

**SUSTAINABLE PROCUREMENT PRACTICES AND  
PERFORMANCE OF THE COUNTY GOVERNMENT OF BOMET**

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**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT  
OF THE REQUIREMENTS FOR AWARD OF MASTER OF BUSINESS  
ADMINISTRATION (MBA), SCHOOL OF BUSINESS, UNIVERSITY  
OF NAIROBI**

**2018**

## DECLARATION

This research project is my original work and has not been presented to any other institution or University.

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

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## **ACKNOWLEDGEMENT**

First and foremost, I sincerely thank the Almighty God for his favour throughout the duration of my studies and for giving me the strength to complete it. The completion of this research thesis has been a success throughout the unconditional and close guidance of my supervisor Onserio Nyamwange. His constructive criticism, careful guidance and patience enabled me to complete it in time.

Special thanks to my family for their support, patience and all that they had to put up with during the course of this program. Finally, I wish to register my great appreciation and gratitude to all others who made contributions in one way or another and whose names are not mentioned here.

## **DEDICATION**

I dedicate this research project to my family, for the invaluable support, love and encouragement, for persevering with me during my course work and also to my fellow classmates.

## **ABSTRACT**

The objectives of this study were to identify the sustainable procurement practices adopted by the County Government of Bomet, to find out the drivers of sustainable procurement practices by the County Government of Bomet, and to establish the relationship between sustainable procurement practices and performance of County Government of Bomet. The research was based on descriptive research design. The population of the study was employees of County Government of Bomet. The County has 236 employees in the head office. Stratified random sampling procedure was administered to pick sample of the study, which consisted of 47. The study population was stratified into strata based on the departments in the organization. The data collection instrument that was used in the study for primary sources was questionnaire. Data collection was done by the drop and pick method. Data was analyzed through descriptive and inferential statistics. The findings on the drivers of sustainable procurement practices indicated that most of the participants indicated to a large extent that that sustainable practices is influenced by advance suppliers in developing environmentally friendly goods The findings indicated that absence of internal expertise on Sustainability topics, contradictory objectives, lack of metrics (KPI) to measure and monitor progress, lack of metrics (KPI) to measure and monitor progress, lack of information on suppliers Corporate Social Responsibilities practices, Failure to have effective monitoring and evaluation, Resistance from suppliers (cost, lack of sustainability expertise, etc.), and absence of budget for internal or external support are the major challenges that affect the adoption of sustainable practices. Based on the findings the study concludes that the County Government of Bomet has adopted procurement practices to a moderate extent and that there is a relationship between the sustainable procurement practices and organization performance. The application of the practices of procurement in the organization is founded on proper planning. Through proper procurement planning, a firm can be sure of increasing its performance level in form of productivity, cost cutting, quality of goods and services delivered as well as deliveries being made on time.

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# CHAPTER ONE: INTRODUCTION

## 1.1 Background of the Study

The strategic implementation of supply and purchasing which acts as a control for sustainable development has become established now more than before. Firms and business stakeholders are directing their procurement strategies in order to decrease the environmental marks of the activities in the procurement and supply chain (Sarkis, 2005). The necessity to overcome supply chain risk, reduce waste, increase organizational efficiency, and attain competitive advantage make companies view environmental issues from a competitive perspective (Humphreys, 2003).

Thai (2001) noted that public procurement is a significant part of government due to the great scale of procurement expenditures which has a sheer magnitude on the economy. Procuring and supply chain organizations are committed in implementing sustainable procurement policies which are able to elucidate environmental challenges and other issues relating to sustainable development pillars (Society and Economy) and develop ways of integrating into the procurement process activities (Hsu & Hu, 2008).

Porter (1998) argued that to achieve corporate competitive advantages, sustainability should be integrated into business. Over the past decade, there have been reports of high environmental concerns, a compromise has been established that environmental pollution should, and industrial development should be addresses with supply chain management, which in return contributes to green supply chain management (Sheu, Chou, and Hu, 2005).Sustainability has fast tracked to becoming an important market force motivated by shareholders, customers, and stakeholders increasingly changing

customer demands resulting from being informed. In today's society, businesses are driven by having high profits. They do not have high regard for environmental effects as it has lower chances of flourishing in a sustainable future. Corporate leaders have a challenge in managing competitive and profitable firms while handling broad and ethical and social responsibilities (Morimoto, Ash & Hope, 2005).

### **1.1.1 Sustainable Procurement Practices**

Sustainable procurement is defined as the presentation of sustainable development elements in procurement (Srivastara, 2007). Sustainable procurement is not merely a term all about attaining "green". It's rather more about ethical, social accountability in ensuring there is minimal environmental impact through supply chain and ensuring there are economical sound resolutions as well as always ensuring good business practice (CIPS, 2014). Procurement that is sustainable is a part of the wide idea of sustainable advancement despite the fact that its center is far more extensive than simply the improvement as it additionally purposes at meeting the differing needs surprisingly in the current and future societies, advancing individual wellbeing, social union, and incorporation, and creating equal chances (CIPS, 2014).

Srivastara (2007) proposed that Sustainable Procurement is synonymous to Green Supply Chain Management (GSCM). Furthermore, he referred to GSCM as combination of environmental challenges into the supply chain management. It also comprises of choosing of materials, sourcing, designing of products, manufacturing activities and conveyance of the end-product to the consumers. Sustainable procurement considers social and environmental elements together with financial aspects in creation procurement resolutions. It entails foreseeing former outdated economic measures and making resolutions based on the cost, risks and success

measures as well as repercussions for the society and the impact on the environment. (CIPS, 2014). Measure of performance has further evolved to encompass Triple Bottom Line (TBL). According to Elkington (1999), the Triple Bottom Line approach highlights that organizations are accountable for several impacts on the society. TBL is a systematic technique used in supervision on the complete set of a company's responsibilities.

### **1.1.2 Organizational Performance**

Organization performance is the level on how a business uses its resources from its main operations to generate revenue in a given time. Stevenson (2004) defines performance as the outcome of an individual or group input of development in any activity influencing results. Goodwin (2003) noted that performance involves the exact results of an organization as measured counter to planned outputs. The measure is then compared to some given average standard of similar organizations in the same sector. Performance of an organization is the extent of the outcomes of an institutional's policies and operations in terms of monetary value. The results are evident in the firm's returns and are a particular estimate of how a business can use its properties to generate revenue (Shapiro, 2007).

Traditional economic indicators comprise usual performance measures like net profit, return on average capital and gross margin. Presently, developments have evolved into high quality global environmental values. For instance, key pollutants such as air, land and water, eco-labels and management techniques, however, social reporting is still in its initial stages with different measures grouped under the social dimension (which include freedom of association, health and safety, gender quality, training,

wages and discrimination (Panapanaan, 2002). The eco-efficiency of firms duplicates the environmental governance of the organization which in turn is shown by elementary environmental compliance and policies on pollution control.

### **1.1.3 County Government of Bomet**

The declaration of the Constitution of Kenya 2010 (CoK, 2010) on August 2010 created an opportunity for the system of devolved governance be acknowledged. Devolved administrations are responsible for the set-up of county governments. Bomet County is county number 37 among 47 counties. It's located in the former Rift valley province. It holds a population of approximately 730, 130 people according to the census done in 2009. Bomet County occupies an area of 1,997.9 km<sup>2</sup>. The county is also comprised of 25 wards and 5 constituencies. It is a multi-ethnic county with citizens engaging in varied socio-economic practices, religious and different cultural backgrounds (County Government of Bomet, 2018).

