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INFLUENCE OF OUTSOURCING PRACTICES ON SERVICE DELIVERY AT MOI UNIVERSITY, KENYA

Ochieno, S. O., & Kwasira, J.

INFLUENCE OF OUTSOURCING PRACTICES ON SERVICE DELIVERY AT MOI UNIVERSITY, KENYA

Ochieno, S. O.,^{1*} & Kwasira, J.²

^{1*} Student, Jomo Kenyatta University of Agriculture and Technology [JKUAT], Kenya

² Ph.D, Lecturer, Jomo Kenyatta University of Agriculture and Technology, Kenya

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ABSTRACT

Quality service delivery is an increasingly important initiative being pursued by organizations to improve efficiency, productivity and hence profitability. Service quality practices in public universities especially Moi University is slow and is further exacerbated by difficulties in measuring outcomes, greater scrutiny from the public and press, a lack of freedom to act in an arbitrary fashion. The study general objective was to establish the influence of outsourcing practices on service delivery at Moi University, Kenya. The study was guided by specific objectives as follows; to determine the influence of integrated technology practices, manpower practices, on service delivery at Moi University Kenya. The theories that guided the study included adaptive theory, utility theory and analysis. The study adopted census research design approach. The study used simple random sampling method to determine the desired sample size. The sample size for the study was 124 respondents established from the accessible population. Semi-structured questionnaire was used to collect primary data while secondary data was obtained from journals. The researcher's questionnaires were self-administered. The researcher used the Cronbach alpha coefficient to determine the reliability of the instrument. The reliability of the instrument should be 0.7 and above. The data was analyzed with the aid of SPSS version 24 and also analyse descriptive statistics (percentages, means, standards deviations and frequencies) and the inferential statistics (multiple regression and correlation analysis models) in order to establish the kind of relationship between the variables. The researcher presented the findings by use of frequency tables. The study regressed the variables at 5% significance level. Findings of the study indicated that integrated technology practices had positive and significant influence on service delivery at Moi university, Kenya ($\beta = 0.121$; $p < 0.05$), manpower practices had positive and significant influence on service delivery at Moi university, Kenya ($\beta = 0.382$; $p < 0.05$). The study recommended that the management of Moi university should strive to implement outsourcing practices in their departments as a means of enhancing overall service delivery.

Key words; Outsourcing, ICT, Manpower, Service

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INTRODUCTION

Service delivery is tied with performance at the organizational level. It means fulfilling organizational goals and objectives, especially in satisfying customer needs, employee needs and the investor needs. Quality service delivery is an increasingly important initiative being pursued by organizations to improve efficiency, productivity and hence profitability (Nyapara, 2012). To be able to survive and be profitable in the current globalization era, organizations remain steadfast and forecast in quality service delivery (Francis, 2013). In today's business environment organizations consider quality service delivery to empower business focus, mitigate risks, and build sustainable competitive advantage.

In Ghana, outsourcing partnerships has enabled organization to be a world-class performer for a whole suite of products and services where it could only be an average performer by itself (Deavers, 2010). This strategy results in a so-called "virtual organization" where functions are outsourced to multiple vendors under one agreement. Together the suppliers perform an integrated set of services. There are, however, potential pitfalls when outsourcing for strategic reasons. Organizations may "give away the crown jewels" if they are not careful. IBM is used as a frequent example of a company that outsourced the "wrong" things (the operating system). If organizations outsource the wrong functions, they may develop gaps in their learning or knowledge base which may preclude them from future opportunities.

Kenya is one of the top three Business Process outsourcing (BPO) destinations in Africa. In the BPO market, Kenya has a comparative advantage due to the low labor rates for quality service delivery. Although Kenya already has a growing outsourcing sector with over 50 registered companies operational, a boom is expected (Kemibaro, 2011). Increased competition among suppliers ensuring higher quality goods and services in the future, an increased focus on core competencies, improved responsiveness to changes

in the business environment and improvement on service delivery and a reduced risk of changing technology has forced companies to outsource. Outsourcing these activities, it is argued, will free up human and capital resources as well as allow for increased flexibility in the way labor is employed.

