicted the operational performance of beach hotels in Mombasa County. Table 4.16 also indicates F statistic of 5.559 that is significant at $p = 0.002$, implying a reliable prediction of how supplier management practices and operational performance are significantly related.

Table 4.16: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.148	4	1.537	5.559	.002 ^b
	Residual	7.188	26	.276		
	Total	13.337	30			

a. Dependent Variable: OP

b. Predictors: (Constant), IS, SD, SC, SE

Source: Research Data (2022)

4.8.4 Regression Coefficient

The unstandardized coefficient of the constant of the model explains that 15.4% change in operational performance was associated with a unit change in supplier management practices. This means that for every 1-unit improvement in supplier management practices, operational performance improved by 15.4%. The findings also show that a 1-unit

improvement in supplier development led to 0.653 unit increase in operational performance. Further, regarding supplier collaboration, a 1-unit improvement led to .147-unit improvement in operational performance. It was also established that a 1-unit improvement in supply evaluation led to .033 units improvement in operational performance. Finally, a 1-unit improvement in information sharing led to a .122 units improvement in operational performance. The general implication was that the cost of instituting customer management practices would yield improved performance operationally.

The study equally found out the significance of the effect of each of the variables under study. The indication is that supplier collaboration, supply evaluation and information sharing have a p-value greater than 0.05. This means that supplier collaboration, supply evaluation and information sharing do not significantly affect operational performance of beach hotels in Mombasa County during covid-19 period. Supplier development however had a p-value of 0.007, indicating that it had a significant effect on operational performance beach hotels in Mombasa County during covid-19 period. This means a rejection of null hypothesis that supplier development did not have a significant effect on operational performance beach hotels in Mombasa County during covid-19 period.

The multiple regression model can therefore be modelled as follows:

$$Y_1 = .154 + .653X_1 + .147X_2 + .033X_3 + .122X_4 + \epsilon$$

Table 4.17: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.154	.376		.410	.685
Supplier Development	.653	.223	.504	2.932	.007
Supplier Collaboration	.147	.255	.134	.578	.568
Supply Evaluation	.033	.230	.036	.146	.885
Information Sharing	.122	.149	.147	.819	.420

a. Dependent Variable: OP

4.9 Discussion of Findings

The findings relied on the research objectives. The general objective was to investigate how SRM practices affect operational performance amongst beach hotels within Mombasa County during the covid-19 pandemic period. The research was further directed by specific objective to investigate the effect of supplier relationship management practices on operational performance among beach hotels within Mombasa County during Covid-19 period and to assess the challenges of implementation of supplier relationship management practices among beach hotels in Mombasa County during Covid-9 period.

Regarding extent of adoption of supplier management practices, the informants were in strong agreement that the beach hotels adopted the practices. Concerning supplier development, the informants strongly agreed that the hotels practiced supplier development. The mostly practiced activity was the provision of financial support to suppliers with an average of 3.2258; SD=1.45395. the hotels also ensured close engagement with suppliers strongly, ensuring expert advice with a mean of 1.4194; SD=.67202. Further the hotels carried out capability negotiations with suppliers before

purchasing and ensured cost minimization in the purchasing process, given by 1.3548; SD=.70938 and 1.3226; SD=.83215 discretely. The implication of these findings asserts that there was high level practice of supplier development.

The research also established that supplier collaboration was strongly practiced, except the practice of after sale services from suppliers that informants only agreed on their adoption given by a mean of 2; SD=1.21106. There was the practice of working with reliable suppliers, selection of quality suppliers and joint process improvement given by 1.2903; SD=.64258, 1.4839; SD=.81121 and 1.5161; SD = .67680 discretely. It was also established that the hotels undertook qualitative evaluation of suppliers, with a mean of 1.5806; SD=.76482. It was also strongly agreed that the hotels carried out constant monitoring of suppliers with a mean 1.6129; SD=1.6129. There was equally strong agreement that the organizations did quantitative evaluation of suppliers with a mean of 1.7097; SD=.86385. Finally, there was a strong agreement that the hotels had supplier pools and worked with their suppliers for the planning and supply of future purchases, having an average of 1.8065; SD=1.24952.