Due to the rise in level of mismanagement of public funds and corruption, many changes have taken place in Kenya intended to increase public confidence on expenditure of state resources. It is through these challenges the Public Procurement and asset Disposal Act, 2015 (PPADA, 2015) came into force and replaced PPADA 2005. The PPADA, 2015 plans are implemented by state owned corporations and guides the process of inventory management, asset management, contract performance and disposal of assets.

Currently, there is a Public Procurement Regulatory Authority (PPRA) to steer the procurement in the public sector as well as legislative initiations including the enactment of the Public Procurement and Asset Disposal Act, 2015 (Public Procurement and Disposal General Manual, 2009). Ndung'u (2010) states that Public Procurement Regulatory Authority (PPRA) has looked at Procurement and Disposal Reviews of the Kenya's public procurement system to identify its state of compliance with the procurement law, circulars and directives issued by the Authority. The aim is to assist entities develop capacity building programs to enable them to apply the provisions of the procurement law better (Ndung'u, 2010). According to KENAO financial report (2016) public procurement procedures are poorly executed in the County Government of Bomet. Public procurement activities are poorly done, and this negatively influence achievement of economic development in the county.

## **1.2 Research Problem**

Public procurement is regarded as a key aspect in service delivery in developing countries. It involves high share of total expenditure (Basheka & Bisangabasaji, 2010). Porter (1998) argued that introducing sustainability in business enables organizations gain corporate competitive advantages. With the current increment in ecological concerns, consciousness of issues on natural contamination associated with modern improvement ought to be taken care of with management of supply chain, which prompts GSCM (Sheu, Chou, and Hu, 2005).

Bomet County Government is in charge of giving appropriate budgetary and management of expenditure of government money related assets. The County Government has been determined to improve procurement performance using reform programmes, to

increase transparency, accountability, and responsiveness of County financial resources to improve the quantity and quality of service delivery to meet its developing priorities.

According to Brammer and Walker (2007) fluctuated practices of sustainable procurement are executed to some dimension in public procurement practices globally and that administrations use all the power in public procurement activities to enhance the environmental and social policies goal. They affirm that there are significant variations on most countries in which the sustainable procurements practices occur. A number of studies have been done related to sustainable procurement and performance. For example, Kumar, Dieveney and Dieveney (2008) established that eco-design improves output performance including; economic, outcome that is intangible in terms of the environment and cost reductions. However, their research does not cover more on the extent of single dimension of sustainable procurement strategies. According to Wang (2014) strategies of sustainable SC impact performance of operations positively. Even though the study gives important understandings on sustainable supply chain strategies but does not determine the relationship between sustainable procurement strategies and performance.

Amina (2013) researched on green supply chain of personal care manufacturing firms in Nairobi, targeting procurement managers as one of the study's respondents found out that managers were well aware of the threats that firms have on the environment coming about because of waste of SC. The examination discovered that albeit most firms knew, they didn't utilize ecological issues in the criteria for choosing providers and that an extraordinary level of these organizations did not have proficient work force to arrange environmental acquiring efforts. Obiso (2011) discovered that marketing institutions of

petroleum in Kenya have not actualized strategies of sustainable procurement. He didn't set up the connection between strategies of sustainable procurement of and SCP, along these lines the requirement for further examination.

Gatari (2014) found the challenges on the usage of GSCM in manufacturing sector in Kenya. According to KENAO financial report (2016) public procurement procedures are poorly executed in the County Government of Bomet. Public procurement activities are poorly done, and this negatively influences performance of the county. This study aimed at answering; what are the sustainable procurement practices adopted by the County Government of Bomet?

### **1.3 Research Objectives**

- i. To identify the sustainable procurement practices adopted by the County Government of Bomet.
- ii. To find out the drivers of sustainable procurement practices by the County Government of Bomet.
- iii. To establish the relationship between sustainable procurement practices and performance of County Government of Bomet

### **1.4 Value of the Study**

The research findings would be of great significance both to the management and staff of County Government of Bomet since it will guide decisions of obtaining employees on several aspects of procurement that will need guidance to enhancing procurement performance. The management will have the ability to appreciate relationship between sustainable procurement strategies and performance of the

County Government of Bomet. Further, the research would be of relevance to practices of appropriation, incorporation of national government response to electronic procurement. The study will improve knowledge of scholars who are interested in the acquisition and its influence on sustainable practices by government institutions as well as how the existing methods being employed by a firm will change a solid performance in the long-term. This study will aid in identifying gaps that will activate further research on sustainable procurement strategies. The study findings will increase the level of knowhow in the procurement industry.



## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This section covers previous studies done and theories advanced towards sustainable procurement and organizational performance. It has theoretical review focusing on theories that clarify practices of sustainable procurement. Also, it has empirical review of the investigations that have been done on procurement that is sustainable and performance of an organization. A conceptual framework has also been included in this section.

### **2.2 Theoretical Framework**

The study considered institutional theory and legitimacy theory. The Institutional Theory justifies why organizations adopt green procurement while legitimacy suggests the presence of a social contract in an organization and its constituents.

#### **2.2.1 Institutional Theory**

The institutional theory explains the relationship between strategies and responses in organizations. Lee et al. (2013), established three mechanisms of institution; the cultural, normative and regulatory cognitive. Regulatory consists of regulations and laws, cultural cognitive are beliefs and norms and normative on daily occurrences. Placement of all these three is the foundation of the institutional theory. The theory provides an outline for considering the reasons a strategy may be implemented by many organizations. The theory therefore assumes that supply chain level actions are mainly due to external forces (Carbone & Moatti 2011, Laosirihongthong, Adebajo, & Tan 2013 and Lee et al., 2013). Its assumption is that application of sustainable procurement strategies is due to normative, regulatory and cultural effects. Therefore,

with proper organization of these three, organizational performance is expected to be enhanced.

### **2.2.2 Legitimacy Theory**

Legitimacy suggests presence of a social contract between stakeholders and firms. Researchers give an alternative on the degree of specificity, on the definitions of legitimacy which are widely accepted. They have a general presumption that activities of an organization are suitable in some socially created systems on definitions, norms, values and beliefs. It's is defined as the ability to relate firms to stakeholder prospects ensures support for the idea that legitimate behavior results in greater rewards and benefits (Scott,2004).

Historically, legality of firms is seen on two varied theoretical perspectives; strategic and institutional. Institutional stands for the process of institutionalization being legit while external stands for norms with less constrains. The strategic theoretical viewpoint regards legitimacy as a deliberate search that can improve external beliefs system, proactive and instrumental. This leads to improved degrees of legality (Scott, 2004).Because the theory does not regard profit-maximization, legality based perspective offers a strong theoretical foundation for elaborating initiatives which are environmentally oriented. Research on the institutional theory claims that forces from a firm's context will push it to get legality from its stakeholders (Scott, 2004).

According to Oliver (2005), an organization's response to external forces shows the significance of being legal in order to represent social worthiness. Since institutionalization points out a firm's uncertainty when seeking to be legal and

legitimate, behaviors fight with other organization objectives such as profit maximization. Institutional theory also states that organizations end up allowing basic environmental developments which could sufficiently satisfy the needs of the stakeholders.