Moi university hires qualified workers and technicians who possess the skills necessary to help fulfill career responsibilities. This is also to ensure that various fields of knowledge content containing strategies for achieving the goals in students' academic plans within the specified period. Higher education institutions decide that it is simply more economical or more productive to bring in an outside vendor to handle nonacademic tasks than it is to hire and train in-house staff (Sakaja, 2011). A vendor will often pay a professional a higher salary than a college or university can afford. Vendors can make this affordable by dividing an employee's time across various campus projects, or between different institutions. Higher education institutions should focus on their core strengths i.e. research, instruction, and service (University Business, 2005).

Financial limitation still remains the universities' main challenge yet they are expected to provide quality education to their clients (students) whose population has been growing rapidly (Commission for University Education, 2013). Thus, limited finances and large student numbers have brought about challenges not only of maintaining but also of improving the quality of their services. It is because of this situation that some universities have considered outsourcing as an option in their efforts to cut costs, improve efficiency and meet the demands for greater accountability (Sang, 2010). Service delivery in learning institutions involve learning, support services and quality teaching (Bii & Gichoya, 2006). Quality of services offered by learning institutions is determined by the learning environment which included the nature of the buildings.

Statement of the Problem

Quality service delivery is an increasingly important initiative being pursued by organizations to improve efficiency, productivity and hence profitability. There is need for public institutions to adopt outsourcing practices because it gives the institutions to concentrate on its core activities. However, Service quality practices in public institutions is slow and is further exacerbated by difficulties in measuring outcomes, greater scrutiny from the public and press, a lack of freedom to act in an arbitrary fashion and a requirement for decisions to be based in law. Public institutions especially Moi university have not fully been able to achieve and define the need to outsource a number of services so that they can concentrate on their core functions. Firms and Industries under the context of increasing use of outsourcing arrangements, as well as the unfamiliar complexity, are unaware of how to effectively utilize this strategy to improve their performance. On the basis of organizational estimate of total turnover, practicing managers in manufacturing firms are attempting to establish the nature and type of outsourcing required to reach goals of higher profitability and higher organizational performance. The concept of outsourcing is currently being keenly considered based on the current business environment of high competitiveness. However, although the extent of outsourcing and other approaches to flexibility have been well documented in developed countries. Little attempt had been made to evaluate such practices in the Kenyan context, paving way for this study whose focus was specifically in the manufacturing industry and taking special focus.

Objectives of the Study

The objectives of the study were to;

- To establish the effect of integrated technological practices on service delivery at Moi University.
- To determine the effect of manpower practices on service delivery at Moi University.

The study was guided by the following research hypotheses;

- H₀₁: Integrated technological practices have no significant effect on service delivery at Moi University.
- H₀₂: Manpower practices have no significant effect on service delivery at Moi University.

LITERATURE REVIEW

Adaptive Theory

Adaptive theory was propagated Waidringer (2001). According to Adaptive Theory in Distribution Network, the system become more reliable as it involves using technology to automate, organize, automate and synchronize business systems, procedures and processes. The process of automating logistics operations helps in track and trace of shipment. This is done by installing track devices into the delivery vehicles which enables someone in the office to track and trace the movement of the vehicles on the road. This makes it easy to manage the fleet, which is the position, and the speed of the trucks. In his dissertation, Waidringer (2001) provides a definition of Adaptive theory: "Transportation and logistics systems' complexity resides in the nature of the network, process and stakeholders.

This theory allows for implementation of control mechanisms, forcing the information system to meet the required cost, service and environmental demands. Berg Insight's (2002) defines a procurement solution as a vehicle-based system that incorporates satellite positioning, data logging and communication to a back-office application. Procurement systems and solutions go back several decades which started with on-board vehicle computers in the 1980s which later were connected to various satellite and terrestrial wireless networks. Nowadays mobile networks can provide ubiquitous online connectivity at a reasonable cost and speed. Mobile computing technology delivers very high performance in terms of high quality, as well as excellent usability. When all these components combine, they enable the delivery of

vehicle management, transport management, driver management and mobile workforce management applications linking vehicles and enterprise IT systems. According to Wong et al, (2009), Procurement function coordinates, oversees and facilitates various transport and transport.

