



SUPPLIER'S TECHNICAL CAPABILITY ON PROCUREMENT PERFORMANCE OF COUNTY GOVERNMENT OF BOMET, KENYA

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ABSTRACT

Organizations have realized the importance of procurement performance being of value as a measure of operations; hence, it is necessary of establishing and maintaining competitive advantage for success and development. Procurement performance is regarded as the efficiency and effectiveness of procurement functions in an organization. Supplier’s development practice is considered as one of the aspect that can enhance organization competitive advantage which eventually results to effective organization performance. The objective of the study was evaluate the effect of Supplier’s Technical Capability on procurement performance of County Government of Bomet; Kenya. This study employed descriptive research design. The target population of this study composed of senior officers directly linked to decision making on procurement matters in the County Government of Bomet, Kenya. Census technique was applied on the population and the entire targeted population was put under consideration since it is manageable. The study used structured questionnaire as an instrument of primary data collection. The study focused on descriptive and inferential statistics that was analyzed and computed by use of SPSS version 24. Descriptive statistics involved computation of mean, frequencies and standard deviations of the primary data and inferential statistics dealt with correlation of variables and determination of regression model. The study concluded that Supplier’s Technical Capability had effect on Procurement Performance. The recommendation of the study was the County Government to embrace Supplier’s Technical Capability since procurement performance would be enhanced and further research should be conducted to find the strength of Supplier’s Technical Capability on Procurement Performance.

Key words: *Supplier’s Technical Capability, Supplier Development Practices, Procurement Performance*

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INTRODUCTION

Procurement as a function of an organization plays a major role on how to make decisions of acquiring resources, use and dispose if need be. According to Humphreys (2013), purchasing research have tried to focus on supplier development programs and explore how these initiatives impact on procurement performance, which eventually leads to organizational improvement. In the study by Fu, Zhu and Sarkis (2012) on the study of procurement management, Supplier development is concerned with assisting the actual and potential suppliers produce and supply high quality inputs to their prospective clients. Hong and Kwon (2012) Procurement performance refers to how well an organization achieves its purchasing and disposal functional objectives.

Organizations are run in an environment that comprises of innumerable economic and embrace procurement performance as how procurement function yields the objectives of an organization in terms of effectiveness and efficiency political interference to their sources of supplies and services; therefore to thrive in this tumultuous environment, these organizations must keep on monitoring their competitive situation together with their internally controllable processes, particularly the procurement process (Isaac & Robert, 2015). Giunipero and Sawchuck (2013) observed that procurement involves the measures adopted by the purchasing organization to incorporate supply chain so as to reduce on costs and time and increase the output. Procurement practices sets out the means by which procurement policy objectives will be achieved through prioritized action plans.

Technological capability is critically important to the future competitiveness of manufacturing industry. Prajogo and Olhager (2012) describe a typology of small and medium sized manufacturing suppliers, where the technology specialists and problem-solving suppliers are likely to be the most critical in terms of their technological contribution to the end product. It is crucial for their customers that these

suppliers maintain and develop their technological capabilities, regardless of the size of the supplier company. Improving suppliers' technological capabilities obviously requires a long-term focus. Technical capability relates to engineering issues and the supplier's capability to meet performance and technical specifications and requirements. Activities related to the provision of technical support are fundamental to suppliers' performance (Gebauer, Paiola & Edvardsson, 2012). This technical support might consist of direct investment in equipment and personnel of the suppliers, evaluation of supplier performance and sharing feedback on the evaluation results, visiting suppliers' plants, and supplier certification.

According to the Li (2012) technical capability refers to factors in the supplier's operational capacity and facilities, which acts as indicators of its ability to meet the purchaser's current and future requirements. The technical or operational capability factors that a buyer needs to take into account when appraising suppliers include: age and maintenance of plant and machinery, capabilities in operational areas such as engineering, innovation, design, JIT, late customization, reverse logistics and recycling, capability of plant and machinery to produce items within the tolerance set by specifications, volume that supplier may handle and whether the supplier can produce the kind of items required.

Suppliers' need competent technical ability to provide high quality product or service, ensure future improvements in performance and promote successful development efforts Rezaei (Wang & Tavasszy, 2015). Especially, this is very important when the firm's strategy included development of a new product or technology or access to proprietary technology. These technical criteria insist company to shift into the global market place. This factor has been measured on the basis of the importance of the following technical dimensions: compliance with quantity, compliance with due date, compliance with packaging standard, production planning systems of suppliers, maintenance

activities of suppliers and plant layout and material,(Routroy & Pradhan , 2013). The production facilities and ability of the supplier to increase its capacity should also be taken into account to Judge the best one. The potential production capability of each supplier should be analyzed to meet a specified Production plan and also to develop a new product according to the market demand (Harps, 2000).