Existing studies have recognized social concerns, competitive advantage and regulatory acquiescence main components of corporate environmental initiatives. Firm theorists oppose that the visibility of a given firm can lead to high institutional push to undertake environmentally sound practices. Organizational visibility suggests that a firm is known publicly, thus more closely analyzed by peripheral stakeholders; consumers, media, government agencies and environmentalists with regards to the environmental concerns. Consequently, visible firms will have to intentionally answer stakeholder needs to retain their status and legitimacy (Scott, 2004).

### **2.3 Sustainable Procurement Practices**

Awaysheh and Klassen (2010) point that sustainable procurement entails developing short-term activities to minimize resources for the subsequent production cycle. Accordingly, procuring organizations reduce manufacturing expenses, material-handling, and transportation systems in supply chain process. The sustainable procurement practices need to consist of political, social and environmental elements (Strategic Planning Task Force, 2009). The main suitable procurement practice includes vendor valuations, supplier capacity development, sustainable supply roles and sustainability standards in contract (Hart, 2005). The sustainable procurement outline is aimed to achieve effective productions at lower costs. (Seuring & Müller 2008).

DuberSmith (2005), posit that sustainable procurement practices include lessening utilization of energy, reuse and recycle, utilizing biodegradable and non-dangerous materials, limit unsafe emanations, and limit or dispose of waste. According to Srivastara (2007), green plan underscores both environmental cognizant structure and life cycle evaluation/investigation. In planning an item, the structuring group can change the crude materials or substances utilized amid the assembling to be less poisonous, all the more environmental benevolent. A few phrasings are identified with plan for green, for example, Eco Design.

Belfit, Sexton, Schweberand Handcock (2011) stated that when it is made mandatory by the law for organizations to purchase sustainably; it will force them to review supply chain to meet the settings of legislation. They also noted that market diversity inspires organizations to implement sustainable procurement practices. Organizations would utilize opportunities to attract customers who value sustainability if given a chance to market itself as having adopted sustainable supply chain. According to Jonas and Tom (2014), increasing awareness of importance of sustainability to customers is importance since a company's reputation and brand image is reliant on sustainability in sourcing decisions. Currently, organizations are closely monitored in the adoption of sustainable practices in the entire supply chain and these organizations fear being trapped on unethical or illegal activities.

#### **2.4 Challenges Faced in Adopting Sustainable Procurement Practices**

According to Buy-Environmental (2011) challenges to sustainable procurement include price, lack of corporate commitment, inadequate knowledge, availability, no acceptable alternatives, no specifications, and purchasing habits. Lacroix (2008) noted that organizations face several challenges when implementing and stimulating

sustainable procurement programs. These include estimating hidden costs and potential savings, misinformed advocacy groups, , absence of clear definitions, connecting to the management framework, instructing marketing and deals experts, potential hindrances to exchange, changing the first cost mentality, and deficient and unrivaled environmental data.

Morgan (2010) affirms that there is conflict of incentives acts as a barrier to attaining sustainable procurement. Employees who are involved may feel bound to make resolutions regarding sustainable procurement strategy. This simply means that they become resistant instead hold more to the outdated strategy. Mensah and Ameyaw (2012) demonstrated that inward administration structures went about as a hindrance to sustainable acquisition. Lacking structures made the firm face testing situations in making a sustainable business. Sustainability required complex and modernized auxiliary frameworks in the SC, for example, quality control frameworks.

Additionally, Belfitt et al. (2011), adds that sustainable procurement could face challenges since they sporadically had revenues meant for sustainable procurement decisions being held back by those that experienced the additional cost. For instance, an end user could benefit from having a lower energy demand or an owner could benefit from a construction design as compared to the person who constructed or designed the plans. Any adjustments which increase costs leads to firms not having the required motivation to implement new techniques as compared to outdated capital cost-based techniques.

Tomei (2005), stated that absence of internal administrative framework is the main hindrance towards sustainable procurement. Without legal structures, associations will always be confronted by challenges in making its business much stronger. Since manageability requests expound and advanced supplementary frameworks inside the production network like quality control structures. Rice et al. (2005) posited that despite outputs from inventory network, venture can be immense, problems are enormous too. It is the barrier to the execution of manageable procurement activities.

Money related difficulties are frequently referred to by staff responsible for procurement as a hindrance to sustainable acquisition (Driscoll et al., 2010). Appraisal of the expenses and advantages of sustainable acquisition requires an alternate kind of financial aspects than customarily utilized. Associations ought to recognize quick costs, for example, higher obtaining costs, and also long haul costs like power costs and ecological tidy up cost (Epstein, 2008). Poor design of an organization, institutional latency, and poor acquirement procedures can avoid effective practices of green procurement. Scattered and complex acquirement capacities cause superfluous work as various divisions or associations work to address indistinguishable needs. This leads to teams having limited resources and being over-worked (Williams et al., 2007).

## **2.5 Sustainable Procurement Practice and Organizational Performance**

According to Belfitt (2011) one of the procurement sustainability practice is the procurement sustainability conditions in contract, which is intended to ensure that procurement activities are assumed constantly at an increased standard while assisting to attain environmental, social and economic advantages for stakeholders. This

strategy is meant at helping operative procurement and needs to be combined with the regular contract regulations, procurement cypher and organization's financial procedures and corporate primacies(Belfitt et al., 2011).To improve supply chain sustainability, firms should set aptitudes to enable them to address the external forces and classify their solutions to arising issues(Baser, 2007). After the policy has been adopted staff with procurement power are trained and focused on the strategy and sustainable purchasing implements which offer capability and awareness of the new methods. Organizations should attempt to communicate outcome through case studies if there is need.

Nyaboke et al. (2013), noted that policy regulatory framework in procurement has a significant effect on integrity, accountability, professionalism and fairness. They further stated that policy regulatory framework maximizes the level of service provision within the organization. Therefore, regulatory framework leads to improvement in organizational performance. Awino and Marende-Getuno (2014), stated that a comprehensive procurement policy regulatory framework governs all stages of the procurement process, which entails issues related to transparency, ethics and all methods within the procurement process. The research further showed that good policy regulatory framework within the procurement process brings forth improvement in organizational performance by bringing forth transparency, openness, impartiality, integrity and fair competition.

Organizations have high chances of delivering superior levels of performance when they operate in environments of openness, impartiality and fair competition. Therefore, comprehensive procurement regulatory policy frameworks bring forth

enhanced organizational performance. Organization performance relies on the activities it engages in to achieve its mission. Performance is a proportion of the adjustment of condition of an association or the results from the executives' choices and the usage of those choices (Carton & Hofer, 2006).

Supplier involvement is a method in supply management to outline the knowledge and involvement collaboration of suppliers into the process. Supplier involvement seeks to identify “win – win” chances in developing substitutes and materials that can improve inventory reductions, lead time, design cycle time, technology, assembly changes, services, materials, redesigns, tolerance specifications, packaging, standards, transportation, quantities of orders and processes. Today, supplier engagement is taken up by proactive organizations as a prerequisite for exceptional supply management (Johanna, 2008).

Lozano (2016) endorsed that before adopting a sustainable procurement program, there has to be reevaluation of current purchasing policies and practices. It is important to conduct life cycle valuation regarding the environmental influence of goods and services will be necessary as well as a set of environmental criterion against which agreement decisions and purchase have to be developed. This results to having a reviewed policy which is connected to other firm plans, policies and programs. A sustainable green purchasing policy has priorities which are date-stamped as well as targets, allocation of different tasks, accountability, promotion strategy and communication. Procurement policies and programs ensure a reduction in waste and expenditures; ensure an increase in good use of resources, improve markets, organizational behavior, prices, production and services available. They also



help countries in achieving several requirements such as Kyoto Protocol and Rotterdam Convention. Other bodies including the International Standards Organization have well-known guiding principles for green procurement programs.

