Effect of Supplier Evaluation on Service Delivery at Moi University

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How to Cite this Paper:


International Journal of Research in Education and Social Sciences (IJRESS)
A Refereed International Journal of OIRC JOURNALS.
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Abstract
Public sector organizations in Kenya including public universities experience supplier relationship development challenges and this negatively affects service delivery. Current study therefore tried to establish the effect of supplier evaluation on service delivery in Moi University in Kenya. The objective was grounded by reinforcement theory of performance management. The study adopted an explanatory research design. The target population was 219 key informants which included all procurement staff and administrative staff from Moi University. Stratified and simple random sampling technique was adopted to arrive at the sample size which is 142 key informants. Data was collected from the key informants by use of semi-structured questionnaires and interview schedule. The instruments were tested for reliability and validity to enhance credibility of data. In inferential statistics, multiple regression and Pearson correlations was used while in descriptive statistics mean; frequencies, standard deviations kurtosis and skewness was used. Multiple regression analysis was used to model the relationship between the study variables. The researcher regressed the variables at 5% significance level to determine the strength of the variables and direction of their relationship. The reliability coefficient of 0.7 and above is highly appropriate and was used as a measure for accepting reliability of the variables. The researcher presented data by use of tables. The study findings showed study variable supplier evaluation β=0.331, p<0.05 was positive and statistically significant to service delivery at Moi university in Eldoret. The study concludes that supplier evaluation affects service delivery at Moi University. Supplier evaluation has gained significance with initiatives for managing costs and driving efficiency in organizations in order to increase the overall service delivery.

Keywords: effect, supplier, evaluation, service, delivery.

Introduction
Supplier evaluation is an approach of the organization that aimed towards continuously improving the collaboration and corporation between the supplier and the buyer which aims at supplier performance and the edging towards buyers’ competitive advantage (Ho, Xu, & Dey, 2010) describes supplier evaluation as a practice, reactively to deal with poor supplier performance, or strategically to enhance the long-term capability of the supply optimization. This continuous activity helps to meet the needs of the procuring entity (Hahn, et al, 1990) cited in (Lukhoba & Muturi, 2015). In this regard Organizations are more eager in supplier evaluation programs not only to continue long term relationship with their suppliers (Loppacher, Cagliano, & Spina, 2011).

Through the practice of conducting appropriate supplier evaluation, the buying firm was able to reduce the risks, realization of value of services and the products through proper collaborations (Steinkeller, 2017). The organization can benefit from the strategic planning, proper management, and continuous interactions with the suppliers and the customers of the organizations. The organizations need to incorporate the total quality management attributes. This can be done through reducing the lead times, cutting the costs, sourcing the quality products, and putting in place the collaborations between the buyers and the sellers. It aims at building long term relationships between the buyers and the sellers (Monczka, et al 2010). Delivering services of high quality in public universities is an important pursuit for service providers that seek to create and provide value to
their customers (students and administrators) (Grönnroos and Ravald, 2011). Through the provision of high levels of service quality, companies can achieve increased customer satisfaction, loyalty and therefore long-term profitability (Zeithaml and Bitner, 2000). In order to provide high levels of service quality and therefore create value for their customers, service organisations need to plan the delivery of their services and to ensure the successful implementation of the actual plan (Parasuraman, Berry and Zeithaml 1985, 1988). Therefore, good planning and effective implementation of the developed delivery plans are key factors for the Service Delivery System (SDS) (Rocks and Owusu, 2017).