METHODOLOGY

The study adopted descriptive research design to focus on the effectiveness of outsourcing on service delivery at Moi University. Descriptive research was conducted with a view to discovering something about all of the things being compared (Cohen, Manion & Morrison, 2013). The sample size in this study was calculated using Nassiuma (2009) formula with a 95% confidence level. The study used simple random sampling to select 124 staff from the accessible population. Simple random sampling is a probability sampling method that gives chances of selecting each unit within particular strata in a population. The departments in the study were procurement, human resource, transport, finance and ICT departments. Staff was selected using simple random sampling technique. In tandem with this assertion, a structured questionnaire was used to collect data from the respondents. The questionnaire captured data relative to respondents' background. Most importantly, it captured data regarding both the independent and dependent variables. The questionnaire enabled the researcher to collect data on a Likert scale. A five-point Likert scale ranging from 5-Strongly agree, 4-Agree, 3-Neutral, 2- Disagree and 1- Strongly Disagree was used.

A pilot test was carried out before the main study. The rationale of pilot testing was to establish any potential weaknesses in the research instrument. The researcher conducted a pilot test through reliability and validity of the research instrument. The researcher randomly selected 10% of the sample population to participate in the pilot study. The researcher excluded the participants of

the pilot study from the main study. The collected data was analyzed by both descriptive and inferential statistics with the aid of the Statistical Package for Social Sciences (SPSS) software. Descriptive analysis involved frequencies and percentages for demographic data of respondents. In addition, means and standard deviations were used on all variables. Inferential statistics in form of correlation and multiple regression analyses was also used. The study used F-test to test the hypotheses at 95% level of Confidence ($\alpha=0.05$). In addition, coefficient of determination (R^2) was used to test the contribution of each independent variable on the dependent variable. The findings of the study was presented in form of statistical tables. The regression equation took the following form:

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

Where: **Y** represents service delivery

β_0 Represents the y-intercept

β_1 , β_2 , β_3 & β_4 Represent regression coefficients of independent variables

X_1 , represents *integrated* information systems

X_2 , represents manpower

X_3 , represents cost factors

X_4 represents management support

ε Represents error term

FINDINGS AND DISCUSSIONS

This section presented research findings and discussions in line to the influence of outsourcing practices on service delivery at Moi university, Kenya.

A total of 124 questionnaires were distributed to the respondents at Moi university. All the questionnaires were completely filled and returned as depicted in Table 1.

Table 1: Response Rate

Questionnaires distributed	Questionnaires completely filled	Response rate
124	124	100%

The results depicted in Table 1 showed that there was a 100% response rate. After several follow ups by the researcher and close monitoring of filling the questionnaires made it possible to achieve a 100% response. Tabachnick and Fidell (2013) observed that a 50% response rate is adequate, 60% good

and over 70% rated very good. Hence, the study achieved a very response rate. This implied that the respondents cooperated during data collection.

Reliability of research instrument was done using the Cronbach alpha coefficient. The results were as presented in Table 2.

Table 2: Reliability Test Results

Variable	Items	Cronbach's Alpha
i. Integrated Technology practices	4	0.809
ii. Manpower practices	4	0.753

Results presented in Table 2 showed that integrated technology had the highest alpha coefficient of 0.809, followed by management support with an alpha coefficient of 0.758, manpower practices with 0.753, All constructs depicted a value of Cronbach's Alpha in Table 2, the suggested value of 0.7 thus the study was reliable (Tabachnick & Fidell, 2013; Cooper & Schindler, 2014). On the basis of reliability test, the scales used in this study were reliable to capture the constructs.

outsourcing practices on service delivery at Moi University. With 5=strongly Agree 4= Agree 3= Neutral 2=Disagree 1=Strongly Disagree. Therefore, the results of the study are as shown;

Integrated Technology Practices and Service Delivery

Respondents were required to give their views on the following integrated technology practices on service delivery. The resultant means and standard deviations are presented in Table 3.

Descriptive Results

Under this section, the researcher sought to find out the respondents' knowledge of the influence of

Table 3: Descriptive Statistics for Integrated Technology Practices

STATEMENTS		SA	A	N	D	SD	Min	Max	M	St.d
Good infrastructure has led to efficiency and effectiveness	F	61	52	5	3	3	1	5	4.33	0.86
	%	49.2	41.9	4.0	2.4	2.4				
Organization has trained personnel	F	56	59	3	3	3	1	5	4.30	0.84
	%	45.2	47.6	2.4	2.4	2.4				
Organization has development innovational strategies	F	56	62	2	2	2	1	5	4.35	0.75
	%	45.2	50.0	1.6	1.6	1.6				
Proper communication improved institutional	F	54	65	2	2	1	1	5	4.36	0.68
	%	43.5	52.4	1.6	1.6	0.8				