The need for improvements in the technological capabilities of suppliers has been identified in the supplier development literature, Govindan, Rajendran, Sarkis and Murugesan (2015), although improving quality, cost and delivery (QCD) performances clearly remain the top goals of SD, (Schiele, 2012). Improving supplier technical capability and increasing supplier product development capability have been ranked 6th and 7th respectively, but despite this relatively low ranking, companies in the US still attribute improvements in access to new technologies to their SD effort (Zawislak, Alves, Tello-Gamarra, Barbieux & Reichert, 2012). Technological capability has been linked to SD as part of a vision of integrative development (development aimed at achieving a globally aligned supplier network. This includes the integration of suppliers in new product and process development, and considers issues such as that can be done by buying firms because according to Li et al (2012) buyer's investments could be by investing directly in a supplier capital or by investing in supplier technical support or training.

Buyer assistance towards suppliers can take several forms, where the assistance is the efforts done by buying companies in order to help suppliers to overcome problems, also for the goal to improve its performance and capabilities (Genovese, Koh, Bruno, & Esposito, 2013). According to Rezaei and Ortt (2013) supplier development can take several aspects including providing equipment or capital. Routroy and Pradhan (2013) added that supplier development by equipping supplier by technological support, equipment, or even by direct investments.

Based on Blonska, Storey, Rozemeijer, Wetzels and de Ruytern (2013) findings, transfer of capital resources is much less compared to transfer of human resources from a buyer company towards suppliers. He also found that transfer capital from a buyer to a supplier is quite rare.

Statement of the Problem

Globally most organizations are run in an environment that comprises of mixed up functions of economic and political interference to their sources of supplies and services; therefore to thrive in this volatile environment, these organizations must keep on monitoring their procurement practicing situations together with their internally controllable processes, particularly the procurement process (Isaac & Robert, 2015). In the study by Giunipero and Sawchuck (2013) on procurement management, Supplier's Technical Capability refers to factors in the supplier's operational capacity and facilities, which acts as indicators of its ability to meet the purchaser's current and future requirements. According to Ombaka (2013), most public institutions, procurement departments are characterized by various inefficiencies like poor record keeping, delays in paying suppliers, increased procurement cycle time among others; hence resulting into inefficiencies in the procurement processes that affects performance. Studies have been conducted by scholars among them Oyuke and Shale (2014) on procurement, especially the linking of Supplier's Technical Capability and organizational performance in both public and private sector but little emphasis on supplier's Technical Capability being linked to Procurement Performance. More so, most of the scholars including (Oyuke and Shale (2014): Kwasira and Muiga (2016): Mairura (2015)) recommended for further study on Supplier's Technical Capability on procurement performance in organizations; hence gives rise to a research gap that necessitates the study to be undertaken in County Government of Bomet being a devolved public organization that has yet to have well developed procurement systems.

Objective of the Study

This study determined the influence of Supplier's Technical Capability on procurement performance of County Government of Bomet, Kenya

The study was guided by the following research hypothesis

- **H₀:** Supplier's Technical Capability does not significantly influence procurement performance of County Government of Bomet, Kenya

LITERATURE REVIEW

Theoretical review

Transaction Cost Economics Theory

The theory of Transaction Cost Economics was advocated by Williamson in 1979. Transaction Cost Economics is an economic theory that provides an analytical framework for investigating the governance structure of contractual relations within a supply chain. Transaction Cost Economics theory inspects how business partners who collaborate with each other shields one another from harmful subsidiary with differing relationships (Klein, 2000). It has been the most important new institutional theory which puts the accentuation on the decision on the sourcing predicament, if to outsource or not. The sourcing situation of a firm is likewise described as the make-or-buy decision of a firm (Christopher & Shook, 2009). The two primary drivers of Transaction Cost Economics are uncertainty caused by the external environment and costs, which consist of Coordination costs and Transaction costs, uncertainty and costs, are influenced by the human agent, an individual distinguished through bounded rationality and opportunism, in order to dissect transaction costs (Fink, 2006).