In China, Supplier evaluation is, in simpler terms, about providing regular and continuous feedback of the supplier’s performance as qualified by the buyer’s organization, jointly with any client’s complaints. This feedback can frequently, in and of itself, provide a key inducement for suppliers to check and advance their performance, mainly in areas such as delivery consistency and lead times. This strategy can be further boosted by using the expertise in the buying organization to expand the supplier’s capacities and hence augment the total added quality in both products and services. Purchasing and supplies management ought to also be receptive to the likelihood of taking up supplier know-how and aligning it to the buyer’s business objectives and needs (Moczka, Handfield, Giunipero, & Patterson, 2015). In Germany, supplier evaluation in the organizations ensure positive interactions (Mukherji & Francis, 2008). In summary it can be concluded that there are more benefits of the procuring entity through the dyadic relationship it actuates between the buyer and suppliers. This argument is echoed by RBV which emphasizes in the organizations supplier evaluation. This altogether augments the importance of supplier performance in establishing and maintaining their competitive advantage. There are challenges which hinder the public sectors negatively, which prejudices effective and positive delivery of works and services (Ondieki & Oteki, 2015). Supplier evaluation is any effort or attempt by a buying firm, that is the manufacturer with its supplier to enhance the performance and/or capabilities of the supplier and in that way meet the manufacturers supply needs and specifications (Murugi, 2014). Supplier evaluation strategies involve ensuring that there is competitiveness among suppliers, assessing supplier performance, feedback communication, creating supplier certification programs, laying down the promised current and future benefits, carrying out site visits and training program. The buying firm is normally involved in supplier evaluation programs so as to ensure that the firm attains company’s objectives. Management has been found to be a key enabler in initiating a supplier evaluation program based on the firm’s competitive strategy (Hines, 2004).

**Statement of the Problem**

Delivering services of high quality in public universities is an important pursuit for service providers that seek to create and provide value to their customers (students and administrators). Through the provision of high levels of service quality, companies can achieve increased customer satisfaction, loyalty and therefore long-term profitability. However, over seventy percent (70%) of public sector organizations in Kenya including public universities experience supplier evaluation management challenges and this negatively affects...
effective service delivery (Ondieki & Oteki, 2015). This has made majority of the business people in the private sector avoid dealing with the government because of the poor relationship in the supply chain management processes. Public procurement in the Kenyan economy accounts for 65% of the overall government expenditure. This is an indication of the largest economy served in the Kenyan economy (Njagi & Ogutu, 2014). These calls for effective service delivery which help both parties manage uncertainty and increase efficiency of their supply chains (Facett, Jones & Amydee, 2012). Public universities operations quiet often have come to a halt due to delay of supplies of critical items or worse still failure by suppliers to supply critical items required for day to day operations due to poor service delivery. That there is need to analyze how supplier evaluation influence service delivery in different industry contexts. Based on this argument and limited studies conducted on supplier evaluation and buyer supplier relationships in the Kenyan context, the current study has been designed to fill in the existing gap in literature by critically establishing the effect of supplier evaluation on service delivery at Moi University.

Objective of the Study
The objective of the study was to explore the effect of supplier evaluation on service delivery at Moi University.

Research Hypothesis
H0: Supplier evaluation has no statistically significantly effect on service delivery at Moi University.

Theoretical Review
This study was guided by reinforcement theory of performance management.

Reinforcement Theory
This theory is based on operant conditioning developed initially by a psychologist by the name of B.F Skinner. The theory argues that the behavior of people is largely determined by its consequences. Those actions that tend to have positive consequences tend to be repeated in future while those with negative consequences are unlikely to be repeated again (Conger, 1956). As such, decision makers in organizations should endeavor to ensure that consequences of good performance are pleasant while those of poor performance are unpleasant. With regard to suppliers’ evaluation, it should be made quite clear that meeting or surpassing the appraisal criteria would result in winning the confidence of the appraiser. This would ultimately result in the appraised benefiting by having contracts awarded to them which according to this theory, can be referred to as the pleasant consequence (Conger, 1956).