Valid N=124

The findings presented in Table 3 revealed that of the majority of the respondents 113(91.1%) agreed

that the there was good infrastructure in the university that has led to efficiency and

effectiveness in service delivery while only 6(4.8%) of the same respondents disagreed (M=4.33, Std. D=0.86). Also, majority of the respondents 115(92.8%) agreed that the university has trained personnel which has ensured customer satisfaction in service delivery while 6(4.8%) of the respondents disagreed (M=4.30, std. 0.84). Further, majority of the respondents 118(95.2%) agreed that the university has development innovational strategies to improve service delivery, while only 4(3.2%) of the respondents disagreed on the statement (M=4.35, Std.=0.75) and lastly majority of the respondents 119(95.9%) agreed that proper communication channels have improved

institutional growth and customer satisfaction while only 3(2.4%) of the respondents disagreed on the statement (M=4.36, Std.=0.68). The finding of the study concurs with the observation by Kariuki (2018) who observed that technology has positive effect on service delivery. These findings therefore imply that integrated technology enhances service delivery therefore technological infrastructure need to be fully implemented in the public institutions.

Manpower Practices and Service Delivery

Respondents were required to give their views on the following manpower practices on service delivery. The resultant means and standard deviations were presented in Table 4.

Table 4: Descriptive Statistics for Manpower Practices

STATEMENTS		SA	A	N	D	SD	Min	Max	M	St.d
Talent is empowered by the organization	F	56	58	4	3	3	1	5	4.30	0.85
	%	45.2	46.8	3.2	2.4	2.4				
Motivation improved customer satisfaction on service delivery.	F	56	59	4	2	3	1	5	4.31	0.82
	%	45.2	47.6	3.2	1.6	2.4				
Reward policies adoption has seen tremendous efficient and effective.	F	47	64	5	4	4	1	5	4.18	0.90
	%	37.9	51.6	4.0	3.2	3.2				
Training of staff has enabled them offer quality services	F	57	64	0	1	2	1	5	4.40	0.70
	%	46.0	51.6	0	0.8	1.6				

Valid N=124

The findings presented in Table 4 revealed that of the majority of the respondents 118(92%) agreed that the talent is empowered by the management of Moi university while only 6(4.8%) of the same respondents disagreed (M=4.30, Std. D=0.85). Majority of the respondents 115(92.8%) agreed that the motivation improved customer satisfaction on service delivery in the university while 5(4.0%) of the respondents disagreed (M=4.31, std. 0.82). Also, majority of the respondents 111(89.5%) agreed that the reward policies adoption has seen tremendous efficient and effective while only 8(6.4%) of the respondents disagreed on the statement (M=4.18, Std.=0.90). Further, majority of the respondents 121(97.6%) agreed that training of staff has enabled them offer quality services leading to customer satisfaction in the Moi university while only 3(2.4%) of the respondents disagreed on the

statement (M=4.40, Std.=0.70). The finding of the study agreed with the observation by Nwaeke and Onyebuchi (2017) who observed that the core competencies like, manpower practices, technology collaboration improves organizational competitive advantage. These findings therefore implied that the success of an organization greatly depends on the manpower and the quality of the people who work there to achieve such organizational objectives.

Assessing the Fit of the Multiple Regression Model

The study examined whether the multiple regression model was a good fit for the data. The Analysis of Variance (ANOVA) was conducted to find out the influence among the predictor variables on the influence of outsourcing practices on service delivery at Moi University, Kenya. The analysis results were shown in Table 5.

Table 5: Results of ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	24.462	4	6.115	39.364	.000 ^b
Residual	18.487	119	.155		
Total	42.949	123			

a. Dependent Variable: service delivery

b. Predictors: (Constant), Management Support, Integrated Technology, Cost Management, Manpower

The F-statistics produced (F = 39.364.) was significant at 5 per cent level (Sig. p< 0.05), thus confirming the fitness of the model and therefore, there is statistically significant relationship between management support, integrated technology, cost management, manpower, and service delivery.

Coefficients of Regression Model

The β value tells about the relationship between the predictor variables and the performance of contract management unit. The positive β values indicated the positive relationship between the predictors and the outcome. An examination of the regression coefficients were displayed in Table 6.

