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## EFFECTS OF TOP MANAGEMENT COMMITMENT ON PERFORMANCE OF SUPPLY CHAIN FUNCTIONS IN TURKANA COUNTY GOVERNMENT

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### ABSTRACT

*This study investigated the effects of top management commitment on the performance of supply chain functions in Turkana County. A descriptive research design was used for this study, with quantitative data being collected. The target population consisted of 137 respondents, including 10 Chief Officers, 18 County Public Service Board members, 41 County Executive Committee members, and 52 Directors in Turkana County Government offices. The sample size for this study was 102 respondents, and a structured questionnaire was developed and administered to the relevant departmental heads within the supply chain functions of the Turkana County Government. Descriptive statistics such as frequencies, percentages, means, and standard deviations were used to describe the data collected from the survey, while inferential statistics such as regression analysis and correlation analysis were used to test the hypotheses. Tables, graphs, and charts were used to present the data, enhancing clarity and ease of understanding. The findings of the study were presented in a comprehensive report. The study's hypotheses were examined by utilizing Pearson's Correlation Coefficient to determine the importance of the connections between the dependent and independent variables. The findings indicated a substantial and positive correlation between top management commitment and the effectiveness of supply chain operations in Turkana County. The study recommended that the county government should prioritize top management commitment to supply chain functions.*

**Key Words:** Top Management Commitment, Leadership, Supply Chain

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## **INTRODUCTION**

Strategy and planning are useless unless they are put into action, and this is what we call "implementation." Strategy implementation is the most crucial part of the strategy management process since strategic concepts are useless if they are not put into action. When a firm's resources are aligned with its supply chain goals, the company is able to perform its supply chain functions effectively thanks to strategic implementation (Fernandes, 2018). This includes ensuring that the company's supply chain strategy is integrated with its overall business strategy, and that the company's supply chain operations are aligned with its supply chain objectives (Indiya et al., 2018).

In order for strategy implementation to be successful, there must be alignment between the organization's culture, structure, and processes and the strategy itself (Kwan, 2020). If there is misalignment, it can lead to resistance and conflict, which can derail implementation. Strategy implementation requires strong leadership commitment and support. Leaders need to be engaged and involved in the process, providing direction and guidance. They also need to be able to effectively communicate the strategy to all members of the organization. Strategy implementation also requires the availability of resources, including financial, human, and technological resources. Without these resources, it will be difficult to successfully implement the strategy (Memia, 2018).

The county government carried out their strategic implementation by setting clear objectives, developing a comprehensive plan, and allocating resources to implement the plan (Memia, 2018). They first identified the areas that needed improvement and then developed specific goals and objectives to address them. Next, they developed a plan to achieve those goals, which included timelines, benchmarks, and budget allocations. Finally, they allocated the necessary resources and personnel to carry out the plan, including personnel, technology, and infrastructure. Throughout the process, they monitored progress and made adjustments as needed to keep the plan on track (Luthra, & Mangla, 2018).

The Supply Chain Function in county government is responsible for the procurement, management, and distribution of goods and services to support the county's operations. This function includes the identification of goods and services needed, the development of specifications and contracts, the establishment of purchasing policies and procedures, the solicitation and negotiation of bids and contracts, and the receipt, authorization, and payment of invoices. The Supply Chain Function also encompasses the management and control of inventory, the warehousing of supplies and materials, and the delivery of goods and services to the county (Elsafty, & Tahon, 2020).

The Turkana County Government was established in 2013 following the adoption of the new constitution in 2010. The county is headed by a Governor elected by the people of Turkana, who is the chief executive and is responsible for the county's administration. The Governor is assisted by the County Executive Committee (CEC), which is made up of elected representatives from the various wards in the county. The County Assembly is responsible for the legislative functions of the county, and is composed of elected members from each of the wards.

### **Statement of the Problem**

Kenya's constitution from 2010 calls for a decentralized structure of government, with counties as the basic administrative entities. There are a number of obstacles in the way that devolved finances are managed, and this has hampered the execution of crucial development plans. Since devolution is such a novel concept in Kenyan governance, county governments, like all other organizations, encounter difficulties in putting their strategies into practice (Apopa, 2018).