The basic idea underlying reinforcement theory is the concept of reinforcement itself. An event is said to be reinforcing if the event following some behavior makes the behavior more likely to occur again in future. Positive Reinforcement entails use of positive consequences that stimulates the desired behavior and strengthens the probability of repeat in such behavior in future. Suppliers can get positive reinforcement by being assured of continued business partnership should they continue meeting the client’s expectations. They can also be issued with recommendation letters or certificates of exemplary performance to motivate them to continue performing well (Slade and Owens, 1998). Negative reinforcement also referred to as avoidance learning involves use of unpleasant consequences to condition individuals from behaving in undesirable manner. By making unpleasant consequences contingent on undesirable performance, suppliers will systematically change their ways and endeavor to meet the requirements of their clients. By so doing, the resultant win-win situation will ensure that the performance of the procurement function is positively affected. In supplier evaluation, consequences of not meeting the scoring criteria should be made known in the tender or request for quotation documents to serve as an alert against negative consequences (Stipek, 1998). This theory thus is relevant to this study’s supplier evaluation variable. To continue enjoying the good results, the suppliers are likely to do all they can to ensure they keep scoring well and maintain good performance in future. The poor performance they may record in some areas or instances is unlikely to be repeated in future events. A procuring entity that applies prudent supplier evaluation stand to greatly benefit from good or improved performance of its procurement function now and in the future. Good supplier evaluation using the key parameters which are financial stability, quality aspects, reliability and past performance is a tool that can be used to put the reinforcement theory into practice in the area of supplier evaluation (Corr, 2004).

Empirical Review
This section presents the reviews done in relation to the supplier evaluation practices.

Supplier Evaluation and Service Delivery
Manoharan, Muralidharan and Deshmukh (2010) investigated the analyzing and Interaction of critical factors of supplier evaluation using Interpretive structural modeling. The study was conducted through a descriptive design using a cross sectional survey within Kenya’s Ministry of Energy workforce at the Nairobi head office. The study employed purposive sampling to select the sample and sample elements. This resulted to a sample size of 72 staff. A semi structured questionnaire as a data collection instrument was used. The field data was statistically analyzed using descriptive statistics and narrative summary analyses. Findings indicate that
supplier evaluation has a significant impact on service delivery. The study relied on Kenyans one from ministry hence need to be done on other ministries.

Tracey and Tan (2011) conducted an Empirical analysis of supplier evaluation and involvement, customer satisfaction, and firm performance. Supply Chain Management. The researcher collected data using questionnaires method. Drop and pick approach was adopted whereby respondents was given adequate time to fill the questionnaires. The questionnaires were well structured, with the aim of collecting specific information Qualitative reports were presented in form of essay which was discussed as per the study objectives aligned with the theories and empirical study. These data were analyzed using descriptive analysis such as frequency, percentage, mean and standard deviation. Qualitative data was transcribed and summarized according to themes and contents. The study did not demonstrate any inferential analysis adopted.

Prahinski and Yan (2007) conducted a study on supplier evaluations: Communication strategies to improve supplier performance. The study targeted 30 respondents of humanitarian organizations, out of which 21 questionnaires were returned filled, representing 70% response rate. The study used primary data. Quantitative data collected was analyzed by the use of descriptive statistics using some inference Cooper and Schindler, (2011). The target population for the study was the employees drawn from procurement department and administrators in Moi University (University HR records, 2019). Target population above was chosen since they are accessible to information required by the researcher and they are directly in procurement process. The accessible population of the study totals to 219 employees from Moi University.

**Conceptual Framework**

The conceptual framework below depicts a model showing variables relationship supplier evaluation and service delivery.

**Independent Variables**

**Figure 1 Conceptual Framework**

**Supplier Evaluation**
- Product quality
- Price
- Flexibility

**Service Delivery**
- Trust
- Efficiency
- Market Value

**Dependent Variable**

**Research Methodology**

**Research Design**

Research design is a sketch and the procedures for research that cover the decisions from big assumptions to exact methods of data collection and analysis (Johnson & Onwuegbuzie, 2010). The study used explanatory research design. Explanatory research design is actually a type of research design which focuses on explaining the aspects of a study in a detailed manne (Alshenqeeti, 2004). This design was chosen because it helps the researcher in understanding the problem more efficiently in trying to investigate the effect of the independent variables on the dependent variable.