Table 6: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.309	.354		.872	.385
1. Integrated technology	.121	.060	.128	2.011	.047
2. Manpower practices	.382	.079	.401	4.811	.000

a. Dependent Variable: Service delivery

The analysis in Table 6 indicated that, integrated technology practices has a positive and statically significant influence on the service delivery (β=0.121; p=0.047). Also, man power practices has a positive and statistically significant influence on the service delivery (β=0.382; p=0.000). These findings concurred with the findings of Kariuki (2018) who established that technology has positive effect on service delivery. Also, technology and manpower has significant effect and they therefore needed to be considered in any effort to boost service delivery in the state corporation. T-test was used to identify whether the predictor was making a significant contribution to the model. The overall model was as shown in Equation below;

$$Y = 0.309 + 0.121X_1 + 0.382X_2 + \epsilon$$

Where Y represents the service delivery at Moi university.

CONCLUSIONS AND RECOMMENDATIONS

The first objective of the study sought to establish the influence of integrated technology practices on service delivery at Moi university, Kenya. Integrated technology was found to positively and significantly influence on service delivery at Moi university. The researcher found out that the respondents rated automated preparation of activities in the Moi university as the main effect of the implementation of information technology in the Kenya breweries limited, Respondents agreed that there is Good infrastructure has led to efficiency and effectiveness in service delivery, Organization has trained personnel which has

ensured customer satisfaction in service delivery. Further, majority of the respondents agreed that the university has development innovational strategies to improve service delivery. Proper communication channels have improved institutional growth and customer satisfaction. Thus a majority of the respondents held the response that integrated technological practices as the effect of the enhancing the service delivery at Moi university Kenya.

The second objective of the study sought to establish the influence of manpower practices on service delivery at Moi university, Kenya. Manpower practices was found to have positive and statistically significant influence on service delivery at Moi university. Majority of the respondents agreed that the university continuously empower talent, Motivation in the university has improved customer satisfaction on service delivery. Reward policies adoption has seen tremendous efficient and effective. Training of staff has enabled them offer quality services leading to customer satisfaction. The success of an organization greatly depends on the manpower and the quality of the people who work there to achieve such organizational objectives. The level of their skills, knowledge, abilities, capabilities and expertise of the employees on the main, lies on the quality of training and development received by the employees.

The study concluded that integrated technology is predictor of service delivery at Moi University, Kenya. The adoption of technologies within various departments in Moi University leads to better service delivery. The development of e-business practices has made it easier for organizations to share information and to encourage co-operation among stakeholders. ICT has become the foundation of success in every sector of economy globally. In economic stimulation and development, Information and Communications Technologies play a critical role in reducing transaction costs and thereby improve productivity, offering immediate connectivity (voice, data, visual) and thus improving efficiency, transparency, and accuracy. ICT has also

has substituted more expensive means of communicating and transacting business operations, for instance; physical travels.

Manpower practices was concluded to having a significant effect on the service delivery at Moi university, Kenya. Manpower practices is the predictor of the service delivery at Moi university. The study provides evidence that the factors associated with manpower practices are overly indispensable in engendering high and quality service delivery. Manpower planning is the first and most important step to be taken with regard to the effective utilization of human resources. The success of an organization greatly depends on the manpower and the quality of the people who work there to achieve such organizational objectives. The level of their skills, knowledge, abilities, capabilities and expertise of the employees on the main, lies on the quality of training and development received by the employees. Today, very profound emphasis is placed by organizations on the training and development of employees and this has an implicit emphasis on

From the study results, findings and conclusions, the study recommended that the management of Moi university should strive to implement outsourcing practices in their departments as a means of enhancing overall service delivery. In fact, the findings have contributed to performance of service delivery in terms of providing valuable input and awareness of outsourcing practices to consider with regard to enhancing performance of the university. Management of the university should formulate policies based on their outsourcing practices in order to achieve maximal service delivery. In terms of policy the research findings have given eminence to embedding outsourcing practices to organization policies in order give impetus to their implementation to achieve high services.

It therefore remains incumbent upon management of the Moi University, supply chain management and stake holders to synthesize integrated

technological practices oriented to institutional policies in order to affect the service delivery. In view of this, it remains inordinately necessary for management of the university to promote technology for optimal utilization of resources for heightened service delivery. Public institutions should outsource their noncore business to outside

providers that can bring great competitiveness. This is because outsourcing gives company staff more time to concentrate on core competences to produce better quality products and outcompete their competitors in the market hence a competitive advantage.

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