Turkana County are experiencing deteriorating supply chain function due to issues of strategy implementation. The supply chain function challenges faced by Turkana county include inefficient communication and

coordination between different stakeholders, lack of transparency and visibility of information, and lack of standardization and integration of systems and processes. The county is also facing the lack of adequate resources which has led to delays and errors in the supply chain operations.

Studies by various authors for instance, Njiru (2018) investigates how the structure of commercial state firms in Kenya affects their bottom line. The economic success of commercial state corporations was influenced by their organizational makeup. Corporations with a commercial focus were the primary research object. Kamaamia (2017) investigates the link between the culture of a company and its efficiency and effectiveness. Organizational effectiveness can be increased by the implementation of goal-oriented, task-oriented, employee-focused, culturally transparent, and professional metrics and practices. The research centered on a single school. Commercial banks in Kenya are the focus of Maina's 2016 research into the effects of company culture on output. The principles of commercial banking were based on the importance of reliability, flexibility, and an efficient network of communication. Commercial banks in Kenya were the primary research object. No study had been done on Turkana, therefore, this study bridged the gap by investigating the effect of top management commitment on performance of supply chain functions in Turkana County Government.

### **Research Objective**

The study evaluated the effects of top management commitment on performance of supply chain functions of Turkana County. The study tested the following hypothesis:

- **H<sub>0</sub>:** Top management support has no significant effects on performance of supply chain functions of Turkana County.

## **LITERATURE REVIEW**

### **Theoretical Review**

#### **Transformational Leadership Theory**

The Transformational Leadership theory was introduced by James MacGregor Burns in 1978. The theory proposes that leaders who inspire and motivate their followers to achieve beyond their self-interests and goals can have a positive impact on organizational performance. Transformational leaders are characterized by their ability to communicate a compelling vision, set high expectations, and provide individualized support to their followers, which can lead to higher levels of engagement, commitment, and performance.

In the context of supply chain management, top management commitment is critical for the success of supply chain functions. The commitment of top management to the principles and objectives of supply chain management can influence the allocation of resources, the implementation of new technologies, and the development of partnerships and collaborations with suppliers and customers. Transformational leadership can provide a framework for top management to communicate the importance of supply chain management, set expectations for performance, and provide support and guidance to supply chain managers.

A study by Flynn et al. (2010) examined the relationship between transformational leadership and supply chain performance in the context of a manufacturing company. The study found that transformational leadership positively influenced supply chain performance, including supplier integration, customer integration, internal integration, and performance outcomes. Similarly, a study by Zhang and Low (2019) investigated the role of transformational leadership in supply chain management in a Chinese context. The study found that transformational leadership positively influenced supply chain integration, supplier collaboration, and supply chain performance.

In the context of Turkana County, the principles of transformational leadership can be applied to enhance the performance of supply chain functions. Top management can communicate a clear vision for supply chain management, set high expectations for performance, and provide individualized support and guidance to supply

chain managers. This can lead to improved supplier and customer integration, increased efficiency and effectiveness in supply chain operations, and better overall supply chain performance.

## **Empirical Review**

### **Top management support**

Top management support is crucial for the success of any organization, including the supply chain functions. The top management of an organization plays a critical role in setting the direction, creating the vision, and providing the necessary resources for achieving the goals of the organization. The support of top management is vital for the performance of supply chain functions, as it ensures that the necessary resources are available, the objectives are aligned, and the initiatives are implemented efficiently. Studies have shown that top management support has a significant positive effect on the performance of supply chain functions. For example, a study conducted by Zailani et al. (2012) found that top management support has a significant positive effect on supply chain performance. The study surveyed 192 Malaysian manufacturing firms and found that top management support positively influences supply chain performance by enhancing communication, improving coordination, and increasing trust among supply chain partners.

Another study conducted by Ndubisi and Wah (2010) found that top management support has a significant positive effect on supply chain management practices. The study surveyed 120 firms in Malaysia and found that top management support enhances the adoption of supply chain management practices, which in turn improves the performance of supply chain functions. Furthermore, top management support is essential for implementing supply chain initiatives such as lean supply chain management, green supply chain management, and collaborative supply chain management. A study conducted by Lee and Kwon (2017) found that top management support positively influences the adoption of lean supply chain management practices, which in turn improves supply chain performance.