**Target Population**

Population refers to the total collection of all the elements about which the study wishes to make a study in a detailed manne (Alshenqeeti, 2004). This design was chosen because it helps the researcher in understanding the problem more efficiently in trying to investigate the effect of the independent variables on the dependent variable.
Sampling Frame
The sampling frame refers to the groups or individuals which was drawn from the larger population (Kothari, 2009). The sample frame refers to the list of all population of the individuals or groups. The appropriate sample for the current study is 219 respondents. The sample frame for this study included all the 219-procurement staff, suppliers and administration staff from the schools and departments in Moi University.

Sample Size and Sampling Technique
The sample size can be defined as the selected group of respondents from the larger group in order to generalize the results (Saunders, Lewis and Thornhill, 2009). The required sample should not be large or small (Kothari, 2009). The appropriate sample size should be efficient, reliable, and flexible (Marshall, 1996). Sampling refers to the process of deriving the sample size from the larger population. It refers to is the process of selecting units (e.g., people, organizations) from a population of interest. Stratified random sampling technique was used to select the universities. Stratified random sampling is a method of sampling that involves the division of a population into smaller groups known as strata (Marshall, 1996). The sample size for the study was 142 respondents derived from the larger population of 219 employees. Taro Yamane (1997), sample size formula as cited in Equation 2

\[ n = \frac{N}{1 + Ne^2} \]  

Where:
- \( n \) represents the Sample size
- \( N \) represents total Population size
- \( e \) represents the error of Sampling

This study allowed the error of sampling of 0.05. Thus, sample size was as follows:

\[
\frac{219}{1+219(0.05^2)} = 142
\]

Table 2 Sample Size

<table>
<thead>
<tr>
<th>University Employees</th>
<th>Accessible Population</th>
<th>Sample Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Procurement Staff</td>
<td>61</td>
<td>40</td>
</tr>
<tr>
<td>Suppliers</td>
<td>80</td>
<td>52</td>
</tr>
<tr>
<td>Administration</td>
<td>78</td>
<td>50</td>
</tr>
<tr>
<td>Total</td>
<td>219</td>
<td>142</td>
</tr>
</tbody>
</table>

Research Instrument
Research instruments are the means by which primary data can be collected and have the advantage of ensuring that more data is obtained (Collis & Hussey, 2014). The study used questionnaires; this study used questionnaires to collect data relevant to the study. A questionnaire is a collection of questions to which a respondent is expected to respond mainly by writing (Kothari, 2009). Sekaran and Bougie (2013) argues that questionnaires are important data collection tools that enable the researcher to be able to measure the variables in question. They are easy to give out and analyse. They are favourable because they cover a large population within a short time and minimal cost on the part of the researcher and bring independence and accuracy of responses from the respondents (Mugenda, 2010). The questionnaire was used because it provides a more comprehensive view than any other research tool. Questionnaire was used to obtain primary data from the sampled population. The questionnaires were formulated according to study objectives in a systematic procedure. The researcher administered the questionnaires personally to the respondents and thereafter the filled questionnaires was collected immediately for data analysis.

Pre-testing of Research Instrument
Pre-testing refers to a study conducted before main study in order to test validity of the research instruments (Sreevidy & Sunitha, 2011). Pre-testing of the questionnaire was done at Masinde Muliro University of Science of Technology in order to identify whether the developed instrument is in agreement with the contents of the research questions. It enabled the researcher to establish the validity of the questionnaire. It also ensured that the questionnaire provides insight to the phenomenon being studied.

Validity of Research Instrument
Validity is the extent to which evidence supports any inferences a researcher makes in accordance to the information collected using particular instrument (Fraenkel, Wallen, & Hyun, 2012). The researcher tried to make sure that multiple methods used for data collection triangulate each other (Golafshani, 2003). To test for the validity, the instruments was scrutinized to identify any misunderstandings and ambiguity. Expert opinions literature searches and pre-testing of open-ended questions were put into use to clarify the content validity used. The questions in the questionnaire was asked to the colleagues and there after important corrections made. Consequently, the instruments with guidance from the university supervisors and the results of pilot study on open-ended questions.