The study also found out that information sharing practices were undertaken by the hotels. The hotels constantly communicated with suppliers and updated them with distribution information, having a mean of 1.6452; SD=.98483. The informants were also in agreement that the hotels used a procurement portal to carry out purchases with a mean of 2.1935; SD=1.49263. Equally, it was agreed strongly by the informants that the hotels received and gave feedback from and to suppliers regarding all transactions that were carried out, with a mean of 1.9355; SD=1.15284. Finally, they strongly agreed that the organization used

ICT to carry out transactions with suppliers such as Purchase Orders and Invoices, with an average of 1.6129; SD=.98919.

The findings were also based on whether supplier relationship management affected operational performance. It was established that the hotels were able to carry out a timely delivery of services to their customers due to adoption of supplier relationship management practices with a mean of 1.2903; SD=.69251. It was also strongly agreed by the informants that, due to adoption of supplier relationship management, the quality of goods and services from suppliers improved with an average of 1.3871; SD=.6672. It was also established that the entire supply chain became more effective due to adoption of supplier relationship management with a mean of 1.6774; SD=1.04521. The informants also agreed that due to supplier relationship management practices, the hotels experienced reduced cost of coordination between buyer and supplier activities during the covid-19 period. This had a mean of 2.0323; SD=1.42557. Finally, the informants strongly agreed that due to adoption of supplier relationship management practices, the speed of communication and transactions between their organizations and suppliers improved, with a mean of 1.3871; SD=.55842.

Regarding challenges on the implementation of supplier relationship management practices in their firms, it was found out that existence of financial constraint as a challenge with an average of 2.1290; SD=1.35995. The informants also agreed that insufficient capacity building was a challenge having an average of 2.0968; SD=1.10619. Further, it was established that the informants strongly agreed that inadequate security was a challenge having a mean of 1.8710; SD=1.23131. Finally, the informants agreed that

inadequate communication between the stakeholders was a challenge having a mean of 2.0645; SD=1.41269. The positive values of skewness indicated positive skewness, and the positive values of kurtosis also indicated that there was peakedness of the data. The challenge of insufficient capital had a negative kurtosis of -.276 showing that the data formed a flatter curve. Other than the challenges that were covered in the study, the informants also indicated other challenges including reliability of suppliers, suppliers conduct, lack of proper organization structure, empowerment of the procurement department, suppliers do not like financial vetting, delays due to curfew, monopoly behaviour of suppliers and calamities that break down supply chains, leading to delays.

The findings regarding correlation analysis, was that supplier development and operational performance were significantly and positively correlated given $r = .638$, $p < 0.05$. Supplier collaboration was found to have a moderately positive and significant correlation with operational performance given $r = .495$, $p < 0.05$. Supplier evaluation was equally found to have moderately positive and significant correlation with operational performance at the level of 0.05 given $r = .454$, $p < 0.05$. Finally, information sharing was found to be moderately positive and significant correlated with operational performance at the level of 0.05 given $r = .387$, $p < 0.05$. The positive correlation implied that improved supplier relationship management practices, led to improved operational performance.

To investigate how SRM practices affect performance of beach hotels in Mombasa County operationally, the finding indicated that $R = 0.679$ which implies that, supplier management practices and operational performance were positive in correlation. The adjusted R^2 of 0.378 meant that only 37.8% of changes in operational performance was

due to the combined effects of the practices studied. The meaning was that, there are other factors causing 62.2% variations in operational performance that were not studied in the current research. The findings also indicated that supplier management practices and operational performance were significantly related given $p < 0.05$. This implies that improved implementation of the practices reliably predicted the operational performance of beach hotels in Mombasa County. The outcome in Table 4.16 also indicates F statistic of 5.559 that is significant at $p = 0.002$. This implies a reliable prediction of how supplier management practices and operational performance are significantly related.

Regarding regression coefficient, the unstandardized coefficient of the constant of the model explains that 15.4% change in operational performance was associated with a unit change in supplier management practices. This means that for every 1-unit improvement in supplier management practices, operational performance improved by 15.4%. The findings also show that a 1 unit increase in supplier development led to 0.653 unit increase in operational performance. Further, regarding supplier collaboration, a 1-unit increase led to .147 unit increase in operational performance. It was also established that a 1 unit increase in supply evaluation led to .033 units improvement in operational performance. Finally, a 1 unit increase in information sharing led to a .122 units improvement in operational performance. The general implication was that the cost of instituting customer management practices would yield improved operational performance.