In addition to its impact on strategy execution, management's commitment to the supply chain also has a significant effect on supply chain performance. As stated by Chopra and Meindl (2016), supply chain management involves the coordination of multiple functions, including procurement, production, and distribution, to ensure the timely and efficient delivery of products and services to customers. Management's support for these functions can lead to improved supply chain performance in several ways.

Firstly, management's commitment ensures that the supply chain is adequately monitored and managed, which helps to reduce delays in order processing, lower inventory costs, and improve customer satisfaction. As noted by Cao et al. (2015), effective supply chain management requires real-time visibility into the status of orders and inventory levels, which can be achieved through the use of advanced technologies such as RFID and GPS tracking. When management supports the implementation of these technologies, it enables better decision-making and performance in the supply chain.

Secondly, management's support for supply chain functions encourages innovation and experimentation, allowing new ideas and technologies to be tested and implemented, resulting in further improvements in the supply chain. As highlighted by Laugen et al. (2012), innovation is crucial for improving supply chain performance in a constantly changing business environment. When management supports experimentation and risk-taking, it fosters a culture of innovation that can lead to significant improvements in the supply chain.

The management's commitment to the supply chain can also have a positive impact on employee morale and engagement. As noted by Mentzer et al. (2001), effective supply chain management requires collaboration and coordination across multiple departments and functions. When management demonstrates its commitment to the supply chain, it sends a message to employees that their work is valued and important, which can lead to increased engagement and productivity. In addition, it is important to note that budgeting procedures play a significant role in the implementation of strategic plans. As noted by Srivannaboon and Milosevic (2006), preexisting management controls such as budgeting procedures can greatly affect the success of a company's

strategy execution. The commitment and support of upper-level managers and executives are crucial to the successful implementation of strategic plans. This means that executives should be involved in all levels of planning, including at the departmental level, and should take responsibility for driving the implementation process and providing ongoing support.

According to John (2010), the absence of top-level management support can lead to mistrust and low morale among employees, ultimately leading to reduced productivity. It is therefore important for top managers to actively pursue the company's vision and mission statement and goals, rather than simply storing them away. Russell (2009) emphasizes the importance of top-level managers demonstrating their dedication to the effort in order to successfully implement the plan. They should not assume that middle and lower-level managers already share their understanding of the strategic plan's implementation, reasoning, and urgency.

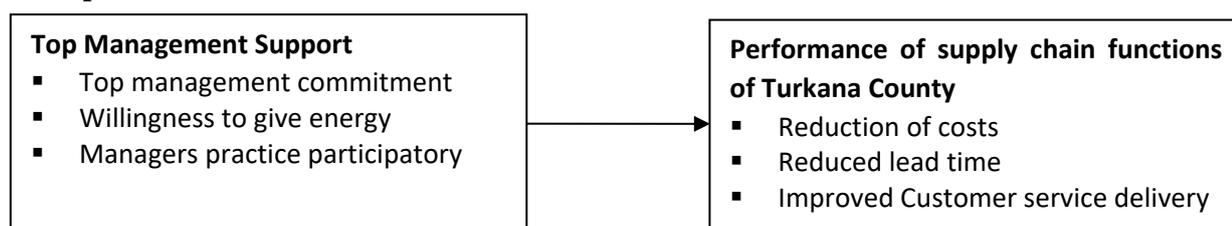
Robinson and Pearce (2009) argue that while management may focus on creating a mission statement, they often overlook the task of creating performance indicators. This is because developing performance metrics can be a tedious and frustrating task, and executives may prefer to engage in big picture thinking by creating vision statements. However, they may fail to produce immediate outcomes in the field if they neglect to create measurable performance indicators.

### Performance of Supply Chain Function

The important aspect of supply chain performance is the resilience of the supply chain. Resilience refers to the ability of the supply chain to withstand and recover from disruptions, such as natural disasters, political instability, or economic shocks. A resilient supply chain can help reduce the impact of disruptions on businesses and the economy as a whole. According to a study by KPMG, some of the key factors that contribute to a resilient supply chain include visibility, flexibility, and collaboration (KPMG, 2016).

Furthermore, technology plays a crucial role in improving the performance of supply chain functions. Technologies such as the Internet of Things (IoT), block chain, and artificial intelligence (AI) can help improve supply chain visibility, reduce costs, and enhance efficiency. For example, the use of IoT sensors in supply chain operations can help track the movement of goods and provide real-time data on their location and condition. Similarly, block chain technology can help increase transparency and security in supply chain transactions.

