

**SUPPLY CHAIN PRACTICES AND OPERATIONAL
PERFORMANCE OF CHRIST IS THE ANSWER MINISTRIES
CHURCH IN KENYA**

BY

MUNGAI FRACIAH WANJIKU

**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF
MASTER OF SCIENCE SUPPLY CHAIN MANAGEMENT,
DEPARTMENT OF MANAGEMENT SCIENCE AND PROJECT PLANNING,
UNIVERSITY OF NAIROBI**

NOVEMBER, 2023

DECLARATION

I declare that this research project is my original work and has not been submitted for degree qualification of this or any other university.

MUNGAI FRACIAH WANJIKU: Signature




Date....30/11/2023...

Reg No. D67/35406/2019

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

Supervisor:

Signature..........

Date.....**4th December 2023**.....

DR. NANCY MARIKA

Lecturer,

Department of Management Science and project Planning,

Faculty of Business and Management Science,

University of Nairobi.

ACKNOWLEDGEMENT

I give thanks to Almighty God for enabling me to undertake this course, for His love, protection and provision during the program.

I would like to express my deepest appreciation to my Supervisor Dr. Nancy Marika. for her advice, encouragement and support during this research project. I would further thank my course lectures throughout the program at the University of Nairobi.

I would like to extend my sincere thanks my family and friends for their unwavering support and patience when I was busy.

Lastly, I thank all my respondents for allowing me to collect the relevant data for the success of this study.

DEDICATION

I dedicate this project to my parents, siblings, friends and colleagues for their inspiration, support and efforts they made for the completion of this course.

TABLE OF CONTENTS

DECLARATION.....	ii
DEDICATION.....	iv
LIST OF TABLES	vii
LIST OF FIGURES	viii
LIST OF ABBREVIATIONS AND ACRONYMS	ix
ABSTRACT.....	x
CHAPTER ONE: INTRODUCTION.....	1
1.1 Background of the Study.....	1
1.1.1 Supply Chain Management Practices	2
1.1.2 CITAM Church in Kenya.....	4
1.2 Problem Statement	5
1.3 Research Objectives	7
1.4 Value of the Study.....	7
CHAPTER TWO: LITERATURE REVIEW.....	10
2.1 Introduction	10
2.2 Theoretical Review	10
2.2.1 Relational Exchange Theory	10
2.2.2 Stakeholder Theory.....	12
2.3 Supply Chain Practices.....	13
2.3.1 Strategic Supplier Partnership	13
2.3.2 Integration and Information Sharing	14
2.3.3 Adoption of Information Technology.....	15
2.3.4 Customer Relationship Management.....	16
2.3.5 Lean Practices.....	17
2.4 Operational Performance.....	18
2.5 Empirical Review	19
2.7 Conceptual Framework	26
CHAPTER THREE: RESEARCH METHODOLOGY	27
3.1 Introduction	27
3.2 Research Design.....	27

3.3 Population and Sample.....	27
3.4 Data Collection.....	28
3.5 Data Analysis	28
CHAPTER 4: DATA ANALYSIS, RESULTS AND DISCUSSIONS	30
4.1 Introduction	30
4.2 Response Rate	30
4.3 Validity and Reliability of Data	31
4.4 Descriptive Statistics	32
4.5 Correlation Analysis.....	40
4.6 Regression Analysis	41
4.6.1: Regression Model Summary	42
4.6.2: ANOVA Analysis.....	43
4.6.3: Regression Coefficient	44
4.7 Discussion of Findings	45
CHAPTER 5: SUMMARY, CONCLUSION AND RECOMMENDATIONS.....	50
5.1 Introduction	50
5.2 Summary of Findings	50
5.2.1 Effect of Strategic Supplier Partnership on Operational performance	50
5.2.2 Effects of Integration and Information Sharing on Operational Performance	51
5.2.3 Effect of Adoption of Information Technology on Operational Performance	51
5.2.4 Effects of Customer Relationship Management on Operational Performance.....	52
5.2.5 Effects of Lean Practices on Operational Performance.....	52
5.4 Recommendations	54
5.5 Limitations	56
5.6 Suggestions for Further Research	57
REFERENCES.....	59
APPENDICES	65
Appendix 1: Questionnaire.....	65

LIST OF TABLES

Table 2. 1: Summary of Literature Review and Research Gaps	24
Table 4. 1: Validity and Reliability Tests	31
Table 4. 2: Strategic Supplier Partnership	33
Table 4. 3: Integration and Information Sharing	34
Table 4. 4: Adoption of Information Technology	35
Table 4. 5: Customer Relationship Management	36
Table 4. 6: Lean Practices	37
Table 4. 7: Operational Performance	38
Table 4. 8: Correlation Analysis Table	40
Table 4. 9: Regression Analysis Model Table	42
Table 4. 10: ANOVA Test Table	43
Table 4. 11: Regression Coefficient	45

LIST OF FIGURES

Figure 2. 1: Conceptual Framework	26
Figure 4. 1: Response Rate Chart	30

LIST OF ABBREVIATIONS AND ACRONYMS

CITAM	Christ is the Answer Ministries
IT	Information Technology
JIT	Just in Time
KAM	Kenya Association of Manufacturers
NPC	Nairobi Pentecostal Church
NPC	Nairobi Pentecostal Church
OP	Operational Performance
PAOC	Pentecostal Assemblies of Canada
SC	Supply Chain
SCC	Supply Chain Council
SCMP	Supply Chain Management Practices
SCP	Supply Chain Practices
SCM	Supply Chain Management
LP	Lean Practices
SSP	Strategic Supplier Practices
CRM	Customer Relation Management
IAP	Information Adoption Practices

ABSTRACT

Exploring the nexus between supply chain practices and operational performance within (CITAM) Church in Kenya, this study endeavours to reveal the nuanced dynamics of these practices and their impact. The research is framed within Relational Exchange Theory and Stakeholder Theory, adopting a descriptive research design. Targeting key personnel engaged in supply chain management within the church, the study utilizes a questionnaire-based data collection method. The collected data undergoes both descriptive and inferential analysis using SPSS version 25. The study identified correlations between Operational Performance and key variables. Moderate positive correlations were observed for the Adoption of Information Technology, Integration of Information and Strategic Supplier Partnership, emphasizing their significance in enhancing operational performance though the regression analysis underscored their statistical insignificance in explaining the variability in operational performance. Customer Relationship Management (CRM) and Lean Practices showed a strong positive correlation which was also emphasized by the regression analysis which established their statistical significance, suggesting a substantial influence on operational performance.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Kenya is a Christian nation (Kenya constitution, 2010). Majority of churches in Kenya are non-profitable organizations that grapple with different challenges such as inconsistency in funding, limited in the number of staffs and tight budgets (Otsyula, 2013). These difficulties necessitate the implementation of a supply chain management (SCM) system to streamline the organization of church services. Investing time and effort in devising effective supply chain management strategies resolves these issues and results in both immediate and enduring benefits. The SCM unites the different components of the supply chain seamlessly, ultimately leading to heightened satisfaction among church members and improved accountability (Kiswili et al., 2021). Leaders of prominent Kenyan churches should periodically review and evaluate their approaches to planning, budgeting, executing, and overseeing programs for the provision of goods and services to enhance their overall performance.

Church therefore requires resources in carrying such activities which are fully funded by the church. The acquisition and provisioning of these resources and services are carried out through SCM. Facilitating the movement of goods and services from suppliers to end consumers encompasses a series of tasks, such as sourcing, procurement, creating production schedules, order handling, managing inventory, transportation, warehousing, and providing customer service (Stadtler, 2008). For efficient coordination of all these activities, proper information system is required to monitoring the whole process. Church organizations cannot effectively reach their objectives when they cut off their suppliers and other stakeholders within the supply chain (SC).

In this context, the implementation of SCMP plays a vital role in propelling operations toward exceptional performance and the successful realization of church goals (Del-Pilar et al., 2021).

This study will be anchored to a number of theories that have been found relevant to this study. These theories include relational exchange theory and stakeholder theory. Relational exchange theory emphasizes the importance of relational exchanges in corporate interactions where strong and long-lasting commercial partnerships are formed on mutual trust, commitment, and cooperation among parties (Webster & Wind, 1972). Stakeholder theory holds capitalism view as it encourages the interconnected relationships between the shareholders, employees, customers, investors, suppliers and the community to work in harmony to ensure performance of the business.

1.1.1 Supply Chain Management Practices

Supply chain management methods include a variety of tactics and actions used by businesses to optimize the movement of products and services from their source to the final destination of consumption. Supply chain management strategies have changed in recent years as a result of enhanced technologies and growing globalization to solve numerous difficulties such as demand fluctuations, transportation logistics, inventory management, and supplier relationships. According to Christopher and Holweg (2011), supply chain management methods entail the integration of major company processes, such as procurement, production, and distribution, with an emphasis on efficiency and customer satisfaction. Lambert and Cooper (2000) define SCMP as the systematic coordination and collaboration among various supply chain partners to achieve desired outcomes, emphasizing the importance of a synchronized and well-orchestrated approach in the modern business landscape (Christopher & Holweg, 2011).