Reliability of Research Instrument
The study aimed at determining the reliability of the research instrument. The reliability of research instrument can be obtained when there is absence of
differences in the results if the research is repeated (Collis and Hussey, 2009). The researcher operationalized reliability as credibility, accuracy, and consistency of the data collected and the results presented. In this study, reliability was determined by use of internal consistency technique. The rationale for internal consistency is that the individual items should all be measuring the same constructs and thus correlates positively to another. Internal consistency was measured through Cronbach’s coefficient alpha. The test of reliability was calculated using the SPSS (Statistical Package for Social Science). The Cronbach’s alpha coefficient ranges between 0 and 1. Higher alpha coefficient values mean that scales are more reliable. As a rule of thumb, acceptable alpha should be at least 0.70 or above (Maizura, Masilamani, & Aris, 2009).

Data Collection Procedure

Upon approval of the research proposal, an introductory letter from Jomo Kenyatta University of Agriculture and Technology the researcher sought appointment and consult with the universities, after which appointments were booked within authorities.

Data Presentation and Analysis

This is the evaluation of coded data and making conclusions (Kombo & Tromp, 2009). After the questionnaires were collected, they were coded and fed into the SPSS computer software and analysed. At the beginning screening of data was done using sort functions. Data was in accordance to the objectives and research question of the study. Quantitative data collected was analysed using descriptive statistical techniques which were the frequencies, mean, standard deviation. Qualitative data were categorized and presented in emergent themes and measures of central tendency gave the expected summary statistics of the variables being tested. The findings were presented by use of frequency distribution tables that give record of a number of times a score or a response occurs. Besides, the researcher used inferential statistics like linear regression and Pearson’s correlation.

\[ Y = \beta_0 + \beta_1 x + \epsilon \]  

Equation 3

Where; \( Y \) represents service delivery \( \beta_0 \) represents a Constant. \( x \) represents Supplier Evaluation \( \beta_1 \) represents the coefficient of regression for independent variables. \( \epsilon \) represents a random error term.

Research Findings and Discussions

Response Rate

The study targeted 142 respondents. The researcher issued all the 142 questionnaires to the respondents. Questionnaires that were successfully filled and returned by the respondents were 130 which represent a response rate of 91.54%. The remaining 8.46% was because some of some staff in their work place were out for official duties at the time collecting the questionnaires. Halcom and Hickman, (2015) attributes a response rate of over 70% as excellent for analyzing collected data. Hence the response rate for the study was appropriate.

Reliability Test Results

The study determined the reliability of the questionnaire by using Cronbach’s alpha. The alpha coefficient above or equal to 0.70 was considered sufficient. The results are shown in Table 3.

<table>
<thead>
<tr>
<th>Variables</th>
<th>Cronbach’s Alpha Coefficient</th>
<th>Tested Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supplier evaluation</td>
<td>0.850</td>
<td>3</td>
</tr>
<tr>
<td>Service delivery</td>
<td>0.798</td>
<td>4</td>
</tr>
</tbody>
</table>

Table 3 Reliability Results of Research Questionnaire

As depicted in Table 3, supplier evaluation had an alpha of 0.850 and service delivery had an alpha of 0.798. According to Wire (2015) the Cronbach alpha coefficient of equal to 0.7 or above is considered sufficient threshold. Therefore, all the items in the questionnaire were reliable since individual alpha for each variable was above 0.7.

Background Information of Respondents

Respondents were asked to provide their information regarding the period worked in the institution, gender and level of education.

Distribution of Respondents by Period Served in Moi University

The Respondents were asked to state the period they have worked in Moi University. The results are shown in Table 4.