### Conceptual Framework



#### Independent Variables

#### Dependent Variables

**Figure 1: Conceptual Framework**

Source: Author (2023)

### METHODOLOGY

The research design used for this study was a descriptive research design. For this study, data were collected from 10 Chief Officers, 18 County Public Service members, 44 Board members, 23 County Executive Committee members, and 42 Directors working at Turkana County Government offices. The study respondents comprised procurement officers, accountants, and public participation officers, who were involved in the day-to-day management of procurement functions at the county government. A total of 137 respondents participated in the study. By using Yamane's method, the researcher was able to generate a sample size of 102 that was

sufficiently large for the study's objectives. A structured questionnaire was developed and administered to the relevant departmental heads responsible for the supply chain functions of Turkana County Government. The survey included closed and open-ended questions and was administered either online or in-person. The data collected from the survey was analyzed using both descriptive and inferential statistics. Descriptive statistics such as frequencies, percentages, means, and standard deviations were used to describe the data. Inferential statistics such as regression analysis and correlation analysis was used to test the hypotheses. The data was presented using tables, graphs, and charts to enhance clarity and ease of understanding. The findings were presented in a comprehensive report. This model also incorporated numerous regression analysis metrics for hypothesis testing and data interpretation.

## FINDINGS

### Descriptive Analysis

This section aimed to determine the degree of agreement of the participants towards several statements relating to top management support. The participants' responses were measured using a Likert scale ranging from 1 to 5, where 1 represents "strongly disagree" and 5 represents "strongly agree." The tables presented below showed the findings of the study.

### Top Management Commitment on Performance of Supply Chain Functions

The study sought to evaluate the effects of top management commitment on performance of supply chain functions of Turkana County. Results are show in Table 1 below.

**Table 1: Top Management Commitment on Performance of Supply Chain Functions**

Opinion	SD	D	N	A	SA
Top management regularly communicates the importance of supply chain management to employees.		6(6.5%)	23(25.0%)	43(46.7%)	20(21.7%)
Top management consistently allocates resources for improving supply chain performance.	5(5.4%)	2(2.2%)	16(17.4%)	39(42.4%)	30(32.6%)
Top management frequently monitors and evaluates the performance of supply chain functions.			10(10.9%)	43(46.7%)	39(42.4%)
Top management ensures that supply chain goals align with the overall organizational strategy.		8(8.7%)	20(21.7%)	30(32.6%)	34(37.0%)
Top management actively participates in decision-making related to supply chain management.	5(5.4%)		10(10.9%)	52(56.5%)	25(27.2%)
Top management promotes a culture of accountability for supply chain performance.			15(16.3%)	55(59.8%)	22(23.9%)
Top management provides sufficient training and development opportunities for employees involved in supply chain management			15(16.3%)	45(48.9%)	32(34.8%)

*Source: Research Data 2023*

In view of Table 1 findings above, most of the respondents 68.4% agree that top management regularly communicates the importance of supply chain management to employees, 25.0% were neutral while 6.5% were in disagreement with the opinion. The findings also revealed that most of the respondents 75.0% agreed that top management consistently allocates resources for improving supply chain performance, 17.4% were neutral while 7.6% were in disagreement to the opinion. The study findings as well revealed that most of the respondents 89.1% agreed with the opinion statement that top management frequently monitors and evaluates the performance of supply chain functions while only 10.9% of the respondents were neutral with the opinion. The study also revealed that most of the respondents 69.6% were agreement with statement that top management ensures that supply chain goals align with the overall organizational strategy, 21.7% of the respondents were neutral while only 8.7% were in disagreement with the opinion. Most respondents 83.5% of the respondents agreed that top management actively participates in decision-making related to supply chain management, while only 16.3% were neutral with the opinion. Finally, most of the respondents, 83.7% agreed that top management provides sufficient training and development opportunities for employees involved in supply chain management while only 16.3 % of the respondents were neutral to the statement.

### Performance of supply chain functions in Turkana County Government

The study sought to find out the performance of supply chain functions in Turkana County Government. The results are as shown in table 2 below.