Organizations should focus on developing strong supplier and customer partnerships to ensure that SCM has a positive impact. This involves dealing with factors such as predicting demand, formulating production plans, adjusting production capacity, developing new marketing approaches, enhancing products and services, embracing contemporary technologies, refining procurement tactics, optimizing delivery procedures, and various other elements that influence a company's sourcing, manufacturing, and logistical operations (Wisner et al., 2010). As a result, many firms have realized that SCM is the fundamental cornerstone for developing a lasting competitive advantage in both the products and services markets. The concept of coordinating and integrating multiple activities connected to goods and services, sharing information, managing shared risks and rewards, fostering collaboration, and developing long-term relationships is a common thread in most SCM definitions.

SCM techniques are the many activities that a firm is involved in to improve the efficiency of its SC (Solakivi, 2014). Inventory control, supplier management, demand forecasting and planning, logistics and distribution planning, process flexibility and product design, and quality-focused production planning are all examples of supply chain management activities (Tummala & Schoenherr, 2007). Chen and Paulraj (2004) investigated various criteria for assessing interactions between buyers and suppliers, including simplifying the supplier base, fostering strategic partnerships, promoting interaction, engaging cross-functional teams, and encouraging vendor participation. Supply chain management encompasses a wide array of topics, such as developing strategic relationships with suppliers, managing customer relations, facilitating extensive information exchange, ensuring information quality and minimizing delays (Christopher & Holweg, 2011). The SCMP in CITAM will be assessed in terms of SSP, quality information sharing, adoption of information technology, CRM and LP.

1.1.2 CITAM Church in Kenya

The inception of Christ Is the Answer Ministries (CITAM) took place under the name "Nairobi Pentecostal Church," a ministry affiliated with Assemblies of Canada (PAOC), in 1959. It wasn't until 2003 that the church underwent a name alteration, officially becoming "Christ is the Answer Ministries," and the church's registration was formalized under the Societies Act of Kenya (Otsyula, 2013). Since then, the church has continued growing in terms of gaining new members, opening other branches in different counties in Kenya, engaging in economic activities and developing modern ways of spreading the gospel thereby reaching many people (Timbomei & Bett, 2019). These activities involve resources that are from the suppliers. The church therefore, has supply chain management department that specifically deals with sourcing and procuring goods and services that are required for efficient execution of the church projects.

CITAM church in Kenya has undertaken different projects that ensure growth of the church in terms of development. Currently the church has thirty one assemblies in Kenya, three international assemblies, well-established 8 primary schools and two pre-primary schools, nine catering units some providing food to the schools and some supplying the general public, a well-established resort in Kiserian, a carpentry and tailoring workshop ,owns and broadcasts its ministry through radio and television through , Hope FM and Hope TV, a children's home and 7 mission stations reaching out to the marginalized communities in northern Kenya. The church is still growing and hopes opens to reach every county. The church therefore, makes regular purchases on items such as; sound equipment, stationaries, furniture, raw food stuff, food for donation, utensils, electronics, clothes and services such as electricity, water, internet servers and services, communication services among others. Procurement and Logistics department in CITAM is therefore, responsible in identifying the best suppliers, negotiation, striking deals, making transactions, following all the

procedures required in purchasing the goods and services, following the delivery of goods, ensures that the correct order of goods and services has been made and has been delivered, distributing the goods and services to the required destinations, keeping records for the accounting process (Kimani, 2012).

1.2 Problem Statement

The concerns of most of not-for-profit organizations have deviated from the traditional practices of enhancing efficiency on organization's operations as exercised during the 80's to syncing these operations to supply chain partners such as suppliers, distributors, producers, wholesalers and retailers (Faweet, 2007). The value derived from enhancing reliable supply chain based on trust and long-term commitment from both ends, is crucial to delivery of services and achievement of the expected goals. Long time commitment and trust inspires both parties to meet their bargains, with minimal excuses, and disappointments as they value the mutual relationship that exist between them (Govindan et al., 2014). According to Memia (2018) who conducted a study investigating the bearing of SCMP on the performance of manufacturing businesses in Kenya concluded that certain supply chain techniques made up 58.4% of the total performance of the firms. The basis of this research is thus to ascertain the extent to which the streamlining of SCMP can have on the performance of a firm. The assessment of SCMP such as lean practises, quality information sharing, adoption of technologies and strategic supplier partnership will aid to ascertain this correlation through the findings of this study.

In 1959, CITAM came into existence as a diverse church firmly rooted in the teachings of the Bible and robust principles of faith. It initially took shape as the NPC, which was founded as a branch of the PAOC. In 2003, NPC underwent a transformation, becoming CITAM, and gained recognition as an independent entity according to the Societies Act of Kenya. The church's primary

mission is centred on engaging with the contemporary, urban, English-speaking demographic, with a particular emphasis on connecting with young professionals in urban areas. In the year 2016, CITAM had 18 assemblies in different parts, 7 primary schools, 1 secondary school, TV and radio stations among other establishments. The church has more than 500 regular staffs with annual financial support of more than Ksh. 1.5 billion in 2020. The desire by the church to ensure that it meets its objectives and plans led to the establishment of well qualified as well as well-designed governance structure that promotes stewardship and accountability. It also facilitated the separation of financial management aspect of the church with the pastoral ministry which has helped in enhancing the service delivery of the church in the long-term (CITAM, 2016). Aspects of SCM that have not been ascertained in such empirical findings can be addressed in the current study as it will be emphasize on the performance of churches in the context of SCM practices. A contextual gap to filled by the findings of this study arises as it will put the emphasis on churches with CITAM acting as the basis of the study. Current study therefore seeks to investigate SCMP that have been adopted by the church to enhance success as well as determine the aspects of SCM that still fall short and need to be addressed.

Supply chain practices and its performance is a subject of much interest especially in the context of the major churches in Kenya. Mwilu (2013) in his study establishes that implementation of best SCMP has been done to a moderate extent within the research institutions in Kenya where majority of good practices still lagging behind. He established a strong relationship between logistics, lean suppliers, information technologies and performance. Mohammed (2014) also discovered a significant correlation between the implementation of SCMP and both operational and OP within Awash Tannery Plc. located in Ethiopia. Conversely, Odira (2018) found that humanitarian organizations involved in relief efforts in Kenya extensively and actively implemented the

integration of both customers and suppliers as well as outsourcing practices to enhance their supply chain performance. It's worth noting that there have been limited studies conducted on the subject of supply chain practices within the specific context of religious institutions, highlighting a noteworthy gap in research that this study aims to address. The review of empirical literature also presents a conceptual gap posited by the lack of research on the effect of the adoption of certain SCMP embraced by the church to increase performance while also identifying areas of SCM that still want improvement in the context of churches with a special emphasis on CITAM. Study findings such as that of Gandhi et al (2017) that found a positive correlation connecting financial performance and SCM in the organized retail industry in India utilised a mediating multiple regression analysis. The review of such and other studies have presented a methodological gap as the current study will put to use a descriptive research design to arrive at its findings.

This study will therefore, be answering the following research question: i) Which supply chain management practises are used in CITAM? ii) What is the effect of the supply chain practices on operational performance of CITAM?

1.3 Research Objectives

The objectives of this study are to:

- i. To establish supply chain management practices used in CITAM.
- ii. To examine the effects of supply chain management practices on the OP of CITAM.

1.4 Value of the Study

This study holds significant potential benefits for churches in Kenya. It provides valuable insights into the advantages associated with SCMP geared towards enhancing supply chain resilience. Enhancing supply chain resilience entails fostering strong, interdependent connection between suppliers and the organization, ensuring the seamless procurement of goods and services. This knowledge also serves to raise awareness and facilitates informed decision-making regarding the effective SCM, ultimately contributing to the success of church organizations. Operational performance in any organization hinges on its ability to gain a competitive advantage in the industry. Proper SCMP not only impacts overall organizational performance but it's also expected to enhance factors like delivery reliability, process and product innovation, all of which are integral to achieving a competitive edge. The findings of this study aimed to either substantiate or challenge the significance of appropriate SCMP in the OP of organizations, with a specific focus on major churches in Kenya, who can leverage these insights to further their objectives.

The research findings provide valuable insights to government officials, regulatory bodies, and policymakers. These insights serve as a reliable foundation for shaping policy development related to supply chain logistics. This assists in making relevant and attainable policy objectives in supply chain management that accelerate performance and efficiency of organizations in Kenya.

Within the realm of academia, individuals such as scholars and researchers interested in delving into this specific field of study utilize this research as a valuable resource. Through the findings of this study, they gain access to a firsthand examination of the connection between SCMP and OP, supported by empirical evidence. These scholars have the opportunity to draw from this research's methodology and the significance of the theories it investigates. Furthermore, this study will be significant in adding to the current corpus of knowledge regarding SCM practices. This research in this regard contributes to significant theories related to this study by improving or building on

existing ones. This is accomplished by investigating an untested theory related to prior discoveries, so improving our grasp of these theories. It also helps to confirm the applicability of theories for the current investigation. Furthermore, the research builds on these theories by revealing new applications and procedures, improving their practical utility.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

In this chapter, theoretical underpinning of the concepts forming the basis of the research was expounded. The variables influencing operational performance were explored, scrutinized previous empirical studies relevant to this research, presented a visual framework illustrating the core idea of the study, and finally concluded the chapter with a concise summary.

2.2 Theoretical Review

The research has pinpointed two distinct theories: the relational exchange theory and stakeholder theory. These theories are instrumental in this study as they provide a theoretical foundation of the relationship between the study variables. The applicability of these theories to the research, along with a discussion of their respective criticisms is provided in this section.