A publication by Williamson (2008) points the need for further elaboration of the link between Transactions Costs Economics theory and supply management, where Transaction Cost Economics examines individual transactions, while supply management introduces a broader systems perspective in which groups of related transactions

are managed as chains. Transaction Cost theory might be one of the most important organization theories because of the studies that have been encouraged through it (Williamson 2010), and is one of the main perspectives in organizational studies (David & Han 2004). The vital commitment of Transaction cost economics to organization theory, resulted in a wide range of empirical contributions, using transaction cost economics, for instance as a make or buy decision help, or verification of the right contract mode (Macher & Richman 2008).

Transaction cost theory tries to reveal why many firms are in existence, and why firms expand or source out deeds to the firms in external environs. The transaction cost theory assumes that majority of firms attempt to reduce the costs of exchanging resources within the environment and that these firms try to curb the bureaucratic costs of exchanges within the company. The majority of these firms are as a result weighing the costs of switching resources with the environs, against the bureaucratic costs of performing activities in-house. Lysons and Farrington (2006) further clarify that, the theory refers to the idea of the cost of providing for goods or services if it was purchased in the marketplace rather than from within the firm and elaborate the three concepts that underpin the theory for example transaction costs, asset specificity and asymmetrical information distribution. Transaction costs are comprised of search and bargain costs; bargaining and decision costs; and policing and enforcement costs. Asset specificity refers to the relative lack of transferability of assets for example sites, physical assets, human assets, brand names, dedicated assets, etc., intended for use in a given transaction to other uses.

In procurement activities, the main activities of Transaction cost economics are centered within 5 processes, namely category strategy, supplier strategy, quotation supplier selection and negotiation, operative procurement and supplier evaluation. Within the first process, the category strategy, the buyer puts equal products into one

pool and can then determine a strategy for this pooled group (Schiele, 2011). A strategy could vary from single vs. multiple sourcing, or international vs. national sourcing.

According to Van Weele (2005) for a supplier strategy, one might identify the purchasing volume, and level of dependency on the supplier to create a supplier strategy. For supplier selection and negotiation, one can choose between competitive bidding and negotiation (Monzka *et.al*, 2010). Coming to the operative procurement step, this step assists the supplier to act according to what has been negotiated beforehand. When the supplier is providing the buyer with the component, one can measure performance of the supplier, which can be indicated through quality, costs and service. Comparing the actual performance to the required performance agreed on in the contract might also be of help. Looking at the Primary decisions of the purchasing network, it is focused on the make or buys decision, sourcing strategies, creating a supplier portfolio and supplier negotiation and contract awarding. All of those decisions can indirectly or directly be influenced by Transaction cost economics. As one analyses the decision points and possible contributions of Transactions Costs Economics, this study arrives at the point that the make or buy decision, or in this case make, hybrid, or buy is even examined through a guideline given by Williamson (2010) and therefore directly supports strategic decision making in the make or buy decision.

Williamson (2010) argued that the company should make a component if transaction costs cannot be kept low, use a hybrid governance approach if asset specificity is high but transaction costs can be kept low through the safeguards provided in the contract, and use the market if the component which has to be supplied has low asset specificity. Coming to the sourcing strategy, whether to use multiple suppliers or a single supplier, one might use the same approach of the human agent as being opportunistic and limitedly rational, as in the make or buy decision. Single sourcing is used when

the supplier offers special technology, which can lead to a competitive advantage of the company; however, the relationship has to be safeguarded to ensure a cooperative relationship.

Agency Theory

In the study by Kimeria and Ngugi (2013), Agency Theory, a contractual relationship is entered by two persons; that is; the principal and the agent to perform some service. This involves delegating some decision-making authority to the agent by the principal. At the same time, an agent is a person employed for bringing his principal into a contractual relationship with a third party. He does not make a contract on his own behalf. Agency Theory is concerned with agency relationships. The two parties have an agency relationship where they cooperate and engage in an association wherein one party (the principal) delegates decisions and/or work to another (an agent) to act on its behalf (Eisenhardt, 2009).

The principal agent theory as advocated by Donahue (1989), explains that procurement managers play a relationship role. However, his findings are based on the buyer/supplier relationship and the need of the buyer, as the principal, to minimize the risks posed by the agent. The author argued that procurement managers including all civil servants concerned with private procurement must play the agent role. Therefore, procurement managers take on the role of agent for elected representatives. The principal-agency theory holds that sabotage is likely to occur when there is some disagreement between policy makers and the bureaucracy. The democratic perspective focuses on responsiveness to citizens and their representatives (Lupia 2003).