<table>
<thead>
<tr>
<th>Period Served</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below 2 Years</td>
<td>13</td>
<td>10.0</td>
</tr>
<tr>
<td>2- 4 years</td>
<td>54</td>
<td>41.5</td>
</tr>
<tr>
<td>4- 6 years</td>
<td>48</td>
<td>36.9</td>
</tr>
<tr>
<td>Above 5 years</td>
<td>15</td>
<td>11.6</td>
</tr>
<tr>
<td>Total</td>
<td>130</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Table 4 Distribution of Respondents by Period Served in Moi University
Jepchumba and Kibet (2019)
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From the findings in Table 4, it was observed that, majority of the respondents 54 (41.5%) in Moi university have served for a period of 2 to 4 years. While those who have served for a period of 4 to 5 years were 48 (36.9%). The findings further show that, few respondents 15 (11.6%) show that they have worked for more than 6 years 15 (11.6%) and lastly those who have served a period of less than 2 years were 13 (10.0%). The findings imply that majority of the respondents working in Moi university have served for a period of more than 3 years hence they have relevant experience.

### 4.4.2 Distribution of Respondents by their Gender

Respondents were asked to tick appropriately on their gender. Table 5 shows the distribution of gender.

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>78</td>
<td>60.0</td>
</tr>
<tr>
<td>Female</td>
<td>52</td>
<td>40.0</td>
</tr>
<tr>
<td>Total</td>
<td>130</td>
<td>100.0</td>
</tr>
</tbody>
</table>

From the study results, 78 (60.0%) were male respondents while 52 (40.0%) were female respondents. This implies that majority of staff working in sampled departments in Moi University are male, procurement function and other departments should consider gender balance when recruiting staff.

### 4.4.3 Distribution of Respondents by the level of Education

The respondents were also asked to provide information regarding their highest level of education. The results are as presented in Table 6.

<table>
<thead>
<tr>
<th>Level of Education</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>College</td>
<td>10</td>
<td>7.7</td>
</tr>
<tr>
<td>Undergraduate</td>
<td>65</td>
<td>50.0</td>
</tr>
<tr>
<td>Post graduate</td>
<td>43</td>
<td>33.1</td>
</tr>
<tr>
<td>Any other</td>
<td>12</td>
<td>9.2</td>
</tr>
<tr>
<td>Total</td>
<td>130</td>
<td>100.0</td>
</tr>
</tbody>
</table>

The findings in Table 6 shows that majority of respondents 65 (50.0%) in the sampled departments in Moi university were degree holders, followed by post graduates 43 (33.1%), 12 (9.2%) indicated that they had CPA and KISM certificates and lastly 5 (6.5%) of the respondents pointed out that they had college certificates. This implies that Moi University employs skilled workforce since majority of the employees are degree holders.

### Descriptive Statistics

The study sought to determine the effect of supplier evaluation on service delivery at Moi University, Kenya. This section analyses supplier evaluation practices by use of descriptive statistics.

### Supplier Evaluation and Service Delivery

The second objective sought to explore the effect of supplier evaluation on service delivery at Moi University. The results are as presented in Table 7.

<table>
<thead>
<tr>
<th>Statements</th>
<th>valid N</th>
<th>F</th>
<th>SA</th>
<th>A</th>
<th>N</th>
<th>D</th>
<th>SD</th>
<th>Mean</th>
<th>Std. D</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Evaluation helps improve product quality.</td>
<td>130</td>
<td>56</td>
<td>72</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>3.17</td>
<td>0.97</td>
</tr>
<tr>
<td>%</td>
<td></td>
<td>43.1</td>
<td>55.4</td>
<td>1.5</td>
<td>0</td>
<td>0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Price evaluation is done to determine whether correct prices have been placed.</td>
<td>130</td>
<td>55</td>
<td>69</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>4.92</td>
<td>0.44</td>
<td></td>
</tr>
<tr>
<td>%</td>
<td></td>
<td>42.3</td>
<td>53.1</td>
<td>2.3</td>
<td>1.5</td>
<td>0.8</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Evaluation is done to determine the suppliers’</td>
<td>130</td>
<td>70</td>
<td>53</td>
<td>3</td>
<td>2</td>
<td>2</td>
<td>3.54</td>
<td>1.66</td>
<td></td>
</tr>
<tr>
<td>%</td>
<td></td>
<td>53.8</td>
<td>40.8</td>
<td>2.3</td>
<td>1.5</td>
<td>1.5</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Valid N =130
From the findings, 128(77.9%) of the respondents agreed that evaluation helps improve product quality (M=3.17, Std.D=0.97). When asked how price evaluation is done to determine whether correct prices have been placed, 124(95.4%) of the respondents agreed while 3(2.3%) of the respondents disagreed (M=4.92, Std. D=0.44). Finally, 123(94.6%) of the respondents agreed that evaluation is done to determine the supplier’s flexibility to changing times, while 3(2.3%) of the respondents were undecided on the statement and 4(3.0%) of the respondents disagreed (M=3.54, Std. D=1.66). These findings concur with the findings of Watts and Hahn (1993) who noted that supplier evaluation improves the service delivery. These findings imply that supplier evaluation practice dictates service delivery.