2.2.1 Relational Exchange Theory

The relational exchange theory, developed in 1972 by Fred E. Webster Jr. and Yoram Wind, is a key concept in marketing and SCM that emphasizes the importance of relational exchanges in corporate interactions (Webster & Wind, 1972). According to this view, strong and long-lasting commercial partnerships are formed on mutual trust, commitment, and cooperation among parties (Chen & Zhang, 2015). It stresses the shift from transactional, short-term interactions to relational, long-term exchanges in which both sides collaborate to produce value and achieve mutual goals. Scholars have continued to expand on the relational exchange theory in recent research, studying its significance in numerous industries and circumstances. The theory's main assertions, such as the necessity of trust, commitment, and cooperation, have endured as key determinants of

successful inter-organizational relationships and have proven useful in understanding SCP and OP in various industries (Huang et al., 2019).

Relational exchange theory plays a crucial role in understanding the dynamics between SCMP and the OP of organizations, including churches like Christ is the Answer Ministries in Kenya. Strategic supplier partnerships foster trust and collaboration, ensuring a stable supply of necessary resources for CITAM's operations. Quality information sharing enhances transparency and reliability, leading to better decision-making and operational efficiency. The adoption of information technology improves communication, resource management, and data-driven decision-making, ultimately enhancing CITAM's operational performance. Effective customer relationship management strengthens congregational engagement and support, which can positively impact the church's operational effectiveness. Additionally, the application of lean practices minimizes wastage and optimizes resource utilization, thereby contributing to the overall operational efficiency and effectiveness of CITAM within the context of Kenya's church environment. Relational exchange theory helps elucidate how these supply chain practices contribute to, or may potentially hinder, CITAM's operational performance, offering valuable insights into the dynamics of this specific case study.

A variety of critiques have been levelled towards relational exchange theory. Critics claim that the theory oversimplifies the complex nature of commercial interactions and ignores the possibility of conflicts and power imbalances (Geyskens et al., 2016). Some researchers have expressed concern that the theory's emphasis on trust and commitment may not adequately handle the complexities of modern supply chains, which frequently involve multiple stakeholders with diverse interests and power dynamics (Palmatier et al., 2017). Furthermore, the theory's relevance in specific

cultural and industry contexts has been called into doubt, with some claiming that it is not generally applicable (Ferguson, Lynch & Kotabe, 2018).

2.2.2 Stakeholder Theory

Stakeholder theory was pioneered by Edward Freeman (1984) explaining the organizational management and business. Stakeholder theory holds capitalism view as it encourages the interconnected relationships between the shareholders, employees, customers, investors, suppliers and the community to work in harmony to ensure performance of the business. Stakeholder theory focuses on the value creation for all these stakeholders. Based on the stakeholder theory, it is essential for businesses to strive for equitable treatment of all stakeholders, as this practice ultimately contributes to their long-term success. In contrast, the shareholder theory diverges significantly from the stakeholder theory. According to the shareholder theory, the primary goal of a company should be to promote the welfare of its shareholders. Essentially, shareholder theory can be distilled into a corporate strategy that prioritizes maximizing profits without regard for any other considerations, as shareholders are primarily concerned with financial expansion (Phillips, 2003).

The stakeholder theory holds significant relevance to the exploration of SCMP and their direct impact on the operational performance of churches especially, in the case of (CITAM) in Kenya. By applying this theory, the study can highlight how stakeholder engagement through SSP, quality information sharing, AIT, CRM and LP directly influences the OP of religious organizations. Strategic supplier partnership allows CITAM to ensure a consistent supply of necessary resources, while quality information sharing ensures transparency and efficiency in operations. The adoption of information technology can streamline processes, customer relationship management can

improve congregational engagement and satisfaction, and implementing lean practices can enhance resource optimization, all of which collectively contribute to the operational efficiency and effectiveness of CITAM, aligning with the stakeholder theory's emphasis on meeting the needs of various stakeholders to achieve organizational success.

Stakeholder theory, a key framework in contemporary business and management studies, has come under fire in recent years. Some scholars contend that stakeholder theory lacks precise and broadly agreed definitions and classifications of stakeholders, making implementation difficult (Freeman, Harrison & Wicks, 2007). Furthermore, opponents argue that stakeholder theory may overvalue the interests of powerful stakeholders at the expense of others, thus leading to a lack of balance in decision-making and corporate social responsibility (Jones, Felps & Bigley, 2007). Furthermore, there is disagreement about the viability of stakeholder theory in the global corporate environment, with issues highlighted about its adaptability to multiple cultural contexts and stakeholder expectations (Jensen, 2010).

2.3 Supply Chain Practices

The efficiency of a SC relies on the successful implementation of strategic practices by an organization. CITAM church in Kenya employs several key supply chain practices, including strategic supplier partnerships, sharing quality information, embracing information technology, managing customer relationships, and implementing lean practices.

2.3.1 Strategic Supplier Partnership

Strategic supplier partnerships are agreements between two businesses or organizations to cooperate or assist one another in order to facilitate each party's pursuit of their individual goals. It is also the hierarchy-level relationship that exists between the company and its suppliers. Sustainable procurement requires solid supplier relationships thus the decision that the firm makes on choosing the right suppliers whom they can partner with and integrate effectively to acquire proper complementary competencies is a vital factor that adds value to the chain supply. Alignment on objectives, delivery timelines, volumes, operations, and a variety of other concerns is one of the most essential aspects of any successful partnership between supply chain partners.

Active supplier interaction and a well-structured supplier development framework are critical. In addition to optimizing operational procedures, collaborative planning with suppliers results in less surplus inventory, cheaper manufacturing costs, better control of demand uncertainties, and improved revenue (Arshinder, 2008). It also adds to the adoption of more efficient practices and an improvement in supplier punctuality. Regular engagement, discussion of business rules, a review of payment terms, and constant process enhancement are all required for effective supplier relationship management. In terms of best practices, supply chain management supports the evaluation of existing suppliers as well as the evaluation of future suppliers in order to develop capacity and enhance the SC.

2.3.2 Integration and Information Sharing

This concerns the extent of information exchange within the supply chain that proves advantageous for all stakeholders (Moberg, 2002). By implementing an information system across different tiers to distribute essential information related to demand management, inventory reorder thresholds, safety stock handling, and material resource planning, information serves as a conduit for

addressing the existing voids in supply chains. Sharing information among businesses and the individuals within the supply chain streamlines stock management, reducing issues related to product shortages. Conversely, sharing operational data may involve multiple channel participants offering valuable insights into raw material supply requirements (Chen & Paulraj, 2010). Information quality is indicated by its relevance, accuracy, accessibility, and suitability for organizational needs.

Buyers and sellers alike value the trust in strategic connections. This trust typically results from years of enduring business relationships. Companies that collaborate frequently appreciate each other's expertise, understand their respective industries, and have confidence in their partners' ability to uphold their commitments. Building trust is a gradual process, often commencing with small, straightforward collaborative projects that yield swift results, generating momentum (Chesaro, 2016). This demonstrates a commitment to collaboration and equitable benefit sharing. More importantly, organizations should base their relationships on transparent communication and information exchange, with the expectation that trust will grow over time.

2.3.3 Adoption of Information Technology

Companies are taking the advantage of the IT to become more responsive to their customers and suppliers through advancement on electronic and internet communication. Technology advancement has enabled firms to enrich their firm with electronic resource planning equipping the firm with the necessary electronic tool for data interchange thus drawing more operational benefits such as easing communication between the firm and their suppliers (Dehning, Richardson & Zmud, 2007). Technology facilitates the integration and control of procurement and logistics required in the SC. The adapters of the IT integration in SC often face technical failures and organizational difficulties compared to non- adopters. With the electronic system the firm can track

records such vendor- managed inventory and customer sales data which are more accurate increasing the inventory control efficiency and can be used for references in future.

Utilizing information technology offers an economical alternative to in-person communication, ensuring the accessibility of trustworthy information. Information technology possesses the capability to streamline interaction and cooperation among suppliers, producers, distributors, sellers, and consumers, enabling the integration and efficient management of the exchange of products, data, and finances among these participants. Customer satisfaction improvement is information technology's main goal. On-time delivery might help to satisfy the client by accuracy, product availability, reactivity, and adaptability, as well as a rise in sales, paying consideration to customer input, and taking appropriate measurements to increase operational efficiency (Kumar & Kushwaha, 2018).

2.3.4 Customer Relationship Management

Customer relationship is built by the practices that a firm employs to improve its customers' satisfaction. A long-term customer relationship can be created when a firm offers quality services to its customers, handles customer complains in a more effective manner and improves quality and quantity of its supply to suit tastes and preferences on its customer despite the dynamic nature of customer expectations. The firm need to assess these changes of preferences on regular basis in order to adjust its operational accordingly. An effective relational information process influences the customers who have it are happier, and their companies do better than those who don't (Jayachandran et al., 2005). Holmberg (2015) emphasizes that cultivating customer relationships necessitates training employees, establishing supportive management mechanisms, fostering open internal communication, and actively engaging in external communication.

A company that builds a robust network with its clients, rather than isolating itself from competition, gains a competitive edge. Furthermore, maintaining a strong customer relationship entails delivering products and services promptly. This includes monitoring order statuses during booking and delivery, effectively conveying product details to customers, and executing essential tasks to strengthen customer relationships (Flynn & Flynn, 2005). According to Bearnon (2014), better customer relationships can enhance demand analytics, which will help with resource and material planning as well as the effectiveness of operations. Additionally, the overall supply chain management efforts of a firm can be successful.