As an agent of the government, procurement officers are supposed to perform in the best interest of the stakeholders (Kwasira & Mbuchi, 2016). This is exhibited through maintenance of proper records for accountability purposes. On the other hand, the procurement officers are required to exercise due diligence in supplier selection to ensure they get value for money. This goes further

to maintaining good supplier relationships to ensure sustainable supply of resources in the County Government of Bomet. Therefore, this theory helps in understanding how the procurement officers manage these procurement functions strategically to enhance performance in the County Government of Bomet.

Social Capital Theory

Social capital refers to the norms and networks that enable people to act collectively (Portes, 1998); hence Social capital theory was advocated by (Granovetter, 1985). The principles of this theory is that, while different entities in a capitalistic society have their personal objectives and goals to focus on accomplishing, players have realized that combining efforts with likeminded partners yields better results than working in isolation. The supplier strives to sell their products to any buyer who can offer the best price without any regard to the relationship. This theory underpins the need for establishing working relationships between a buyer and a supplier to enhance mutual benefits. This therefore calls for both firms deploying their resources in support of each other so as to realize common goals. The buyer therefore commits their firm's resources and infrastructure to support their selected suppliers to enhance their capabilities in production related activities whose effect is shared by the buying firms (Granovetter, 1992).

Dyer and Nobeoka (2000) agreed that supplier development can be conceptualized through a social capital theory lens, and that this effort provides valuable insights into the different dimensions of social capital as they pertain to relationships between industrial buying firms and their suppliers. Likewise, Smock (2001) provides support for the theory that buyer commitment and social capital accumulation with key suppliers can improve buying company performance. Using a social capital lens, this study aims to better understand the value created by firms willing to commit to long-term relationships and to develop social capital with key suppliers through supplier development. The study will also try to leverage social capital theory to

explain the value created for buying firms committed to supplier development.

The social capital theory recognizes that relationships can be a source of physical and informational resources. Research has shown that the use of these resources can help organizations to achieve positive outcomes, such as improving company performance (Lawson *et al*, 2008). Matthews and Marzec (2012) explain the characteristics of buyer-supplier relationships and how they affect the performance of companies. However, there are benefits and disadvantages in the use of social capital in the collaborative relationship between buyer and supplier (Villena *et al.*, 2011). Relationship actions involving the three dimensions of social capital (cognitive, relational, structural) most suitable to improve the buyer's operational performance (cost, quality, delivery, flexibility and innovation) of company need to be explored in the area of operations management.

Social Capital Theory is one of the approaches that help to understand how firms obtain resources that exist outside their boundaries and access the benefits of developing closer ties with other parties (Inkpen & Tsang, 2005). Social capital theory is considered one of the more useful perspectives for theorizing the nature of connection and cooperation between organizations (Starkey & Tempest, 2004). Social Capital Theory supports the idea that people and relationships between organizations are instrumental to competitive advantage. As cooperation between buyers and suppliers increase, it is important that researchers and practitioners alike increase their awareness of social capital and how it can impact the performance of buyer-supplier relationships (Krause, *et al.*, 2007).

McGrath and Sparks (2005) summarize the benefits of building social capital in supply chain relationships as: increased ability to create value for both parties; flexibility and speed of joint responses to market or customer; and optimization of costs and resources. They suggest that, social capital is the relational glue that underlies effective supply

chains (McGrath & Sparks, 2005). Lawson *et al* (2008) illustrate how social capital facilitates not only the general buyer-supplier relationship interaction process, but also specific operational metrics within the relationship. Bessant (2003) suggested that the collectively and shared purpose associated with social capital help to establish appropriate practices between buyers and suppliers. An increasing amount of research suggests that by building social capital through the

enhancement of supplier relationships, the performance of the entire supply chain can be improved and strengthened. However, as is the case with other forms of organizational capital, social capital will only appropriate value to a relationship if it is effectively managed and governed. In this paper, social capital theory is used to explore the contextual factors which encourage adaptability and the development of trust in the supply chain and more so between the supplier