The findings were in agreement with the study by Tarigan, Siagian, Sutjianto and Panjaitan (2020) who found out that supplier trust positively influences supplier innovation and the relationship between buyers and suppliers. It was also consistent with the study by Tangu,

Oyugi and Rambo (2015) who concluded that adequate communication between the stakeholders improve how manufacturing firms perform overtime.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This section summarizes what was found out, conclusions and the recommendations. It equally analyzes the difficulties faced during investigation.

5.2 Summary of Findings

It was realized that supplier development and operational performance correlated positively and significantly $r = .638$, $p < 0.05$. Supplier collaboration was found to moderately positively and significantly correlated with operational performance ($r = .495$, $p < 0.05$). Supplier evaluation was equally found to have moderately positive and significant correlation with operational performance at ($r = .454$, $p < 0.05$). Finally, information sharing was moderately positively and significantly correlated with operational performance ($r = .387$, $p < 0.05$). This implied that improved supplier relationship management practices, improved operational performance.

The finding of $R = 0.679$ implied that supplier management practices and operational performance were positively correlated. The adjusted R^2 of 0.378 meant that only 37.8% of changes in operational performance was due to the combined effects of the practices studied. The meaning was that, there are other factors causing 62.2% variations in operational performance that were not studied in the current research. The findings also indicated that supplier management practices and operational performance were significantly related given $p < 0.05$. This implies that improved implementation of the practices reliably predicted the operational performance of beach hotels in Mombasa

County. The outcome in F statistic of 5.559, $p = 0.002$. This implies a reliable prediction of how supplier management practices and operational performance are significantly related.

Based on regression coefficients, the findings indicate that supplier collaboration, supply evaluation and information sharing do not have significant effect on operational performance since the $p > 0.05$. supplier development however had a significant effect at $p = 0.007$. The implication is that supplier development made a significant contribution in the variations in operational performance, as compared to the other variables.

Regarding challenges facing implementation of supplier relationship management practices in their firms, it was established that existence of financial constraint was a challenge with an average of 2.1290; $SD = 1.35995$. It was also agreed that unavailability of adequate training with respect to SRM practices was a challenge having an average of 2.0968; $SD = 1.10619$. Further, it was established that advanced degree of insecurity was a challenge having a mean of 1.8710; $SD = 1.23131$. Finally, the informants agreed that there were no enough channels used for communication given the supply chain structures with suppliers. This was also a challenge having a mean of 2.0645; $SD = 1.41269$. Other than the challenges that were covered in the study instrument, it was also established that other challenges included unreliable suppliers, bad suppliers conduct, lack of proper organization structure, lack of adequate empowerment of the procurement department, some suppliers did not like financial vetting, there were delays due to curfew, monopoly behavior of suppliers and calamities that breaks down supply chains, leading to delays.

5.3 Conclusions of the Study

Conclusion was drawn that supplier management practices led to improved operational performance among beach hotels in Mombasa County. The supplier management practices included development of suppliers, collaboration with suppliers, evaluation of suppliers and information sharing. The implication was that the beach hotels would increase investment in the practices with a view to enhance their operational performance over time. These outcomes are consistent with the works of Denhere and Choga (2022) concluded that effective SRM lead to improved performance of the organization, focusing on the plastic manufacturing industry.

Regarding each of the practices, a conclusion was drawn that supplier collaboration, supply evaluation and information sharing are not important for operational performance while supplier development impacted positively on on operational performance. This implied that that supplier development made a significant contribution in the variations in operational performance, as compared to the other variables. This is consistent with the conclusion made by Chebet, Sang, and Chapkwony (2020) that SRM practices significantly affect operational management by ensuring competitive engagement, reduced costs, cordial risk sharing in addition to being flexible in managing change and utilizing resources effectively.

Further, it was concluded that several obstacles marred effecting SRM practices, including financial constraint, lack of proper training of the stakeholders, high insecurity levels and lack of efficient communication. This imply that the management of the beach hotels studied would need to put in place adequate financial management system and enhance

proper passing and receiving of information with their suppliers. Thus, facilitating information sharing. Further, capacity building programs should be instituted to empower the relevant stakeholders.