2.3.5 Lean Practices

Lean practices, rooted in principles like minimizing waste, optimizing resources, and improving overall efficiency, have been recognized for their positive impact on operational performance (OP). Recent research highlights the advantages of implementing lean practices across various industries. A study by Li and Wang (2022) found that lean practices can significantly enhance OP by reducing lead times, lowering production costs, and improving product quality. The implementation of lean principles promotes better resource utilization and streamlines processes, ultimately leading to increased operational efficiency. Additionally, a recent study by Razi and Khosravi (2021) in the manufacturing sector revealed that lean practices positively influence operational performance, particularly in terms of productivity, flexibility, and customer satisfaction. These findings underscore the relevance of lean practices in enhancing operational performance in contemporary business environments.

Just-in-time (JIT) inventory management is a critical component of evaluating lean approaches in modern supply chain management. Gunasekaran, Subramanian, and Natchiar (2015) emphasized

the importance of JIT in attaining operational efficiency and waste reduction. JIT promotes lean principles by removing needless storage expenses and optimizing production processes by reducing excess inventory and coordinating production with customer demand. Its importance remains consistent in today's dynamic business environment, as proven by research by Kucukkoc, Tanyas, and Ozturk (2020), which underlines JIT's function in creating agility and responsiveness. JIT is a critical tool for analysing lean processes, helping firms to increase production, cut lead times, and respond efficiently to ever-changing market needs.

2.4 Operational Performance

Operational performance is an important indicator of an organization's ability to deliver services or products. In the context of CITAM, operational performance refers to the church's ability to manage its resources and provide services to its stakeholders in an efficient manner. As a crucial metric of operational performance, delivery time determines how rapidly CITAM can respond to the needs of its stakeholders and supply services. Shorter delivery times suggest greater efficiency and effectiveness, which is directly tied to operational performance. According Simpson and Power (2020), lowering delivery times improves overall operational efficiency in service organizations because it coincides with the concept of delivering client needs promptly, consequently influencing service quality.

Another important metric is customer satisfaction, which represents how well CITAM meets the requirements and expectations of its stakeholders. Customer satisfaction levels are high, indicating that CITAM's operating processes are well matched with the desires of its constituents. According to Chang et al. (2021), boosting customer satisfaction can greatly improve organizational

operational performance by promoting loyalty and positive word-of-mouth, both of which are critical for the church's sustained expansion and community participation.

Employee production assesses the efficiency and productivity of CITAM employees. Employee productivity is critical for assuring operational effectiveness because productive employees can deliver services more effectively. Smith and Jones (2020) discovered that increased employee output favourably improves operational performance in a variety of enterprises, including service-oriented ones. Therefore, CITAM's emphasis on optimizing staff output may result in improved operational performance.

Cost saving is linked to operational effectiveness since it has a direct impact on the church's financial efficiency. Cost reduction while retaining service quality is an important indicator of good resource management. Brown and Miller (2021) discovered that cost-cutting initiatives have a major impact on operational performance by freeing up resources for other critical activities and expenditures inside a company. As a result, tracking cost-saving activities is critical to evaluating CITAM's operational effectiveness.

2.5 Empirical Review

In a recent study, Kumar and Kushwaha (2018) focused on fair price shops in India in order to ascertain the connection between various SCM strategies and OP. The paper chose an exploratory combined descriptive design. With the aid of a standardized questionnaire, the researcher collected 87 responses from stores dealers in Bhopal, Madhya Pradesh (India), who met the criteria for the screening questions. A theoretical model and hypotheses were assessed using structural equation modelling in conjunction with partial least squares. A total of 87 valuable questionnaires were gathered, achieving a response rate of 43.5%. According to the study, there is a substantial and

favourable correlation between the operational performance and three aspects of SCM practices. The article offers empirical insights into how changes are made to the fair price shops' operational success. The evidence points to a favourable and significant correlation between SCM strategies and the effectiveness of fair price retailers. This study was carried out in India which presents a contextual gap to be addressed in the current study. Therefore, the current study's context was focused on CITAM which is in Kenya.

Hashemi (2022) conducted a study using Afghanistan non-profit organizations as a case study to ascertain the impact of SC issues and SCP on performance of non-profit organization. Utilizing the SmartPLS3 tool, the study used a quantitative approach. To managers at the top, middle, and lower levels, 100 questionnaires were sent. Out of 100 questionnaires issued, 55 were completed and returned, or 55% of the total. According to the study's findings, SCP is positively impacted by integration supply chain indicators that is activities like planning, sharing information, coordinating and controlling supplies, along with the commitment of all management levels, were explored in the present study. The research sought to assess the impact of Supply Chain Management Practices (SCMP) on Organizational Performance (OP) through the application of diverse analytical methods.

In the Amhara Pipe Factory, Kibret (2021) conducted study to ascertain the impact of SCM on organizational performance. The study employed an explanatory approach to examine how these supply chain management factors affected organizational performance. Closed-ended survey questionnaires were used as a structured data gathering tool. 128 people were included in the sample using a straightforward random sampling procedure. Descriptive research was used in the analysis. The findings of the three variables' regression coefficients the impact of independent factors on organizational performance is significantly influenced by responsiveness, internal lean

practices, and information quality. On the other hand, the study finds no evidence of a substantial effect of independent factors related to strategic supplier partnerships or customer relationships on organizational performance. A contextual and methodological gap was depicted by the current study which was addressed by carrying out a similar study in the context of CITAM church in Kenya using different methodology.

Supply chain management's impact was examined by Belay (2018) on an organization's performance, as in the example of the East African Bottling Share Company. Explanatory and descriptive study designs were employed by the researcher. 97 East African Bottling Share Company employees contributed the study's data. In addition to using the ordinary least squares regression method, the analysis also used Pearson correlation and the causal relationships. The analysis's findings support the notion that SCM methods and organizational performance have a significant correlation. All SCM strategies, with the exception of internal lean approaches, had a significant positive influence on performance of the firm. This study was undertaken in a different context from the current study.

In particular, Jimmy (2017) examined how supply chain procedures in World Vision Rwanda's Thrive Project's procurement functions affected project performance. 45 employees were the intended study population, on whom a study census was conducted. Themes and codes from the respondents were analysed and summarized using quantitative analysis, which also revealed successes, obstacles, and the modifications needed to cut costs and provide great services. The findings demonstrated that all three project performance factors—timely implementation, efficient budgeting, and supply chain methods all had an impact on donor requirements compliance. This study depicted a conceptual gap where the influence of SCMP on OP was not studied.

Chesaro (2016) undertook a research project to explore the link between SCM approaches and the operational effectiveness of multinational manufacturing companies operating in Kenya. The research methodology entailed conducting a comprehensive survey that encompassed a cross-sectional study of 45 multinational manufacturing firms located in Nairobi. The data collection process involved administering a questionnaire to senior procurement officers and their assistants. The collected data was subsequently subjected to analysis, which involved the use of descriptive statistical methods and the application of a regression model to determine the associations between the different factors under scrutiny. The study's outcomes indicated the existence of a statistically significant relationship, with an R² value accounting for 66.54% of the variances observed in operational performance. It's worth highlighting that the study deliberately excluded non-profit organizations in Kenya, concentrating exclusively on the CITAM context.

Nyangweso (2013) conducted an investigation to evaluate the influence of SCM strategies on the performance of sugar enterprises within Kenya. This study employed a descriptive research design, and data were gathered by distributing questionnaires that included a combination of open-ended and closed-ended questions. The gathered data underwent comprehensive analysis, involving descriptive statistics and inferential techniques, including regression analysis, to uncover meaningful patterns and relationships within the dataset. The study's conclusions indicated that supply chain management techniques led to improvements in several performance indicators. Effective SCMP were associated with reduced operational costs, faster response times for product design changes, and increased order processing accuracy for customers. These factors contributed to increased market share and enhanced customer satisfaction for the company. It's worth noting that there was a temporal and contextual distinction between this study, which was conducted in 2013 for sugar firms in Kenya, and the current study targeted CITAM church.

Memia (2018) aimed to investigate how modern supply chain techniques impacted the performance of significant Kenyan manufacturing enterprises. Descriptive research design was employed. The study concentrated on 563 firms identified by KAM. A structure questionnaire was employed to collect data where the study selected 312 respondents as the study sample. The analysis revealed that all contemporary supply chain techniques, with information technology playing a moderating role, had a significant positive influence on performance. These techniques contributed to 58.4% of the performance of manufacturing enterprises in Kenya. It's important to mention that the study did not consider non-profit organizations, which was be addressed in the current study

In summary relational exchange theory emphasizes the importance of trust, commitment, and cooperation in fostering long-term relationships in supply chains and has proven its significance in understanding the operational performance of various industries. However, criticisms of oversimplification, neglect of power imbalances and cultural and industry-specific limitations challenge its comprehensive application. Stakeholder theory, focusing on value creation for all stakeholders, has relevance in the context of understanding how supply chain practices affect the operational performance of entities like (CITAM) in Kenya, highlighting the impact of strategic supplier partnerships, quality information sharing, technology adoption, customer relationship management, and lean practices on operational efficiency. Yet, debates regarding imprecise stakeholder definitions and concerns over favouritism toward powerful stakeholders challenge its implementation.