Service Delivery Results

The researcher sought to determine the effect of supplier evaluation practices on service delivery at Moi University. The results are presented in Table 8.

Table 8 Descriptive Statistics for Service Delivery

<table>
<thead>
<tr>
<th>Statements</th>
<th>SA</th>
<th>A</th>
<th>N</th>
<th>D</th>
<th>SD</th>
<th>Mean</th>
<th>Std. D</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. There is high mutual trust between buyer and supplier.</td>
<td>F</td>
<td>61</td>
<td>58</td>
<td>1</td>
<td>6</td>
<td>4</td>
<td>4.27</td>
</tr>
<tr>
<td>%</td>
<td></td>
<td>46.9</td>
<td>44.6</td>
<td>0.8</td>
<td>4.6</td>
<td>3.1</td>
<td></td>
</tr>
<tr>
<td>2. There is supplier efficiency which improves service delivery.</td>
<td>F</td>
<td>70</td>
<td>48</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>3.21</td>
</tr>
<tr>
<td>%</td>
<td></td>
<td>53.8</td>
<td>36.9</td>
<td>3.1</td>
<td>3.1</td>
<td>3.1</td>
<td></td>
</tr>
<tr>
<td>3. A good service improves service delivery.</td>
<td>F</td>
<td>63</td>
<td>57</td>
<td>3</td>
<td>6</td>
<td>1</td>
<td>3.63</td>
</tr>
<tr>
<td>%</td>
<td></td>
<td>48.5</td>
<td>43.8</td>
<td>3.1</td>
<td>4.6</td>
<td>0.8</td>
<td></td>
</tr>
</tbody>
</table>

The findings presented in Table 8 revealed that 119(91.5%) of the respondents agreed while 7(7.7%) disagreed that there is high mutual trust between buyer and supplier. (M=4.27, Std. D=0.13). Also, concerning availability of supplier efficiency which improves service delivery, 118(88.3%) of the respondents agreed, 8(6.2%) disagreed while 4(3.1%) gave a neutral opinion (M= 3.21, Std. D=0.21). Good services improve service delivery statement had majority of the respondents, 120(92.3%) agreeing, 7(5.4%) disagreed while 3(3.1%) gave a neutral opinion (M=3.63, Std. D=1.66). These findings concur with the findings of Rockson and Owusu (2017) who noted that provision of quality services largely depend on mutual trust, efficiency and service provision by suppliers. This finding implies that service delivery is influenced by, supplier evaluation. Moi University should therefore implement these practices to improve service delivery.

Inferential Analysis

The multiple linear regressions were undertaken for the purpose of examining the influence of the independent variables on the dependent variable. Results of Multiple Regression Analysis

The study used multiple regression analysis to determine the combined linear relationship between the dependent variable and independent variable. Table 9 shows the results.

Table 9 Results of Multiple Regression Analysis

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.616</td>
<td>.549</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The model summary indicated a multiple linear correlation coefficient R of 0.616 which indicated that the independent variable contributed 54.9 % of the variance in the dependent variable while 45.1% is due to other variables which was not covered by the study.