5.4 Recommendations of the Study

The beach hotels should strengthen the practices and reinforce the relevant supplier relationship frameworks. Supplier development that was found to have a significant effect should be given more emphasis by ensuring close engagement of the suppliers, undertaking capability negotiations, cost minimization practices and offering financial support to suppliers, in a more sustainable way. The management of beach hotels in Mombasa County should also find ways of improving operational performance, without necessarily relying on supplier management practices, that only had a small percentage effect.

The management should also put mechanisms to address the challenges identified. They should address issues of adequacy in finance and put in place an effective stakeholder management framework that would empower the concerned parties to help optimize the intended outcome. The study, further recommends that the hotels should involve development and maintenance of appropriate mechanism for communicating to suppliers. This enhances sharing of critical information to facilitate making of decisions.

5.5 Limitations of the Study

The researcher faced many challenges in undertaking the research. The hotels were widespread in different locations and the time for data collection was limited. The researcher used a number of research assistants to enable data collection within the limited time. Further, the researcher dropped some questionnaires and once filled were scanned

and sent at the convenience of the informants. Equally, some informants were hesitant to provide answers to some questions, that they deem sensitive, regarding supplier relationship. This was solved by introducing oneself using a letter from the institution to convince the informants on how the outcome of the data and research work would be used.

Finally, the study focused on was quantitative aspect of the study variables. Qualitatively, other insights would be made clearer by asking the informants for additional opinion. These were also captured in the explanations to enhance the reliability of the responses. The researcher therefore gave the informants an opportunity for commenting to gather quality-related data.

5.6 Suggestions for Further Study

The research opens the possibility of several future investigations. Since this research only concentrated on only beach hotels in Mombasa County, future researchers can investigate the all hotels in Kenya, based on their classifications. New studies would also consider a comparative analysis of the same parameters before, during and after covid-19 era.

Future studies can also be undertaken, considering the moderating effect of ICT in supplier management practices. This would help ascertain how digital transformation has affected operational excellence in core supply chain functions. Finally, the same study can also be replicated with respect to other sectors, to ascertain consistency of the findings.

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APPENDICES

Appendix 1: Questionnaire

A questionnaire generated for use in collection of data on application of supplier relationship management practices on operational performance amongst beach hotels in Mombasa County during Covid -19 period. The collected data will be handled great level of privacy and used for the purposes of academics only. Kindly fill in the details by writing an ‘X’ in the right cell(s).

Part A: General Information

1. Your name and title (optional)
2. Beach hotel name and location.....
3. Your position?
 - Supply Chain mgr []
 - Purchasing mgr []
 - Purchasing mgr []
 - Operations mgr []
 - Other (specify).....
4. Hotel’s operation duration.
 - Less than 10 yrs [] 10 or More yrs []
5. Total employees
 - 0 - 49 pple [] 50 – 99 pple [] Over 100 pple []

Part B: Supplier Relationship Management

Please specify the degree to which you agree with the following Supplier Relationship Management statements as practiced by your organization, where 1 = Strongly Agree, 2 = Agree, 3 = Neutral, 4 = Disagree and 5 = Strongly Disagree.

	<i>Supplier Development</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
1	My organization closely engages the suppliers occasionally to ensure successful procurement and to provide expert advice					

2	My organization carries out capability negotiations with suppliers before purchasing					
3	My organization aims at cost minimization with every purchase					
4	My organization always provides financial support to suppliers					
	Supplier Collaboration					
1	My organization selects suppliers with an aim to receive improved quality of products and joint innovation					
2	Suppliers with aim of joint process improvement and prompt delivery times					
3	My organization is always aiming to work with reliable suppliers					
4	My organization receives goods from suppliers who provide after sales service and allow joint cost management					
	Supplier Evaluation					
1	My organization does qualitative evaluation of suppliers					
2	My organization carries out constant monitoring of suppliers					
3	My organization does quantitative evaluation of suppliers					
4	My organization has a supplier pool and works with its suppliers for the planning and supply of future purchases					
	Information Sharing					
1	My organization constantly communicates with suppliers and updates them with distribution information					

2	My organization uses a procurement portal to carry out its purchases for example Issuing of Quotations / Tenders					
3	My organization receives and gives feedback from and to suppliers regarding all transactions that were carried out					
4	My organization uses ICT to carry out transactions with suppliers such as Purchase Orders and Invoices					

Any other? Please indicate.