The subsequent section thoroughly explored the specific supply chain practices deployed by CITAM in Kenya. SSP, quality information sharing, technology adoption, CRM, and lean practices were dissected to underscore their significant contributions to operational performance.

Strategic supplier partnerships and quality information sharing ensured stable resource supply and transparency, respectively, while technology adoption streamlines communication and management processes, bolstered CITAM's operational efficiency. Customer relationship management strengthens congregational engagement, and lean practices optimize resource utilization, all contributing to the overall operational effectiveness of CITAM. However, critiques regarding the theories and supply chain practices are highlighted, questioning their generalizability, applicability across diverse cultural contexts, and potential limitations in intricate modern supply chains.

Studies from various sectors and geographical locations, ranging from India, Afghanistan, Rwanda to Kenya, emphasize the significant impact of supply chain strategies on operational performance, unveiling linkages that enhance delivery times, customer satisfaction, employee productivity, and cost-saving measures. However, each study also revealed contextual or methodological gaps, which stimulated the need for a focused investigation, specifically in the context of CITAM in Kenya, to bridge these research gaps and contribute a more nuanced understanding of the relationship between SCP and operational performance in a non-profit, church-oriented setting.

Table 2. 1: Summary of literature review and Research Gaps

Study	Methodology	Key Findings	Research Gaps	Gap addressed by this Study
An empirical study by Kumar and Kushwaha (2018) explored SCMP and the operational performance relationship of fair price shops in India.	Exploratory combined descriptive design	A positive impact of SCMP on OP of Fair Price Shops in India	The study focused fair price shops in India	The study focus is CITAM church in Kenya

Hashemi (2022) conducted a case study on non-profit organizations in Afghanistan to investigate how SC challenges and supply chain performance affect their overall performance.	Quantitative method using SmartPLS3 application	Supply chain performance was positively impacted by integration supply chain indicators	The study used quantitative method	The study will use descriptive research design
Kibret (2021) examined the impact of SCM on the organizational performance of Amhara Pipe Factory.	Explanatory study approach	SCM positively impacted organizational performance in Amhara pipe factory	The study used explanatory study approach	The study will use descriptive research design
Belay's (2018) study focused on the influence of supply chain management on the performance of East African Bottling Share Company.	Explanatory and descriptive study designs	SCM had a positive effect on performance of East African Bottling Share Company	The study was carried out on East African Bottling Share Company	The study targets CITAM church in Kenya
Jimmy (2017) conducted a case study on the Thrive Project at World Vision Rwanda to analyse supply chain practices and project performance connection.	Quantitative approach	Project performance was positively influenced by SC practices	The study used Quantitative approach	The study will use descriptive research design
Chesaro's (2016) research delved into the SCMP and OP of multinational manufacturing firms in Kenya.	A census study survey research design	SCM had a positive effect on OP of multinational manufacturing firms in Kenya	The study targeted multinational manufacturing firms in Kenya	The study targets CITAM church in Kenya
Nyangweso (2013) investigated the SCM and organizational performance relationship in the Kenyan sugar industry.	Descriptive research design	SCM had a positive effect on organizational performance of sugar industry in Kenya	The study targeted sugar industry in Kenya which is a profitable organization	The study targets CITAM church in Kenya which is a non-profit organization
Memia's (2018) study explored how contemporary supply chain practices influence the performance of large manufacturing firms in Kenya.	A descriptive research design	All modern supply chain techniques, with IT acting as a moderating factor, contributed to performance of manufacturing enterprises in Kenya	The study focused on contemporary supply chain practices on performance of manufacturing firms in Kenya	The study will focus on supply chain practices on OP of CITAM church in Kenya.

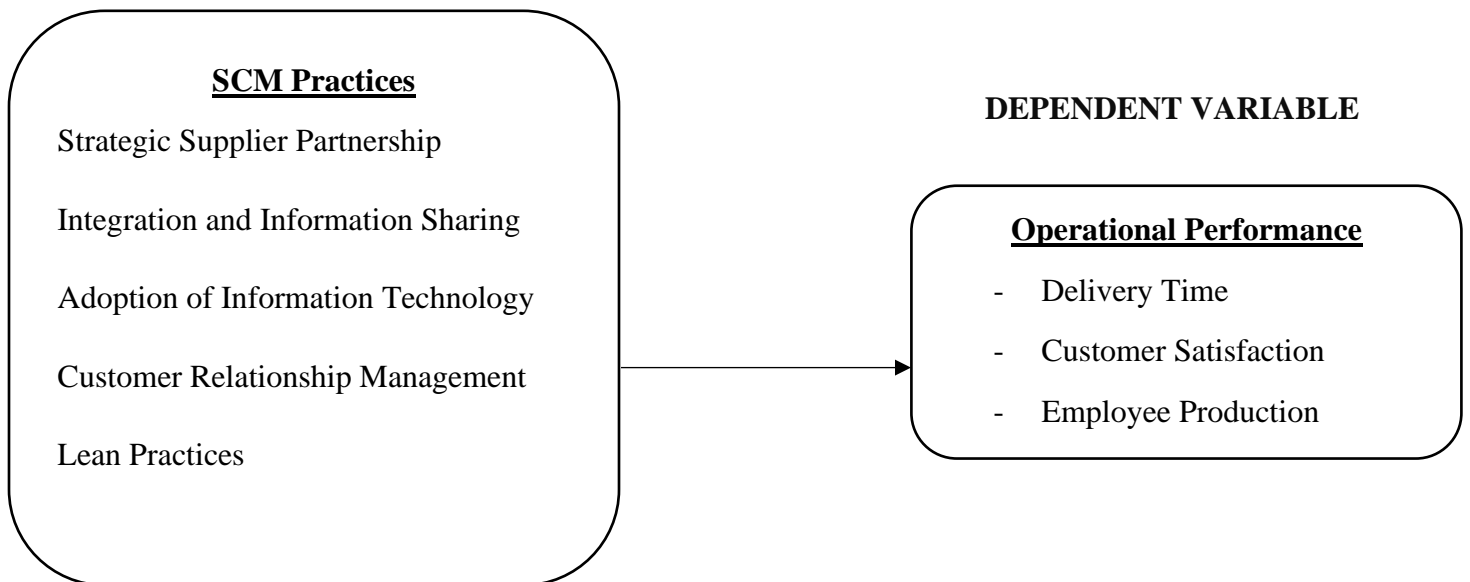
Source: Researcher (2023)

2.7 Conceptual Framework

The independent variables of the study are SCMP which include strategic supplier partnership, integration and information sharing, adaption of information technology, customer relationship management and lean practices while the dependent variable is operational performance.

Figure 2. 1: Conceptual Framework

INDEPENDENT VARIABLES



Source: Researcher (2023)

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

The chapter encompassed techniques for gathering and analysing data to fulfil the study's goals. It covered the research design, the chosen target population, the data collection approach, and the methods employed for data analysis in the research.

3.2 Research Design

This particular study opted for a descriptive research design which in essence, aimed to gather data for the purpose of impartially depicting a phenomenon, situation, or population. A research design refers to the chosen approach a study employs to address a research query through the utilization of real-world data. In simpler terms, it encompasses the assortment of research methods and tactics employed by a researcher in conducting their investigation (Dulock, 1993).

Consequently, this research embraced this design to elucidate the connection that can be observed between SCMP and OP within CITAM Church in Kenya. Descriptive research design, which involves observing, documenting and analysing existing phenomena, was ideal for comprehensively understanding SCMP and their impact on OP within CITAM. It systematically identified and described these practices, offering a clear overview of their implementation. This approach enabled meticulous documentation and analysis of strategies for accurately characterizing supply chain practices' effects on operational performance within organizations.

3.3 Population and Sample

A population refers to a well-defined group of people, items, objects or things known to have similar qualities and attributes of interest to the study. The population of this research constituted

all the supply chain units of CITAM church in Kenya comprised of 9 catering units, Resort in Kiserian, a children centre, 8 primary schools, 2 pre-primary schools, carpentry unit, tailoring workshop, Hope FM Radio, Hope TV, 7 mission stations, 31 church branches and the head office. This comprised of 64 total supply chain management stations that require special and specific SCM. The study therefore undertook a census of all these units and therefore no sampling was needed in the study.

3.4 Data Collection

The study used primary data that was obtained by distributing structured survey questionnaire to each representative in the procurement stations of CITAM in Kenya. Cross-sectional data on the SCMP currently used by the church on all these units and the level of operational performance was collected. The researcher administered the questionnaires through online survey using online Google Forms, and where online surveys were not reliable, the researcher used drop and pick later method of distributing the questionnaire to the study respondents.