Effects of sustainable procurement on the economy leads to high financial output (Queensland Government Chief Procurement Office, 2012); small organizations being able to have high financial savings and show high tax benefits as connected to disabled individuals being employed (Lemmet, 2012) and customer cognizance on SP effecton their consumption (Kotler, 2004). This results to a lower rate of waste reduction, low CO2 discharges and poor water consumption (Lemmet, 2012; Vincent & Abbie, 2011). Social influences on attaining varied social goals such as low unemployment rate, having employment opportunities to disabled individuals in developing counties, gender sensitivity and good ethnic qualities (Goswami, Diljun, & Srivastava, 2013).

## **2.6 Empirical Review**

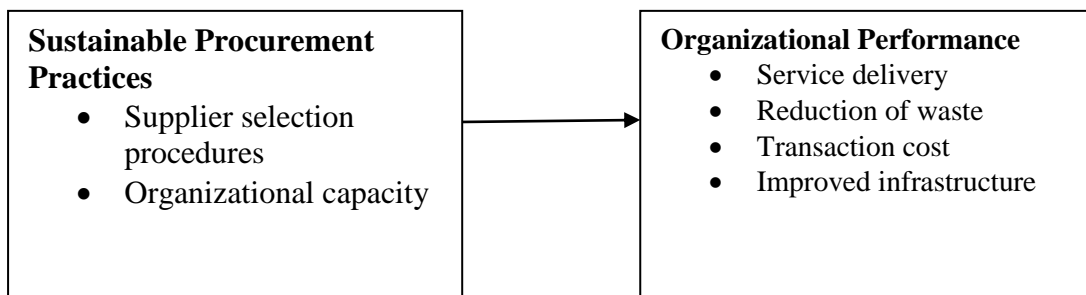
Ombuki, Arasa, Ngugi and Muhwezi (2014) found that political components strongly affected the administrative consistence in public acquisition frameworks in Kenya. The most imperative lawmaker was the individual from the ladies delegate whose impact was evaluated to be 95.5%.This study implied that politicians were supposed to have good education since it would help them comply more with the government's procurement guidelines.

Pavel (2006), revealed that transparency of the Czech public procurement market was not sufficient. It noted that contracting without bidding for small contracts was prevalent and that open bidding concerned less than one third of the total market. The study also noted that contracting without bidding had a negative influence on the possibility of using competition processes to limit public sector expenditure. Wittig (2003) also noted that many local and international firms do not participate in public procurement due to governments favoring other supplies or corruption. According to Arrow smith (2005), public procurement happens when a public agency buys goods from an outside body. Edquist et al. (2000), noted that goods and services can be either regular, off the shelf-products or innovative products distributed because of development by the supplier.

Awaysheh (2010), did a study where she concluded that organizations involved in procurement have strong connections to the implementation and development of policies majorly concentrating on how environmental concerns come about as well as issues involving other elements of sustainable development which can be linked to procurement to improve their SCP. Salaria (2012), contemplated the sustainable acquisition systems in India. In his examination he discovered that Indian Managers knew and distinguished a need to create provider associations, connect and arrange the stream of items from the provider to the customer and later offer the data to the SC partners. Nevertheless, there is no infrastructural requirements to enable such a smooth link.

Ohashi (2009) considered upgraded straightforwardness in the process of bidder qualification, utilizing knowledge gotten from contextual investigation of actions of municipal public works. The discoveries found that enhanced straightforwardness lowering acquisition cost by up to 8%. The function of bidding approximations, together with components of Japanese acquisition framework, showed that straightforward practices were lacking to acquire proficient public procurement. Hsu and Hu (2008), completed an investigation on GSCM in the electronic business. They revealed that differed methods were utilized in the appropriation of green acquirement practices, nevertheless no examination had been done on unwavering quality and legitimacy of such strategies.

## 2.7 Conceptual Framework



**Independent Variable**

**Dependent Variable**

**Source: (Researcher, 2018)**

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

This part shows the methodological structure that the study utilized. It includes research design, target populace, methods of data gathering, analysis of the data gathered.

### **3.2 Research Design**

The research was dependent on descriptive research design. As indicated by Cozby (2005), descriptive research design is utilized to get information about the status of the specific phenomenon to characterize what happens with factors in a circumstance, by interrogating people regarding their discernments, mentalities, conduct, or qualities.

### **3.3 Study Population**

The population of the study was employees of County Government of Bomet. The County has 236 employees in the head office.

### **3.4 Sample Design**

Sampling size is the population unit on the sample that has been selected (Cooper & Schindler, 2008). Mugenda and Mugenda (2003) explain that for any meaningful study, 10-30% of the target population would provide an adequate sample size. According to Gay (1992), ten percent of a population creates a good image of the supposed population whereas thirty percent in case the populations is not large. He also denotes that a scholar picks the sample as a result of different limitations which may not allow research on the whole population drawn. The study used 20% as the sample and stratified random sampling procedure utilized to pick a sample. Stratified

sampling enables a high degree of representativeness of all members in the population (Iyoke et al., 2006). The study population was stratified into strata based on the departments in the organization.

**Table 3.1 Sample Size**

<b>Department</b>	<b>No of employees</b>	<b>Percentage</b>	<b>No selected</b>
County Assembly	17	7	3
County executive	23	10	5
Office of the governor	16	7	3
Finance and economic planning	15	6	3
Agriculture, livestock development and fisheries	20	8	4
Public works, roads and transport	19	8	4
Health services	28	12	6
Water, natural resources and environment	30	13	6
Trade, industry and tourism	14	6	2
Education, sports and vocation training	36	15	7
Land, housing and urban planning	18	8	4
<b>Total</b>	<b>236</b>	<b>100%</b>	<b>47</b>

(Source: Researcher, 2018)

### **3.5 Data Collection**

The data collection instrument that was utilized for primary sources was questionnaire. According to Newman (2003), questionnaires gives data in a similar form from all respondents. This ensured comparison of data, which made it easier for

categorization. The content and organization of a questionnaire corresponds to research objectives. Data collection was done by the drop and pick method. The questionnaires were dropped at Bomet County Government and later collected. According to Leedy and Ormrod (2001), respondents open while answering questionnaires about controversial issues since their responses are anonymous.

### **3.6 Data Analysis**

The information gathered was investigated utilizing descriptive statistics. This strategy for investigation is most suitable as it will empower the analyst to have an understanding on effect of performance of sustainable procurement of County Government of Bomet. When the information was gathered, the surveys were corrected for exactness, consistency, and completeness. Information was analyzed via descriptive and inferential measurements where SPSS, program was utilized for quantitative information. The information was coded, labelled to factors and entered into the PC. Information was examined into distributions of frequency, rates and Tables. Pearson's Correlation Coefficient was utilized to set up the importance of the relationship between sustainable procurement and performance of County Government of Bomet.

## **CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION**

### **4.1 Introduction**

This section displays the examination, discoveries and discussion. The discoveries are introduced in rates and recurrence dispersions, mean and standard deviations. This section investigations the factors associated with the examination and assessments of the model exhibited in the past section.