Conceptual Framework

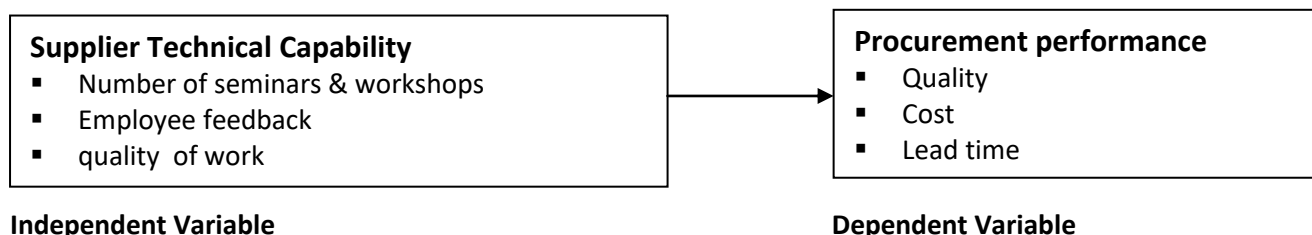


Figure 1: Conceptual framework

METHODOLOGY

Research Design: In the study by Kothari (2007) on research, defines a research design as the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose. This research adopted descriptive survey research design. That is the descriptive research design is suitable for exploring relationships that are conducted in order to explain any behaviour or reactions of people to a given phenomenon in the society (Hair *et al.*, 2006). The descriptive research design takes the situation as it is, therefore was used to determine the association between the conceptualized independent and dependent variables as shown in the study's conceptual model.

Target Population: This study targeted 92 employees of the Audit, finance and procurement senior officers from County Government of Bomet

Sampling Frame: According to Cooper and Schinder (2007), sampling frame is a list of all the items in the population. That is, it is a complete list of everyone or everything you want to study or a list of things that you draw a sample from. In this study it

consisted of officers from audit, finance and procurement departments who are directly linked to transactions of procurement in the County Government of Bomet, Kenya.

Sample Size and Technique: According to Cooper and Schinder (2007), sampling frame is a list of all the items in the population. That is, it is a complete list of everyone or everything you want to study or a list of things that you draw a sample from. In this study it consisted officers from audit, finance and procurement departments who are directly linked to transactions of procurement in the County Government of Bomet, Kenya

Data Collection Instruments: Primary data was collected by means of self-administered questionnaires. The questionnaires had structured questions. These questionnaires were structured and designed in multiple choice formats.

Data Processing and Analysis: Data collected from the field was coded, cleaned, tabulated and analyzed using both descriptive and inferential statistics with the aid of specialized Statistical Package for Social Sciences (SPSS).version 24 software. Descriptive statistics such as frequencies

and percentages as well as measures of central tendency (means) and dispersion (standard deviation) was used. Data was also organized into graphs and tables for easy reference.

Further, inferential statistics such as regression and correlation analyses was used to determine both the nature and the strength of the relationship between the dependent and independent variables. Correlation analysis is usually used together with regression analysis to measure how well the regression line explains the variation of the dependent variable. The linear and multiple regression plus correlation analyses were based on the association between two (or more) variables. SPSS version 24 is the analysis computer software that was used to compute statistical data.

Study conceptualized Regression Model;

$$y = \beta_0 + \beta_1 X_1 + \varepsilon$$

y = Procurement Performance

β_0 = Constant

X_1 = Supplier's Technical Capability

$\{\beta_1\}$ = Beta coefficients

ε = the error term

FINDINGS AND DISCUSSIONS

The study consisted of 92 questionnaires being dispatched for data collection, 76 questionnaires were returned completely filled, representing a response rate of 82.6% which was good for the purpose of the population study target for research findings to a wider population. The high response rate was achieved because it involved patience in waiting for respondents to completely fill the questionnaire before picking them.

Descriptive Statistics;

Descriptive statistics: Supplier's Technical Capability and Procurement Performance

These are summarized responses on whether Supplier's Technical Capability Influences Procurement Performance of County Government of Bomet, Kenya.

Most respondents agreed (48.1%) and strongly agreed (16.9%) that the supplier identification is

always guided by supplier product service information, while 46.8% agreed that selected suppliers are the ones who have right information about product or service. More so, 45.5% and 16.9% of respondents agreed and strongly agreed respectively that the process of supplier determination has been always based on supplier having proper product or service. 50.6% agreed that the supplier selected should be one having special capabilities that require technical capabilities. Furthermore, most respondents agreed (41.6%) and strongly agreed (15.6%) that Supplier identification criteria ensure that only those suppliers with technical capability are selected. Lastly, most respondents agreed (50.6%) that generally, the process of supplier determination has always identified those suppliers who meet the firm's technical capability. This implies that Supplier's Technical Capability has a relation with Procurement Performance. Suppliers' need competent technical ability to provide high quality product or service, ensure future improvements in performance and promote successful development efforts Rezaei (Wang & Tavasszy, 2015). Especially, this is very important when the firm's strategy included development of a new product or technology or access to proprietary technology. These technical criteria insist company to shift into the global market place. This factor has been measured on the basis of the importance of the following technical dimensions: compliance with quantity, compliance with due date, compliance with packaging standard, production planning systems of suppliers, maintenance activities of suppliers and plant layout and material, (Routroy & Pradhan, 2013).