3.5 Data Analysis

To fulfil the initial goal of the research, which was to ascertain the SCMP that were commonly used in CITAM the study used descriptive statistics which involved the calculation of the mean, mode and standard deviation of the responses. To identify the influence of SCMPs on OP of CITAM the study carried out a regression analysis. (SPSS) was used in the data analysis. The regression model was;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \epsilon$$

Where:

Y = Composite measure of Operational Performance (Indicators are; Delivery Time, Customer Satisfaction, Employee Production and Cost Saving)

β_0 = Constant

$\beta_1, \beta_2, \beta_3, \beta_4$ and β_5 = Regression Coefficients

ε = the error term

X1=Strategic Supplier Partnership

X2 = Integration and Information Sharing

X3 = Adoption of Information Technology

X4 = Customer Relationship Management

X5= Lean Practices

CHAPTER 4: DATA ANALYSIS, RESULTS AND DISCUSSIONS

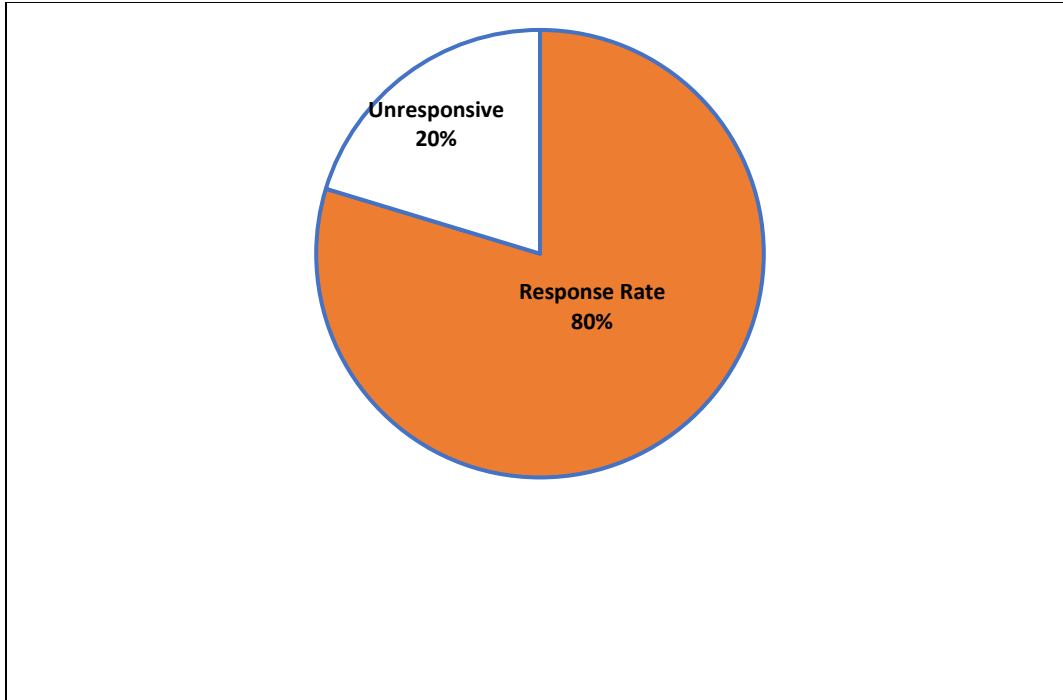
4.1 Introduction

In this chapter, data was analysed to meet the research objective. the reliability and validity of the collected data was rigorously assessed to ensure the robustness of our analytical framework. Following this, the dataset underwent a meticulous descriptive analysis, employing measures such as mean, median, mode, and standard deviation to discern the central tendencies and variability of key variables. Subsequently, inferential analysis, including correlation and regression analyses, were conducted to uncover nuanced relationships between variables. The results derived from these analyses were presented comprehensively, offering a quantitative depiction of the dataset's intricacies. Finally, the chapter culminated into a thorough discussion of findings.

4.2 Response Rate

The response rate for this study was commendable, with 51 out of 64 respondents actively participating, indicating a substantial engagement level. This translates to an impressive response rate of 80%, meeting the conventional threshold for survey research. The robust participation enhances the reliability of the gathered data, ensuring a representative sample and bolstering the validity of the subsequent analyses. This good level of engagement underscores the significance and commitment of the participants to contribute meaningfully to the research objectives, thereby fortifying the study's overall quality and credibility Baruch (1999).

Figure 4. 1: Response Rate Chart



4.3 Validity and Reliability of Data

The investigation focused on validating and ensuring the reliability of the questionnaire items associated with each variable to guarantee the quality and accuracy of the collected data. Utilizing validity tests, particularly the KMO Bartlett's test, the study evaluated the appropriateness and efficacy of these items in capturing the intended factors. This examination confirmed the questionnaire items' relevance and their alignment with the research objectives. Additionally, by employing the Cronbach Alpha test to ascertain reliability, the study examined the internal coherence of the questionnaire, verifying that the items consistently measured the same underlying factors. These meticulous assessments reinforced the questionnaire's credibility and bolstered the trustworthiness of the data for subsequent analyses.

Table 4. 1: Validity and Reliability Tests

Variable	Kmo Barlett's	Cronbach's Alpha	No of items
Strategic Supplier Partnership	0.690	0.702	5
Integration and Information Sharing	0.632	0.682	5
Adoption of Information Technology	0.787	0.864	5
Customer Relationship	0.661	0.707	5
Lean Practices	0.848	0.914	5
Operational Performance	0.837	0.933	8

Table 4.1 displays the results of the validity and reliability assessments for each variable. The KMO Bartlett's test indicates the suitability of the questionnaire items in capturing the intended constructs, with values ranging from 0.690 to 0.848. Additionally, the Cronbach's Alpha coefficients, reflecting the internal consistency of the questionnaire, range from 0.702 to 0.933. These values affirm the reliability of the items in consistently measuring the underlying factors. The number of items for each variable is specified, with values ranging from 5 to 8, providing insights into the depth of measurement for each variable within the study.

4.4 Descriptive Statistics

The descriptive analysis in this study employed various statistical measures to elucidate the central tendencies and distribution of key variables. Specifically, the examination encompassed the variables of SSP, Integration and Information Sharing, Adoption of Information Technology, CRM, Lean Practices, and Operational Performance. Through calculations of mean, median, mode, and standard deviation, a comprehensive understanding of the dataset's characteristics for each variable was attained. This rigorous analysis serves as the foundation for unravelling the

nuanced intricacies within each dimension, setting the stage for a more in-depth examination of these variables.

Table 4. 2: Strategic Supplier Partnership

Statements	N		Mean	Median	Mode	Std. Deviation
	Valid	Missing				
We tend to use the same suppliers for delivery of goods and services	51	0	3.57	4	4	1.044
Suppliers are easily accessible and deliver goods/services on time	51	0	4.0	4	4	0.917
Suppliers go out of their way to ensure they deliver the right quantity and quality of goods at the right time.	51	0	4.0	4	4	0.872
Suppliers do not usually charge or penalize for late or urgent orders.	51	0	4.20	4	5	0.980
There is are collaborations with CITAM and the suppliers.	51	0	3.55	4	4	1.119

In Table 4.2, a comprehensive analysis of participant responses concerning the effectiveness of strategic supplier partnerships in the organization is provided. Participants expressed diverse viewpoints, with mean scores ranging from 3.55 to 4.20 across statements. The mode values consistently centered around 4 and 5, indicated a prevalent consensus on the perceived effectiveness of strategic supplier partnerships. Standard deviations, ranging from 0.872 to 1.119, suggest a notable level of variability in responses, reflecting diverse opinions within the consensus. Specifically, the statement " There is are collaborations with CITAM and the suppliers " achieved a mean score of 3.55, and a mode of 4 emphasized a considerable level of agreement among participants. Conversely, the statement "Suppliers do not usually charge or penalize for late or urgent orders" received a mean score of 4.2, suggesting a high level of agreement and underscoring participants' favorable consensus regarding supplier not penalizing late orders.

Table 4. 3: Integration and Information Sharing

Statement	N Valid	Missing	Mean	Median	Mode	Std. Deviation
There is fast and reliable communication between the supplier and the unit/assembly.	51	0	4.08	4	4	0.717
It is easier and convenient to place orders accurately with the suppliers.	51	0	4.22	4	4	0.673
In case of changes in availability of goods or change in the orders the information is communicated fast and easily responded to.	51	0	3.86	4	4	0.980
The unit/assembly has fully integrated its systems with essential suppliers that orders and changes in orders are almost real time.	51	0	3.29	4	4	1.108
The structure of command in the unit/Assembly do not affect ordering and delivery of goods and services.	51	0	3.59	4	4	0.983

Table 4.3 provides an extensive evaluation of participant responses regarding the Integration and Information Sharing within the unit and its suppliers. Participants expressed diverse perspectives, with mean scores ranging from 3.29 to 4.22 across statements. The mode values, consistently centered around 4, underscore a prevalent consensus on the perceived efficiency of integration and information sharing practices. Standard deviations, ranging from 0.673 to 1.108, signify a notable level of variability in responses, reflecting diverse opinions within the consensus.

Specifically, the statement "It is easier and convenient to place orders accurately with the suppliers" achieved a mean score of 4.22, indicating a high level of agreement among participants regarding the ease and accuracy of placing orders. Conversely, the statement "The unit/assembly has fully integrated its systems with essential suppliers that orders and changes in orders are almost real-time" received a mean score of 3.29, suggesting a neutral consensus among participants regarding the degree of integration with suppliers. These findings highlight participants' general positive perceptions of the integration and information sharing practices within the unit/assembly and its suppliers.