**Table 2: Performance of Supply Chain Functions**

Opinion	SD	D	N	A	A
Strategy implementation enables employees to attain their goals			5(5.4%)	60(65.2%)	27(29.3%)
Strategy implementation leads to efficiency in operations within the County	1(1.1%)	1(1.1%)	23(25.0%)	27(29.3%)	40(43.5%)
Strategy implementation enables the County to address the citizens needs	4(4.3%)	2(2.2%)	12(13.0%)	44(47.8%)	30(32.6%)
Strategy implementation enables the County to offer quality service to its people		5(5.4%)	11(12.0%)	48(52.2%)	28(30.4%)
The County Government has implemented innovative procurement strategies to improve supply chain performance	1(1.1%)		7(7.6%)	53(57.6%)	31(33.7%)
The procurement processes in Turkana County Government are transparent and efficient.	1(1.1%)		24(26.1%)	33(35.9%)	34(37.0%)

*Source: Research Data 2023*

According to the study findings as shown in Table 2, most of the respondents 94.5% agreed with the opinion statement that strategy implementation enables employees to attain their goals while only 5.4% strongly disagreed with the opinion. Most of the respondents 72.8% also agreed that strategy implementation leads to efficiency in operations within the County, 25.0% were neutral to the opinion while 2.2% were in disagreement the opinion. Most of the respondents, 80.4% of the respondents agreed that strategy implementation enables the County to address the citizen's needs, 13.0% were neutral while only 6.5% strongly disagreed with the opinion. In addition, most respondents 82.6% as well agreed that strategy implementation enables the County to offer quality service to its people, 12.0% were neutral while 5.4% strongly disagreed with the opinion. Most the respondents 91.3% agreed that the County Government has implemented innovative procurement strategies to improve supply chain performance, 7.6% were neutral while 1.1% disagreed with the opinion. Finally, most respondents 72.9% agreed that the procurement processes in Turkana County Government are transparent and efficient., 26.1 were neutral while only 1.1% disagreed with the opinion.

## Hypotheses Testing

The hypothesis testing was analyzed statistically. Hypothesis was evaluated using Pearson Correlation analysis, which gauges the direction and strength of the relationships.

**H<sub>0</sub>:** Top management support has no significant effects on performance of supply chain functions of Turkana County.

The results showed that there was a strong significant positive relationship between top management support and performance of supply chain functions of Turkana County ( $r = 0.705$ ,  $p < 0.00$ ). Hence, the hypothesis, which posited that top management support does not affect the performance of the supply chain functions, was dismissed, while the alternative hypothesis, which suggests that top management support has a significant influence on the performance of the supply chain functions in Turkana County, is supported. This outcome is in line with Scwella, Burger, Fox, and Müller's (1996) research, which concludes that top management support is necessary for an organization's success.

## CONCLUSION AND RECOMMENDATION

The evaluation of the effects of top management commitment on the performance of supply chain functions in Turkana County revealed a positive relationship between the two. This suggests that management commitment plays a crucial role in enhancing the performance of supply chain functions and can impact the usual way of doing things. Therefore, top management commitment is essential to the success of supply chain functions. This finding is consistent with the study conducted by Chiou (2011), which found that top management commitment is necessary for organizations to be successful as it enhances knowledge sharing.

Based on the findings discussed, the study concluded that top management commitment has a positive impact on the performance of supply chain functions in Turkana County. The study found that management commitment plays a crucial role in enhancing the performance of supply chain functions and can impact the usual way of doing things. Therefore, top management commitment is essential to the success of supply chain functions. This finding is consistent with previous research, which also found that top management commitment is necessary for organizations to be successful as it enhances knowledge sharing. The study suggests that organizations in Turkana County should ensure that top management is committed to the supply chain function and supports it through various means, including resource allocation, regular monitoring, and continuous improvement initiatives. By doing so, they can improve the performance of their supply chain functions and achieve better results.

The study findings suggest that top management commitment plays a crucial role in enhancing the performance of supply chain functions in Turkana County. Therefore, it is recommended that the county government should prioritize top management commitment to supply chain functions. This can be achieved through regular communication between top management and supply chain management teams. In addition, the county can develop policies that incentivize top management to commit to supply chain functions, such as performance-based bonuses or promotions.

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