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.....

Part C: Relationship between Supplier Relationship Management and Operational Performance

Kindly indicate below the effects of Supplier Relationship Management on operational performance of your organization

	<i>Operational performance</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
1	We are able to carry out a timely delivery of services to our Customers					
2	The quality of goods and services from our suppliers has Improved					
3	The entire supply chain has become more effective					
4	We experience a reduced cost of coordination between buyer and supplier activities during the covid-19 period					
5	The speed of communication and transactions between my organization and its suppliers has improved					

Any other? Please indicate.

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SECTION D: CHALLENGES OF SUPPLIER RELATIONSHIP MANAGEMENT PRACTICES IMPLEMENTATION

Kindly rate each statement describing challenges on the implementing supplier relationship management practices in your company. Use the Likert scale of 1-5 where 1= strongly agree, 2= agree, 3= moderately agree, 4= disagree, and 5= strongly disagree.

Statement	1	2	3	4	5
There is limitation in finances for implementing supplier relationship management practices.					
There is inadequate capacity building of stakeholders on supplier relationship management practices.					
There are security-related challenges in implementing supplier relationship management practices.					
There is inadequate communication with stakeholders in supply chain process.					

Any other challenge? Kindly indicate

.....

Thank you for participating

Appendix II: List of Beach Hotels in Mombasa County

1	Alishaan Hotel Tudor	11	Kenya Bay Beach Resort
2	Azura Margharita	12	Kivulini Bahari
3	Bahari Beach Hotel	13	Lido Beach Resort
4	Baobab Holiday Resort	14	Mombasa Continental Resort
5	Bamburi Beach Resort	15	Milele Beach Hotel
6	Cowrie Shell Beach Apartments	16	Mombasa Beach Hotel
7	English Point Marina	17	North Coast Beach Hotel
8	Flamingo Beach Resort and Spa	18	Neptune Beach Resort
9	Indiana Beach	19	Nyali International Beach Hotel
10	Ilcovo Hotel	20	Nyali Beach Holiday Resorts
21	Plaza Beach Hotel	29	Sun Africa Hotel
22	Pride Inn Paradise	30	Sea Haven
23	Pirates Beach Bar and Restaurant	31	Sai Rock Beach Hotel
24	Reef Hotel	32	Travellers Beach Hotel and Club
25	Sarova Whitesands Beach Resort and Spa	33	Tamarind Mombasa Hotel
26	Serena Beach Hotel and Spa	34	Tudor Water Sports Marina Hotel
27	Severin Sea Lodge	35	The Shaza
28	Surfside Villas	36	Voyager Beach Resort

Source: Kenya Association of Hotelkeepers and Caterers (2018)

Appendix III: Raw Data

Respondents	Supplier Development	Supplier Collaboration	Supplier Evaluation	Information Sharing	Operational Performance
1	2	2	1	1	1
2	2.75	1.25	2	2.25	2.2
3	1.5	1	1	1	1
4	2	1	1	1	1
5	1.5	2	1.25	1.5	1.8
6	2	2.25	2.5	4	1
7	1.75	1.5	1.5	2	1.4
8	1.25	1.75	2.5	2.5	1.4
9	2	1.75	2	1.75	1.8
10	2	1	1.25	1.25	1.6
11	1.5	1.75	2.25	1.75	1.8
12	3.5	3.75	3.5	3.25	4.2
13	2.5	1.75	1.75	1.75	2
14	1.25	1.5	1.75	2.5	1
15	1.5	1	1	1	1
16	1	1.25	1	1	1
17	2	2.5	2.75	1.25	1
18	2.5	2.5	2.25	2.75	1.8
19	1.75	1.5	3	2.75	1.4
20	1.75	1	1	1	1
21	1.5	1.25	2	1.5	1.6
22	1.5	1.75	1.5	1.5	1
23	1.5	1.25	1	1.25	1
24	1.75	1.75	2.25	2	2
25	1.75	2	2.25	2	2
26	1.5	1	1	3	2
27	2	1	1	1	2.6
28	1.5	1	1	3	1.8
29	2.5	1.25	1.75	2.25	1.4
30	1.25	1.25	1	1	1.2
31	2	1.25	1	1.5	1.2