Table 4. 4: Adoption of Information Technology

Statement	N		Mean	Median	Mode	Std. Deviation
	Valid	Missing				
Adoption of modern technology in all the supply chain systems.	51	0	4.08	4	4	0.796
Realtime tracking of orders and deliveries using elaborate IT systems by major suppliers.	51	0	4.08	4	4	0.868
Significant efforts towards acquisition of software and hardware for supply chain management.	51	0	3.43	3	3	1.136
Use of modern technology for placing orders and recording deliveries.	51	0	3.94	4	4	0.968
The supply chain management system adopted by the unit is highly integrated to other systems of CITAM.	51	0	3.88	4	4	0.952

Table 4.4 offers a detailed analysis of participant responses regarding the Adoption of Information Technology within the supply chain systems. Diverse perspectives were expressed, with mean scores ranging from 3.43 to 4.08 across statements. Mode values, with variations from 3 to 4, indicated some participants were neutral and some highly agreed on the perceived effectiveness of technology adoption. Standard deviations, ranging from 0.796 to 1.136, suggest a notable level of variability in responses, reflecting diverse opinions within the consensus.

The statement "Adoption of modern technology in all the supply chain systems" and "Realtime tracking of orders and deliveries using elaborate IT systems by major suppliers" received the highest mean score of 4.08, indicating a strong consensus among participants. On the other hand, "Significant efforts towards acquisition of software and hardware for supply chain management" received the lowest mean score of 3.43, suggesting a slightly lower but still favorable consensus among participants on the significant efforts of acquisition of software and hardware towards supply chain management.

Table 4. 5: Customer Relationship Management

Statement	N Valid	Missing	Mean	Median	Mode	Std. Deviation
The unit/ assembly has in all instances made early orders that meet satisfaction of clients or end users.	51	0	3.63	4	4	0.979
There have been few cases if any of mispricing or client disgruntlement as a result of poor services.	51	0	3.35	3	4	0.996
The process of supply chain is elaborate to ensure that quality services are delivered and on time.	51	0	3.92	4	4	0.977
The unit/assembly uses CRM computer systems integrated with other systems in CITAM.	51	0	3.59	4	4	1.043
Suppliers' needs are addressed very fast, that quality of their products or services is never compromised.	51	0	3.57	4	4	0.968

Table 4.5 provides a comprehensive analysis of participant responses regarding Customer Relationship Management (CRM) within the unit/assembly. Diverse perspectives were expressed, with mean scores ranging from 3.92 to 3.35 across statements. Mode values, predominantly at 4, indicate participants agreed on the perceived effectiveness of CRM practices. Standard deviations, ranging from 0.977 to 1.043, suggest a notable level of variability in responses, reflecting diverse opinions within the consensus.

The statement "The process of the supply chain is elaborate to ensure that quality services are delivered and on time" received the highest mean score of 3.92, indicating a consensus among participants regarding the perceived effectiveness of the elaborate supply chain process in ensuring timely delivery of quality services.

On the other hand, the statement "There have been few cases if any of mispricing or client disgruntlement as a result of poor services. " Received the lowest mean score of 3.35, suggesting

that participants were ‘neutral’ on the occurrence of few cases, if any, of mispricing or client dissatisfaction due to poor services.

Table 4. 6: Lean Practices

Statement	N		Mean	Median	Mode	Std. Deviation
	Valid	Missing				
CITAM consistently maintains low inventory levels to ensure that goods are ordered and received precisely when needed.	51	0	3.59	4	4	0.942
CITAM effectively utilizes JIT inventory management to minimize storage costs and reduce the risk of holding excessive, unused supplies.	51	0	3.49	4	4	1.046
CITAM's adoption of JIT inventory management has resulted in improved resource allocation and faster response times to meet the needs of our unit	51	0	3.73	4	4	1.041
CITAM JIT practices have positively influenced our ability to maintain product quality and consistency in services offered.	51	0	3.80	4	4	0.917
CITAM's commitment to JIT inventory management aligns with its goal of minimizing waste and enhancing operational efficiency in resource management processes.	51	0	3.82	4	4	0.910

Table 4.6 presents a thorough examination of participant responses concerning Lean Practices within CITAM's inventory management. Diverse perspectives were expressed, with mean scores ranging from 3.59 to 3.82 across statements slightly lower but still noticeable consensus among participants. Mode values, consistently centred around 4, indicated that most participants ‘Agree’ on the perceived effectiveness of CITAM's Lean Practices. Standard deviations, ranging from

0.910 to 1.046, suggested a notable level of variability in responses, highlighting diverse opinions within the consensus.

The statement "CITAM's commitment to JIT inventory management aligns with its goal of minimizing waste and enhancing operational efficiency in resource management processes " received the highest mean score of 3.82, indicating a consensus among participants regarding CITAM's effectiveness in managing inventory levels to minimize waste.

On the other hand, the statement " CITAM effectively utilizes JIT inventory management to minimize storage costs and reduce the risk of holding excessive, unused supplies " received the lowest mean score of 3.49, suggesting a slightly lower but still noticeable consensus among participants on the effectiveness of CITAM's utilization of Just-In-Time (JIT) inventory management practices to minimize storage costs and reduce excess supplies.

Table 4. 7: Operational Performance

	N		Mean	Median	Mode	Std. Deviation
	Valid	Missing				
CITAM consistently meets deadlines and schedules while aligning to set standards in delivery of programs and services.	51	0	3.67	4	4	0.909
CITAM is able to meet customers' expectations in terms of service delivery and event management.	51	0	4.02	4	4	0.927
Enhanced customers satisfaction as a result of quality and reliability of services offered by CITAM.	51	0	4.06	4	4	0.855
Enhanced responsive channels for stakeholder feedback, needs and desires.	51	0	3.73	4	4	0.874
CITAM employees are highly motivated and productive due to integrated supply chain strategies.	51	0	3.57	4	4	0.855
Employees are equipped with necessary tools and resources to perform their roles.	51	0	3.92	4	4	0.821

Enhanced resource optimization and elimination of unnecessary costs effected by efficient supply chain management practices.	51	0	3.73	4	4	0.777
CITAM continuously explores opportunities for cost reduction while maintaining quality and excellent service delivery.	51	0	4.02	4	4	0.883

Table 4.7 offers a comprehensive analysis of participant responses concerning Operational Performance within CITAM. Diverse perspectives were expressed, with mean scores ranging from 3.63 to 4.12 across statements. Mode values, consistently centered around 4, indicate a strong agreement among participants on the perceived effectiveness of CITAM's operational performance. Standard deviations, ranging from 0.777 to 0.927, suggest a moderate level of variability in responses, reflecting diverse opinions within the consensus.

Specifically, the statement " Enhanced customers satisfaction as a result of quality and reliability of services offered by CITAM " received the highest mean score of 4.06, indicating a robust consensus among participants regarding CITAM's quality and reliability of services offered to enhance customer satisfaction.

Conversely, "CITAM employees are highly motivated and productive due to integrated supply chain strategies" received the lowest mean score of 3.57, suggesting a slightly lower but still noticeable consensus among participants on the perceived impact of integrated SC strategies on employee motivation and productivity. These findings underscore the diverse perceptions of Operational Performance within CITAM, with a strong emphasis on cost reduction efforts and a slightly lower consensus on the impact of supply chain strategies on employee motivation and productivity.

4.5 Correlation Analysis

Table 4. 8: Correlation Analysis Table

Correlations	Y	X1	X2	X3	X4	X5
Y=Operational Performance	1					
X1=Strategic Supplier Partnership	.338**	1				
X2=Integration and Information Sharing	.482*	.540*	1			
X3= Adoption of Information Technology	.425*	.301**	.400**	1		
X4= Customer Relationship Management	.674*	.325**	.472**	.686**	1	
X5= Lean Practices	.577**	.338**	.479**	.432**	.529*	1

Utilizing Pearson's coefficients to assess correlations among the study variables, a focused examination on the relationship between OP and the predictor variables was conducted: SSP, Integration and Information Sharing, Adoption of Information Technology, CRM, and LP. The nuanced analysis revealed distinct associations that shed light on the dynamics within these key dimensions.

Strategic Supplier Partnership and OP had a moderate positive correlation ($r = 0.338$, $p > 0.05$), suggesting strategic supplier partnerships and operational performance had a moderate association. This moderate correlation indicated that the quality of relationships with suppliers influenced operational performance within the organization though moderately.

Integration and Information Sharing demonstrated a moderate positive correlation with Operational Performance ($r = 0.482$, $p > 0.05$), indicating a noteworthy relationship between effective integration and information sharing practices and higher levels of operational

performance. This finding underscored the importance of seamless integration and information sharing in contributing to improved operational performance.

Adoption of Information Technology exhibited a moderate positive correlation with OP ($r = 0.425$, $p > 0.05$), reinforcing the significance of technological adoption in influencing operational performance positively. This correlation suggested that organizations with advanced information technology practices tended to achieve higher levels of operational performance.

Customer Relationship Management demonstrated a strong positive correlation with OP ($r = 0.678$, $p > 0.05$), suggesting an association between CRM activities and operational performance. This indicated that customer relationship management played a substantial role in influencing operational performance within the organization.

Lean Practices displayed a strong positive correlation with OP ($r = 0.577$, $p > 0.05$), indicating an association between lean practices and higher levels of operational performance. This correlation suggested that organizations implementing lean practices tended to achieve enhanced operational performance.

4.6 Regression Analysis

Regression analysis is a statistical technique used to investigate and quantify the relationship between a predictor factor and one or more outcome variable. The primary aim is to comprehend the nature and strength of the association between these variables and construct a predictive model. In this approach, the outcome variable is forecasted based on the values of the predictor factors, and coefficients are assigned to each variable to denote their impact. The analysis offers insights

into the direction and significance of these relationships, allowing for the identification of key variables that contribute significantly to explaining the variability in the dependent variable.