### **4.2 Validity and Reliability**

#### **4.2.1 Response Rate**

The respondents contained County Government of Bomet representatives. Out of the 50 issued polls, 45 surveys (90%) of the aggregate polls circulated were returned completely finished, while 5 polls were not returned (10%) of the aggregate inquiries dispersed to the respondents. The reaction rate was 90% of the aggregate sample and the non-reaction was 10%. The reaction of 90% encouraged towards facilitating collection of adequate information that was summed up to mirror the feelings of respondents. This was pair with Graham (2002) that a reaction rate over 30 to half of the aggregate sample contributes towards collection of adequate information that could be summed up to speak to the suppositions of respondents in the target populace on the problem of the study.

#### **4.2.2 Validity**

To build up the validity of the information accumulation instruments, the exploration instruments were given to 20 representatives from the County Government of Bomet. The coefficient of the information assembled from the pilot examine was registered

with help of SPSS. A setting of validity coefficient index of above 0.82 was acquired and this inferred the surveys were legitimate research instrument for the examination.

### 4.2.3 Reliability Analysis

The outcomes in the table 4.1 demonstrate Cronbach's alpha of well above 0.7 and a large portion of it above 0.8 inferring that the instruments were adequately solid for estimation. The investigation acknowledged a Cronbach alpha of 0.7 or more. Since most things add up to connections were sensibly high, the validity of construct of the instrument was viewed as sensible (Brown, 2006).

**Table 4.1 Reliability Results**

<b>Constructs</b>	<b>Cronbach's Alpha Values</b>
Drivers of Sustainable Procurement Practices	0.764
Sustainable Procurement Practices Adopted	0.801
Relationship between Sustainable Procurement Practices and Performance	0.891
Challenges of Adopting Sustainable Practices and Performance	0.826

### 4.3 Demographic Information

The section contains information on the demographic characteristics of the respondents such as gender, age, highest level of education, years of experience and level of management

The constitution of Kenya, 2010, addressed gender inequality and subsequently a legislation was to be enacted by parliament hence the introduction of two-third gender rule. The investigation looked to set up the sexual orientation of the respondents with



the end goal to set up the dimension of gender representation inside the Bomet County Government.

In light of the investigation results, the dominant part (57.5%) of the respondents showed that they were male, while the slightest (42.5%) were of female sex. This essentially infers the quantity of male respondents was higher than that of their female partners. This outcome suggests that the workers in the province government workplaces were male ruled. Lion's share (63.8%) of the respondents were in the age classification of 26-35 years, 15.0 % were in the age class of 36-45 years, 10% were beneath 25 years, 8.8% were in the class of 46-55 years while just 7% were matured over 56 years. This proposes a large portion of the respondents are viewed as the productive years.

The findings shows majority of the respondents (48.9%) had attained a bachelor's degree as their highest level of education while 28.9% had a Diploma. The study further established that 13.3% of the respondents had masters, 6.7% with certificate, and 2.2% had attained Doctorate. This indicates that the respondents were in a position to answer the questionnaire. The findings further indicated that the study majority (44.4%) of the respondents had served the county government for between 4-6 years. A further 31.1% had served between 1 -3, 17.8% had served for below 1 year, and 6.7% had served for between 7 – 9 years. No respondent indicated to have served for over 10 years. The results depict that the county government employees have served for sufficient time and having familiarized themselves with the policies and day to day procedures at the work place.

#### 4.4 Sustainable Procurement Practices

This area of the survey tried to decide the dimension of reasonable practices of procurement and performance of organizations of the County Government of Bomet.

##### 4.4.1 Drivers of Sustainable Procurement Practices

**Table 4.2 Drivers of Sustainable Procurement Practices**

	Mean	Std. Deviation
Influence by advance suppliers in developing environmentally friendly goods	4.19	.924
Compliance to new regulations	3.65	1.109
Provides operational cost savings	3.59	1.198
Reduce costs of products procured	3.55	.991
Cost for disposal of hazardous materials	3.52	1.134
Anticipating resources scarcity / depletion	3.50	1.180
Employee retention	3.47	1.232
Meet your client's expectations	3.41	1.177
Protect organization image associated with bad social/environmental practices of suppliers	3.03	1.140
Avoid supply chain disruption (i.e. suppliers not anticipating new environmental regulations, strikes)	2.77	1.123
Respond to investors' pressure	2.75	1.288

As shown in Table 4.2 above, the respondents agree to a large extent that sustainable practices is influenced by advance suppliers in developing environmentally friendly goods (mean = 4.19, SD=0.924), compliance to new regulations (mean=3.65, SD=1.109), provides operational cost savings (mean=3.59, SD=1.198), reduce costs of products procured (mean = 3.55, SD=0.991), cost for disposal of hazardous materials (mean=3.52, SD=1.134), anticipating resources scarcity / depletion

(mean=3.50, SD=1.180), employee retention (mean=3.47, SD=1.232), and when clients expectations are met (mean=3.41, SD=1.177).

On the other hand, the respondents moderately agree that it protect organization picture related with awful social/ecological practices of providers (mean=3.03, SD=1.140), avoiding disruptions in SC (mean=2.77, SD=1.123), and respond to investors' pressure (mean=2.75, SD=1.288).

The findings agreed with the Strategic Planning Task Force (2009), that sustainability practices are adopted because procuring organizations reduce manufacturing expenses, material-handling, and transportation systems in supply chain process. The sustainable procurement outline is aimed to achieve effective productions at lower costs. (Seuring & Müller 2008). To improve supply chain sustainability, firms should set aptitudes to enable them to address the external forces and classify their solutions to arising issues (Baser, 2007). After the policy has been adopted staff with procurement power are trained and focused on the strategy and sustainable purchasing implements which offer capability and awareness of the new methods.

#### **4.4.2 Sustainable Procurement Practices Adopted**

This section of the questionnaire sought to get rating from the respondents on sustainable procurement practices adopted by the County Government of Bomet.

**Table 4.3 Sustainable Procurement Practices Adopted**

	<b>Mean</b>	<b>Std. Deviation</b>
The County Government is compliance with Public Procurement and Disposal Regulations	4.15	1.159
The county adheres to the Budgetary allocation annually	3.95	.953
Have processes or systems implemented to manage your environmental impact	3.75	1.108
Developing a bias for Products that disclose their environmental effect	3.59	1.198
Insist on procuring green products for reuse, recycle among others.	3.50	1.180
The county appraises the suppliers you use annually	3.49	1.212
Regularly review/audit your processes of systems internally.	3.47	1.232
Supporting the inclusion of sustainability aspects into future contracts	3.41	1.177
The county prepares and implement procurement plans annually	3.36	1.082
Environmental Audit for suppliers	3.26	1.166
Establish published supplier engagement programme including 'meet the buyer' events	3.15	0.981
The county shares the drive, responsibility and the commitment of Sustainable Thinking and is reflected in its policies, strategies and procedures	3.00	1.222

The results portrayed in Table 4.3 above reveals that the County Government is compliance with Public Procurement and Disposal Regulations large extent (mean=4.15, SD=1.159), The county adheres to the Budgetary allocation annually (mean=3.95, SD=0.953), have processes or systems implemented to manage your environmental impact (mean=3.75, SD=1.108), developing a bias for Products that disclose their environmental effect (mean=3.59, SD=1.198), insist on procuring green products for reuse, recycle among others (mean=3.50, SD=1.180), the county appraises the suppliers annually (mean=3.49, SD=1.212), regularly review/audit

processes of systems internally (mean=3.47, SD=1.232), and supporting the inclusion of sustainability aspects into future contracts (mean=3.41, SD=1.177).