Regression Coefficients

The study sought to explore the effect of supplier evaluation on service delivery at Moi University,
Kenya. The study was done with a significance level of 0.05. The results are as presented in Table 10.

### Table 10 Individual Regression Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td>.247</td>
<td>.367</td>
<td>1.01</td>
<td>.049</td>
</tr>
<tr>
<td>Supplier evaluation</td>
<td>.331</td>
<td>.167</td>
<td>.368</td>
<td>2.064</td>
</tr>
</tbody>
</table>

The constant 0.247 indicates that if supplier evaluation was rated as zero, service delivery would be 0.247. From the results in Table 10, the analysis shows that supplier evaluation also had a positive and statistically significant effect on service delivery at Moi university ($\beta=0.331$, $p=0.012$). These results imply that all the variables are positive and statistically significant. The t-test results proved that the independent variable was significant at significance level of 5%. The $p$-values were less than 0.05 significance level. Therefore, the resultant regression equation is as shown in Equation 4

$$Y = 0.247 + 0.331X_1 \ldots \text{Equation 4}$$

From Equation 4, the figures show that supplier integration is the predictor variable which can be used to estimate service delivery at Moi University, Kenya.

### Hypotheses Testing Summary

The study tested the formulated hypotheses to establish the effect of independent variable on dependent variable;

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>$\beta$ and $P$ values</th>
<th>Decision</th>
</tr>
</thead>
<tbody>
<tr>
<td>$H_0_2$: Supplier evaluation has no significantly effect on service delivery at Moi University in Kenya</td>
<td>$\beta=0.331, P&lt;0.05$,</td>
<td>Reject $H_0_2$</td>
</tr>
</tbody>
</table>

### Summary, Conclusions and Recommendations

#### Summary of the Findings

The main objective of the study was to explore the effect of supplier evaluation on service delivery at Moi University in Kenya. The high mean in the results indicated that Moi University felt that effective supplier evaluation in supplier evaluation was important and had a positive impact on service delivery at Moi University. The aspect of having continuous supplier selection was seen to be critical component in having successful supplier evaluation and therefore organizations should enhance supplier evaluation for the betterment of service delivery. The findings indicted that majority of the respondents agreed that supplier evaluation have positive and statically significant effect on the service delivery.

#### Conclusions of the Study

The study also concluded that supplier evaluation is predictor of effective service delivery at Moi University. The findings of the study showed that there is a great opportunity for Moi university to improve its service delivery through proper use of supplier evaluation strategies as described by the respondents on the contribution of supplier evaluation to its overall service delivery. It is imperative that the learning institutions should continuously review existing supplier evaluation practices in order to identify the weak points and fasten them accordingly to positively influence its performance. In this regard Organizations are more eager in supplier evaluation programs not only to

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**Jepchumba and Kibet (2019)**

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International Journal of Research in Education and Social Sciences (IJRESS) ISSN: 2617-4804 2 (4) 15-27, October, 2019

continue long term relationship with their suppliers but to improve the overall service delivery. In view of these, product quality, the price and the flexibility should be used as a measure of evaluating the suppliers with aim of maximizing service delivery.

Recommendations of the Study
The study recommends that the policy makers in the Kenyan higher learning institutions should incorporate expertise in line with policy making standards which govern universities in the country. The researcher also recommends that the government need to enact proper laws in line with environmental conservations. However, there is need for securing supplier evaluation practices through compliance policies order to improve on quality service delivery and high level of satisfaction on the part of stakeholders. They can achieve supplier evaluation practices through enactment of policies in line to product quality, price and flexibility of the suppliers. It therefore remains in ordinate for policy makers to bring on board the suppliers in giving eminence in provision of capacity requirements based on quantity and the quality of returned products so as to effectively implement supplier evaluation. Besides, there is need of formulation and implementation of supplier evaluation policies to enhance strategic bundling and implementation of better service delivery.

Reference
Maizura, H., Masilamani, R., & Aris, T. (2009). Reliability (internal consistency) of the job