Inferential Statistics;

Influence of Supplier's Technical Capability on Procurement Performance

This tested the influence of Supplier's Technical Capability on Procurement Performance of County Government of Bomet; Kenya. The results are shown table 1.

Table 1: Influence of Supplier’s Technical Capability on Procurement Performance

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.676 ^a	.458	.449	.90463	.457	63.037	1	75	.000
ANOVA ^b									
Model		Sum of Squares	Df	Mean Square	F				Sig.
1	Regression	51.587	1	51.587	63.037				.000 ^a
	Residual	61.377	75	.818					
	Total	112.964	76						
Coefficients ^a									
Model		Unstandardized Coefficients	Std. Error	Standardized Coefficients	T				Sig.
1	(Constant)	1.162	.304		3.826				.000
	Supplier’s Technical Capability	.756	.095	.676	7.940				.000

a. Dependent Variable: Procurement Performance

From table 1, the model summary shows that $R^2 = 0.458$; implying that 45.8% variations in the Procurement Performance of County Government of Bomet; Kenya is explained by Supplier’s Technical Capability while other factors not in the study model accounts for 54.2% of variation in Procurement Performance of County Government of Bomet; Kenya. Further, coefficient analysis shows that Supplier’s Technical Capability has positive significant influence on Procurement Performance of County Government of Bomet; Kenya ($\beta = 0.756 (0.095)$; at $p < .01$). This implies that a single improvement in effective Supplier’s Technical Capability will lead to 0.756 unit increase in the financial performance of listed commercial banks in Kenya. Therefore, the regression equation is;

$$(iii) Y = 1.162 + 0.756X_3$$

Where;

y = Procurement Performance of County Government of Bomet, Kenya

X_3 = Supplier’s Technical Capability.

Testing of study hypothesis

Study hypothesis (H_0) stated that Supplier’s Technical Capability does not significantly influence Procurement Performance of County Government of Bomet, Kenya. Multiple regression results indicate that Supplier’s Technical Capability significantly influence Procurement Performance of County Government of Bomet ($\beta = 0.756 (0.095)$ at $p < 0.05$). Hypothesis therefore is rejected. The results indicate that that a single improvement in effective crowd funding systems will lead to 0.756 unit increase in the Procurement Performance of County Government of Bomet, Kenya.

According to the Li (2012) technical capability refers to factors in the supplier’s operational capacity and facilities, which acts as indicators of its ability to meet the purchaser’s current and future requirements. The technical or operational capability factors that a buyer needs to take into account when appraising suppliers include: age and maintenance of plant and machinery, capabilities in operational areas such as engineering, innovation, design, JIT, late customization, reverse logistics and recycling, capability of plant and machinery to

produce items within the tolerance set by specifications, volume that supplier may handle and whether the supplier can produce the kind of items required.

CONCLUSIONS AND RECOMMENDATIONS

The Main objective of this chapter was to provide precise brief information about the study and hence objectively avail a conclusion and make necessary recommendations based on quantitative analysis. The study tested, H_{03} : Supplier's Technical Capability does not significantly influence Procurement Performance of County Government of Bomet, Kenya.

The study findings support other researchers who found that Supplier's Technical Capability has a bearing impact on Procurement Performance. Among the scholars, Williamson (2020) embraced Suppliers Technical Capability being positively

friendly to Procurement Performance. The study concluded that Information Technology Capabilities had an effect on competitive performance of manufacturing firms in Kisumu city.

County Government applying Supplier's Technical Capability in the process of procurement functions leads to efficiency and effectiveness of handling managerial situations with flexibility putting into consideration that business environments are volatile. Hence Supplier's Technical Capability has influence on Procurement Performance of County Government of Bomet, Kenya

Areas for further research

First, a similar study can be done on private organizations using the same variables to establish the strength of relationship between Supplier's Technical Capability and Procurement Performance, putting into consideration the study dwelled on County Governments in Kenya.

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