Furthermore, the respondents are in agreement to a low extent that environmental Audit for suppliers is undertaken (mean=3.26, SD=1.166), determine supplier commitment program including 'meet the purchaser' occasions (mean=3.15, SD=0.981), and that the region shares the drive, duty and the responsibility of Sustainable Thinking and is reflected in its approaches, methodologies and strategies (mean=3.00, SD=1.222).

The findings agreed with DuberSmith (2005), who posit that sustainable procurement practices include includes lessening utilization of energy, reuse and recycle, utilizing biodegradable and non-dangerous materials, limit unsafe emanations, and limit or dispose of waste. According to Srivastara (2007), green plan underscores both environmental cognizant structure and life cycle evaluation/investigation. In planning an item, the structuring group can change the crude materials or substances utilized amid the assembling to be less poisonous, all the more environmental benevolent.

## 4.5 Relationship between Sustainable Procurement Practices and Performance

**Table 4.4 Relationship between Sustainable Procurement Practices and Performance**

	Std.	
	Mean	Deviation
The income generating potential of the county has increased	3.95	.953
Minimized ordering cost	3.85	1.303
Minimized inbound logistics cost	3.59	1.198
Short supplier response time	3.56	1.113
Minimized defects and rejects	3.50	1.180
Contribute to the development of innovative products/services	3.49	1.212
Increased stability of supplies	3.47	1.232
Reduced total cost of owning supplies	3.41	1.177
Reduce supply chain risks	3.37	1.325
It has led to increases savings for the county	3.36	1.082
Reduced operating cost of the county	3.30	1.011
Reduced inventory stock	3.26	1.166
Compliance to Preference and Reservation Regulation of 2011	2.90	1.176
Improved accuracy of orders received	2.77	1.211

With regards relationship between sustainable procurement practices and performance of County Government of Bomet, the respondents are in agreement that the income generating potential of the county has increased (mean=3.95, SD=0.953), minimized ordering cost (mean=3.85, SD=1.303), minimized inbound logistics cost (mean=3.59, SD=1.198), Short supplier response time (mean=3.56, Sd=1.113), Minimized defects and rejects (mean=3.50, SD=1.180), Contribute to the development of innovative

products/services (mean=3.49, SD=1.212), Increased stability of supplies (mean=3.47, SD=1.232), and Reduced total cost of owning supplies (mean=3.41, SD=1.177).

Moreover, it has led to a reduction of supply chain risks (mean=3.37, SD=1.325), It has led to increases savings for the county (mean=3.336, SD=1.102), Reduced operating cost of the county (mean=3.30, SD=1.011), Reduced inventory stock (mean=3.26, SD=1.166), Compliance to Preference and Reservation Regulation of 2011 (mean=2.90, SD=1.176), and Improved accuracy of orders received (mean=2.77, SD=2.11).

The findings agreed with Nyaboke et al. (2013), who noted that policy regulatory framework in procurement has a significant effect on integrity, accountability, professionalism and fairness. They further stated that policy regulatory framework maximizes the level of service provision within the organization. Therefore, regulatory framework leads to improvement in organizational performance. Awino and Marende-Getuno (2014), stated that a comprehensive procurement policy regulatory framework governs all stages of the procurement process, which entails issues related to transparency, ethics and all methods within the procurement process. According to Belfitt (2011) one of the procurement sustainability practice is the procurement sustainability conditions in contract, which is intended to ensure that procurement activities are assumed constantly at an increased standard while assisting to attain environmental, social and economic advantages for stakeholders.

With the end goal to build up the connection between performance and practices of sustainable acquisition, the investigation directed a different regression examination. The regression examination results were introduced utilizing ANOVA, regress model summary, variance analysis and coefficients of beta.

The linear regression model below;

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

Where  $Y$  is the performance,  $\beta_0$  is constant and  $\varepsilon$  is the error term of the model.

$X_1$  = Supplier relationship management

$X_2$  = Inventory management

$X_3$  = Contract management

$X_4$  = Information sharing

Determination coefficient discloses the degree to which changes in the reliant variable (execution) can be clarified by the adjustment in the autonomous factors or the level of variety in the reliant variable that is clarified by all the variables that are independent.

From Table 4.5, the value of  $R^2$  is 0.600, which means that 60.0% of the total variance in independent variables has been explained.

**Table 4.5 Model Summary**

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate	Durbin-Watson
1	.774 <sup>a</sup>	.600	.576	.40074	2.217

a. Predictors: (Constant), Supplier relationship management, inventory management, contract management, information sharing



Investigation of Variance results reports how well the regression fits the information and results are presented in Table 4.6 beneath.

**Table 4.6 Analysis of Variance**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.084	3	4.028	16.262	.000 <sup>b</sup>
	Residual	9.660	39	.248		
	Total	21.744	44			

A null hypothesis states that there is no linear correlation between the presented variables.

The F-test can be used to reject the null hypothesis of fail to reject it.  $F(3, 44) = 16.262$  and  $df = 44$ , the test is highly significant ( $p = 0.000 < 0.05$ ). Therefore, the null hypothesis is not accepted and we reason that there is a direct connection between the factors in our model and that the regression is a solid match of the information.

Results presented in Table 4.7 reveal that all the independent variables notably; (X<sub>1</sub>) Supplier relationship management (X<sub>2</sub>) inventory management (X<sub>3</sub>) contract management and (X<sub>4</sub>) information sharing have a significance influence on the procurement performance of County government of Bomet.

#### **4.5.1 Beta Coefficients**

Table 4.7 presents the results of the test of unstandardized beta coefficients which indicates the equation of the linear model.

**Table 4.7 Beta Coefficients**

Model		Unstandardized		Standardized		t	Sig.
		Coefficients		Coefficients			
		B	Std. Error	Beta			
1	(Constant)	2.317	.309			5.107	.000
	Supplier relationship management	.215	.092	.219		2.339	.022
	Inventory management	.319	.106	.307		3.010	.004
	Contract management	.331	.060	.527		5.554	.000
	Information sharing	.248	.090	.288		2.772	.007

a. Dependent Variable: Performance

The prediction equation is  $Y = 2.317 + 0.215X_1 + 0.319X_2 + 0.331 X_3 + 0.248X_4 + \varepsilon$

Supplier relationship management, Inventory management, Contract management and information sharing have p-value of 0.022, 0.004, 0.000, and 0.007 respectively. These p-values are statistically significant at 5% significant level. Therefore, these four variables that are self reliant have a positive impact on performance of procurement. In addition, t-test for these independent variables confirm that they are statistically significant if t-values is greater than 2.

As presented in Table 4.7, all the coefficients are found to be positive suggesting that an increase of a unit of Supplier relationship management, Inventory management, Contract management or information sharing. The higher the coefficient values of beta, the more influential the independent variable. As evident from the study, contract management has the most influence on procurement performance while supplier relationship management has the least influence.

## 4.6 Challenges of Adopting Sustainable Practices and Performance

**Table 4.8 Challenges of Adopting Sustainable Practices and Performance**

	<b>Mean</b>	<b>Std. Deviation</b>
Absence of internal expertise on Sustainability topics	4.65	0.952
Contradictory objectives	4.54	0.944
Lack of metrics (KPI) to measure and monitor progress	4.45	0.954
Lack of information on suppliers Corporate Social Responsibilities practices	4.35	1.074
Failure to have effective monitoring and evaluation	4.34	0.952
Resistance from suppliers (cost, lack of sustainability expertise, etc.)	4.21	0.974
Absence of budget for internal or external support	4.20	0.918
Insufficient training of procurement staff in our organization has affected the implementation of Sustainable Procurement Practices.	3.97	0.974
Failure to have effective monitoring and evaluation of procurement activities in our organization has affected the implementation of Sustainable Procurement Practices.	3.78	1.054
High prices of green products	3.77	0.966
Lack of information and knowledge about the environmental impact of the company.	3.68	1.104
Unavailability of green products in the local market	3.53	1.314
Lack of environmental specifications on products offered	3.42	1.073
Absence of relevant legislation and legal execution.	3.30	1.174
Resistance from suppliers	2.93	1.191

The respondents highlighted challenges of Adopting Sustainable Practices and Performance at County Government of Bomet; Absence of internal expertise on Sustainability topics (mean=4.65, SD=0.952), Contradictory objectives (mean=3.54, SD=0.944), Lack of metrics (KPI) to measure and monitor progress (mean=4.54, SD=0.944), Lack of metrics (KPI) to measure and monitor progress (mean=4.45, SD=0.954), Lack of information on suppliers Corporate Social Responsibilities practices (mean=4.35, SD=1.074), Failure to have effective monitoring and evaluation (mean=4.34, SD=0.952), Resistance from suppliers (cost, lack of sustainability expertise, etc.) (mean = 4.21, SD=0.974), Absence of budget for internal or external support (mean=4.20, SD=0.918), Insufficient training of procurement staff in our organization has affected the implementation of Sustainable Procurement Practices (mean=3.97, SD=0.974), Failure to have effective monitoring and evaluation of procurement activities in our organization has affected the implementation of Sustainable Procurement Practices (mean=3.78, SD=1.054), High prices of green products (mean=3.77, SD=0.966).

In addition, there is lack of information and knowledge about the environmental impact of the company (mean=3.64, SD=1.104), unavailability of green products in the local market (mean=3.53, SD=1.314), lack of environmental specifications on products offered (mean=3.42, SD=1.073), absence of relevant legislation and legal execution (mean=3.30, SD=1.174) and resistance from suppliers (mean=2.93, SD=1.191) was mentioned as the least challenge.

The findings agreed with Lacroix (2008), who noted that organizations face several challenges when implementing and stimulating sustainable procurement programs. These include estimating hidden costs and potential savings, misinformed advocacy groups, absence of clear definitions, connecting into the executives framework, teaching marketing and deals experts, potential hindrances to exchange, changing the main first mentality, and deficient and unrivaled environmental data. According to Buy-Environmental (2011) challenges to sustainable procurement include price, lack of corporate commitment, inadequate knowledge, availability, no acceptable alternatives, no specifications, and purchasing habits. Tomei (2005), stated that absence of internal administrative framework is the main hindrance towards sustainable procurement.

## **CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS**

### **5.1 Introduction**

This segment displays a synopsis of the discoveries. The part additionally makes conclusions, makes suggestions for development, lastly gives areas where further examinations can be directed.

### **5.2 Summary of Findings**

The purpose of this study was to determine the relationship between sustainable procurement practices and organizational performance of the County Government of Bomet. The research received a response rate of 90% which contributed towards gathering of sufficient data that could be generalized to represent the opinions of respondents in the County Government of Bomet on the sought study problem. In addition, the validity coefficient index of 0.82 and Cronbach was obtained therefore implying that the questionnaires were valid.

Moreover, demographic information established that the majority of the respondents indicated that they were male (57.5%), had attained a bachelor's degree (48.9%), and 44.4% of the respondents had served the County Government for between 4-6 years.

From the findings, drivers of sustainable procurement practices indicated a mean of 3.40, sustainable procurement practices adopted indicated a mean of 3.51, relationship between sustainable procurement practices and performance indicated 3.41, and challenges of Adopting Sustainable Practices and Performance indicated a mean of 3.94.

The findings on the drivers of sustainable procurement practices indicated that most of the participants indicated to a large extent that that sustainable practices is influenced by advance suppliers in developing environmentally friendly goods with a mean of 4.19, compliance to new regulations with a mean of 3.65, provides operational cost savings with a mean of 3.59, reduce costs of products procured with a mean of 3.55, cost for disposal of hazardous materials with a mean of 3.52, anticipating resources scarcity / depletion with a mean of 3.50, employee retention with a mean of 3.47, and when clients expectations are met with a mean of 3.41.

The third target was to distinguish the different difficulties that confront the practices of sustainable acquisition and performance. The findings indicated that absence of internal expertise on Sustainability topics, contradictory objectives, lack of metrics (KPI) to measure and monitor progress, lack of metrics (KPI) to measure and monitor progress, lack of information on suppliers Corporate Social Responsibilities practices, Failure to have effective monitoring and evaluation, Resistance from suppliers (cost, lack of sustainability expertise, etc.), and absence of budget for internal or external support are the major challenges that affect the adoption of sustainable practices.

Regression analysis reveals supplier relationship management coefficient of 0.215 and p-value of 0.022 was found to be significant at 5% significant level and this indicates that supplier relationship management has a positive influence on organizational performance, inventory management coefficient of 0.319 and p-value of 0.004 was found to be significant at 5% significant level and this indicates that inventory management has a positive influence on organizational performance,

Contract management coefficient of 0.331 and p-value of 0.000 was found to be significant at significant level of 5% and this indicates that contract management has a positive influence on organizational performance, information sharing coefficient of 0.248 and p-value of 0.007 was found to be significant at significant level of 5% and this indicates that information sharing has a positive influence on organizational performance. This clearly demonstrates that supplier relationship management, inventory management, contract management, and information sharing significantly influenced organizational performance of County Government of Bomet.

### **5.3 Conclusion**

In view of the discoveries the examination infers that the County Government of Bomet has embraced acquirement practices to a moderate degree and that there is a connection between the sustainable acquisition practices and performance of organizations.

The use of the procurement practices in the association is established on appropriate planning. Through planning of appropriate acquisition, a firm can make sure of expanding its level of performance in type of cutting costs, productivity, nature of services and merchandise conveyed and also on time deliveries. Training on the modern practices of procurement is as well an important recipe in the formation of solid ground which can lead to better performance of an organization. Employees are able to get more knowledge and skills on procurement subject which can enable them have easy time in their daily operations of offering procurement services.

For an association to understand an expansion in performance of procurement, should likewise set up approaches to handle potential dangers that may prevent it being competitive. This investigation understood that delays in acquisition of earnestly required



services/products because of confinements by public acquisition and regulations of disposal, presence of insufficient user department planning, complex controls being influenced by the act of public procurement, high procurement expenses and university interference in procurement were among the difficulties that confront associations in their push to enhance the performance of the institution. Associations ought to hence make arrangements of handling any dangers presented by this obstacle. This should be possible through presentation of new patterns in dealing with acquisition exercises like using technology.

#### **5.4 Recommendations**

Based on the third objective on the various challenges that face the adoption of sustainable practices and performance, the study ascertained that there is need for expertise on Sustainability topics, contradictory objectives. Besides, metrics (KPI) to measure and monitor progress should be put in place, information on suppliers Corporate Social Responsibilities practices should be captured. In addition, effective monitoring and evaluation should be implemented, resistance from suppliers (cost, lack of sustainability expertise, etc.) should be addressed, and allocation of budget for internal or external support.

#### **5.5 Limitations of the Study**

The research aimed to establish the drivers of sustainable procurement practices, sustainable procurement practices adopted, and challenges facing the adoption of sustainable practices and performance. The relationship between sustainable procurement practices and performance was the major reason for conducting the study.

Due to the fact that period of doing research was limited, the researcher was under immense pressure to collect data. This proved to be a big hindrance as the researcher had to ensure that the process went on as required.

The study focused only on the county government of Bomet, and hence the results could not be generalized to all the other 46 counties in Kenya.

Moreover, the respondents were consistently extremely occupied and in this manner they required a great deal of time with the end goal to fill in the polls. The challenge was overwhelmed by giving the respondents the polls early and picking them at a later date. This enabled the respondents to fill the poll at their own time.

The reactions were wild as a few respondents dreaded communicating the right evaluating of a few factors in sustainable procurement because of a paranoid fear of exploitation. The respondents were disclosed to that the data would just be utilized for scholastic. This enabled them to cooperate.

### **5.6 Suggestions for Further Research**

The study established the relationship between sustainable procurement practices and organizational performance of the County Government of Bomet. It is therefore suggested that further research should be undertaken in more counties and organizations to establish more insights on the subject matter.

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## Appendices

### Appendix I: Questionnaire

Dear respondent,

This questionnaire is intended to collect data relating to the relationship between sustainable procurement practices and performance of County Government of Bomet. Information collected from this questionnaire will be handled with high confidentiality and will strictly be used for academic purposes only by the researcher.

#### SECTION A: Demographic Information

1. What is your gender? Male    
Female
2. How old are you?

Age (years)	Below 25	26-35	36-45	46-55	Above 56
Response					

3. What is your highest level of education?  
Doctorate  Masters  Degree  Diploma  Certificate   
Other .....
4. What is your current designation? .....
5. How much working experience do you have in event planning?

Years	Below 1	1-3	4-6	7-9	Above 10
Experience					

**SECTION B: Drivers of Sustainable Procurement Practices**

To what extent do you agree to the following drivers of sustainable procurement practices by the County Government of Bomet? Use the scale: SD-Strongly Disagree; D-Disagree; N-Neutral; A-Agree; and SA-Strongly Agree

	<b>Drivers of Sustainable Procurement Practices</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
1.	Compliance to new regulations					
2.	Reduce costs of products procured					
3.	Protect organization image associated with bad social/environmental practices of suppliers					
4.	Avoid supply chain disruption (i.e. suppliers not anticipating new environmental regulations, strikes)					
5.	Influence by advance suppliers in developing environmentally friendly goods					
6.	Cost for disposal of hazardous materials					
7.	Provides operational cost savings					
8.	Anticipating resources scarcity / depletion					
9.	Employee retention					
10	Meet your clients expectations					
11	Influence and advance suppliers in developing environmentally friendly goods					
12	Respond to investors' pressure					
13	Anticipating resources scarcity / depletion					

**Part C: Sustainable Procurement Practices Adopted**

To what extent would you rate the following statements on sustainable procurement practices adopted by the County Government of Bomet? Use the scale: SD-Strongly Disagree; D-Disagree; N-Neutral; A-Agree; and SA-Strongly Agree.

		<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
1.	The County Government is compliance with Public Procurement and Disposal Regulations	1	2	3	4	5
2.	The county prepares and implement procurement plans annually					
3.	The county adheres to the Budgetary allocation annually					
4.	The county appraises the suppliers you use annually					
5.	The county shares the drive, responsibility and the commitment of Sustainable Thinking and is reflected in its policies, strategies and procedures					
6.	Developing a bias for Products that disclose their environmental effect					
7.	Insist on procuring green products for reuse, recycle among others.					
8.	Regularly review/audit your processes of systems internally.					
9.	Supporting the inclusion of sustainability aspects into future contracts					
10.	Environmental Audit for suppliers					
11.	Have processes or systems implemented to manage your environmental impact					
12.	Establish published supplier engagement programme including 'meet the buyer' events					
13.	Measure performance against sustainable procurement criteria in the Best Practice Indicators and the Procurement Capability Assessment model					

**Part D: Relationship between Sustainable Procurement Practices and Performance**

To what extent would you rate the following statements with regards relationship between sustainable procurement practices and performance of County Government



of Bomet? Use the scale: SD-Strongly Disagree; D-Disagree; N-Neutral; A-Agree; and SA-Strongly Agree

		<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
1.	It has led to increases savings for the county	1	2	3	4	5
2.	Reduced operating cost of the county					
3.	Increased profits for the county					
4.	The income generating potential of the county has increased					
5.	Contribute to the development of innovative products/services					
6.	Reduce supply chain risks					
7.	Compliance to Preference and Reservation Regulation of 2011					
8.	Improved accuracy of orders received					
9.	Minimized ordering cost					
10	Short supplier response time					
11	Minimized inbound logistics cost					
12	Minimized defects and rejects					
13	Increased stability of supplies					
14	Reduced total cost of owning supplies					
15	Reduced inventory stock					

### Part E: Challenges of Adopting Sustainable Practices and Performance

To what extent would you rate the following statements with regards challenges of adopting sustainable procurement practices by the County Government of Bomet?

Use the scale: SD-Strongly Disagree; D-Disagree; N-Neutral; A-Agree; and SA-Strongly Agree

		SD	D	N	A	SA
1.	Absence of budget for internal or external support					
2.	Resistance from suppliers (cost, lack of sustainability expertise, etc.)					
3.	Absence of internal expertise on Sustainability topics					
4.	Lack of information on suppliers Corporate Social Responsibilities practices					
5.	Insufficient training of procurement staff in our organization has affected the implementation of Sustainable Procurement Practices.					
6.	Failure to have effective monitoring and evaluation of procurement activities in our organization has affected the implementation of Sustainable Procurement Practices.					
7.	Absence of relevant legislation and legal execution.					
8.	High prices of green products					
9.	Lack of information and knowledge about the environmental impact of the company.					
10	Failure to have effective monitoring and evaluation					
11	Lack of environmental specifications on products offered					
12	Lack of metrics (KPI) to measure and monitor progress					
13	Contradictory objectives					
14	Unavailability of green products in the local market					
15	Resistance from suppliers					

## Appendix II: Work Plan

Activity	December 2017	Jan - April 2018	May 2018	June 2018	July 2018	August 2018
Problem identification						
Proposal writing						
Questionnaire formulation						
Testing						
Data analysis						
Final report						

### Appendix III: Budget Estimate for the Project

Item description	Quantity/cost per item (Kshs)	TotalCost Ksh
1. Stationery	2 rims of foolscap @ 500 each	1,000
	2 biro packets @ 200 each	1,000
	2 printer cartridges @ 2000 each	8,000
	5 notebooks @ 200 each	1,000
2. Proposal writing and research	Internet research	6,000
	Fare	4,000
	Binding and photocopies 300 pages @ 4 per page	1,000
3. The project	Data analysis consultancy	10 ,000
	Fare for distribution & collection of Questionnaires	3,000
	Binding and photocopies	6,000
4. Miscellaneous	Phones, meals, etc	4,000
	<b>Total</b>	<b>35,000</b>