4.6.1: Regression Model Summary

The examination of operational performance involved utilizing a regression model summary represented as: $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + \varepsilon$. This formula integrated factors like the SSP, integration and information sharing, adoption of information technology, CRM and lean practices. The comprehensive model provided valuable insights into the relationships among these components and their collective influence on fraud detection.

Table 4. 9: Regression Analysis Model Table

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.738 ^a	.544	.494	3.572

The R-squared (R^2) value as observed in the model summary table, specifically at 0.544, indicated that approximately 54.4% of the variability in the outcome variable "Operational Performance" was explained by the collective influence of the predictor variables in the model. This suggested that a substantial portion of the observed fluctuations in operational performance was accounted for by the model's regression equation. This therefore proved that our model was statistically significant.

Regarding the adjusted R-squared (Adjusted R^2), recorded at 0.494, it served as a refined evaluation considering both predictors and sample size. This adjusted value offered a more realistic estimate of the model's explanatory power. In this context, the adjusted R-squared value suggested that the model was statistically significant, and it remained well-suited for explaining the variation

in operational performance even after considering the number of predictors and sample size. The included predictors, namely "Strategic Supplier Partnership," "Integration and Information Sharing," "Adoption of Information Technology," "Customer Relationship Management," and "Lean Practices," collectively contributed meaningfully to elucidating operational performance, reflecting their impact on the observed variability.

4.6.2: ANOVA Analysis

A variance analysis was conducted to evaluate the decision-making process for accepting or rejecting the null hypothesis. The significance of the model was determined by comparing the p-value to a predetermined threshold, commonly set at 0.05. If the p-value is below 0.05, it indicates a significant relationship, classifying the model as statistically significant.

Table 4. 10: ANOVA Test Table

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	685.806	5	137.161	10.751	.000 ^b
	Residual	574.116	45	12.758		
	Total	1259.922	50			

The ANOVA analysis table provided pivotal insights into the efficacy of the regression model in elucidating the observed variations in the outcome variable., Operational Performance. The significant F-statistic, with a value of 10.751 and a p-value (Sig.) of 0.000, indicated the overall significance of the model. However, given that the p-value is below the conventional threshold of 0.05, we rejected the null hypothesis, suggesting that the predictors and the dependent variable relationship was statistically insignificant.

This implies that the model, configured with the current set of predictors, offers sufficient evidence to establish a significant association between the variables under scrutiny. The predictors collectively contribute meaningfully to explaining the observed variability in operational performance. This significant relationship enhances our confidence in the model's ability to capture and explain the factors influencing operational performance.

4.6.3: Regression Coefficient

Within a statistical framework, the coefficients of regression in a model serve to measure the strength and orientation of the link between an autonomous factor and the reliant variable. The p-value affiliated with each regression coefficient denotes the statistical significance of this connection. If the p-value falls below 0.05, it implies that the respective factor holds statistical significance. This suggests that the factor substantially contributes to clarifying the variations in the reliant variable and stands as a pivotal element in the model. On the contrary, should the p-value surpass 0.05, the factor is not acknowledged as statistically significant.

Table 4. 11: Regression Coefficient

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.506	3.797		1.187	.042
	X1=Strategic Supplier Partnership	.060	.181	.040	.330	.242
	X2=Integration and Information Sharing	.208	.222	.124	.934	.743
	X3= Adoption of Information Technology	-.170	.184	-.130	-.928	.359
	X4= Customer Relationship Management	.818	.225	.549	3.644	.001
	X5= Lean Practices	.323	.150	.270	2.156	.036

In the analysis of the regression utilizing the specified values for the operational performance data, the results unfolded as follows: The constant term (β_0) was approximately 4.506 and showed statistical significance ($p = 0.042$), indicating that the constant term significantly contributed to the model.

Examining the independent variables, the coefficient for Customer Relationship Management ($\beta = 0.818$, $p = 0.001$) demonstrated a positive and statistically significant impact on the dependent variable (Operational Performance). Additionally, lean practices ($\beta = 0.323$, $p = 0.036$) demonstrated a positive and statistically significant relationship with operational performance.

On the other hand, Integration and Information Sharing ($\beta = 0.208$, $p = 0.743$), Adoption of information technology ($\beta = -0.170$, $p = 0.359$), and Strategic Supplier Partnership ($\beta = 0.060$, $p = 0.242$) did not show statistically significant relationships with OP.

4.7 Discussion of Findings

The generally positive mean scores and the consistent mode values around 4 and 5 suggest a prevalent consensus among participants regarding the importance and effectiveness of strategic supplier partnerships on operational performance. The mode value of 4 and 5 reinforces the strong alignment in perspectives among respondents in regards to efficacy of strategic supplier partnership on improving operational performance.

Varied mean scores ranging from 3.29 to 4.22 indicate diverse perspectives on the adoption of information technology within supply chain systems. The mode values centered around 4 suggests a highly agreeable responses, highlighting a consensus on the perceived effectiveness of technology adoption on operational performance.

Varied mean scores ranging from 3.35 to 3.92 indicate a range of opinions on the effectiveness of customer relationship management CRM practices. The mode values at 4 suggests agreeable responses, reflecting a consensus on the perceived effectiveness of CRM practices on operational performance.

Positive mean scores ranging from 3.49 to 3.82 indicate a generally favorable perception of lean practices. The consistent clustering of mode values around 4 indicates a noticeable consensus, with most participants 'Agreeing' on the perceived effectiveness of Lean Practices on operational performance.

Positive mean scores ranging from 3.57 to 4.02 indicate a widespread agreement among participants on the perceived effectiveness of operational performance. The consistent clustering of mode values around 4 signified agreements among participants regarding the effectiveness of strategic supply partnership, integration and information sharing, adoption of information and technology, CRM and lean practices on the operational performance.

The study unveiled significant insights into the relationships between key variables and operational performance. Notably, SSP and OP had a moderate positive correlation, suggesting a moderate association. This correlation underscores the crucial role that quality relationships with suppliers play in influencing operational performance within the organization.

Moreover, Integration and Information Sharing exhibited a moderate positive correlation with Operational Performance. This finding highlights the noteworthy relationship between effective integration and information sharing practices and heightened levels of operational performance. The study underscores the pivotal role that seamless integration and information sharing play in contributing to overall operational performance improvements.

The Adoption of Information Technology also demonstrated a moderate positive correlation with Operational Performance, emphasizing the significance of technological adoption in positively influencing operational performance. Organizations embracing advanced information technology practices achieve higher levels of operational efficiency.

On the other hand, Customer Relationship Management (CRM) displayed a strong positive correlation with Operational Performance, indicating a robust association between CRM activities and operational performance. This therefore suggested that CRM plays a substantial role in influencing operational performance within the organization.

Lastly, Lean Practices exhibited a strong positive correlation with Operational Performance, indicating a meaningful association between lean practices and higher levels of operational performance. This correlation implies that organizations implementing lean practices are highly likely to achieve enhanced operational performance.

The regression analysis provides insights into the impact of various independent variables on Operational Performance. Specifically, the results indicate that the coefficient for customer relationship management and lean practices demonstrated a highly statistically significant impact on Operational Performance. This suggests that CRM and LP have a substantial and positive influence on the organization's operational performance.

Based on the regression analysis, there is no statistically significant relationship between Operational Performance and the effectiveness of Integration and Information Sharing, Adoption of Information Technology, and Strategic Supplier Partnership. These variables do not seem to play a decisive role in influencing the operational performance of organizations. The lack of statistical significance implies that the observed associations between these variables and operational performance may not be reliable predictors of operational performance, and other unexamined factors might be more influential.

The R-squared (R^2) value of 0.544 in the model summary indicates that around 54.4% of the variability in OP is explained by the included variables. This suggests a significant contribution of factors like SSP, Integration and Information Sharing, Adoption of Information Technology, CRM, and Lean Practices to operational performance. However, it's crucial to note that 45.6% of the variability is attributed to unaccounted factors beyond the model.

Empirical studies with similar findings highlighted the substantial influence of (SCM) strategies on (OP) across various sectors and geographic locations. For instance, Kumar and Kushwaha's (2018) study on fair price shops in India demonstrated a favorable correlation between SCM practices and operational success. Similarly, Hashemi's (2022) research on Afghanistan non-profit organizations and Kibret's (2021) study on the Amhara Pipe Factory in Kenya both revealed positive impacts of SC practices on organizational performance. Belay's (2018) examination of the

East African Bottling Share Company and Jimmy's (2017) investigation into World Vision Rwanda's Thrive Project procurement functions further supported supply chain strategies and performance positive relationship. Additionally, Chesaro's (2016) research on multinational manufacturing companies in Kenya and Nyangweso's (2013) study on sugar enterprises in Kenya also found significant links between SCM approaches and operational effectiveness.

In contrast, studies with contrary findings, such as those by Memia (2018) on significant Kenyan manufacturing enterprises and Chesaro (2016) on multinational manufacturing companies operating in Kenya, emphasize that not all SCM practices have a significant impact on OP. These studies suggest that the relationship between SCM strategies and operational success may differ based on the specific context and industry. The divergent results underscored the importance of considering contextual factors and industry specifics when examining the impact of SCP on OP. These conflicting findings provided a basis for further exploration and emphasized the need for more targeted research, such as the present study focusing on CITAM Church in Kenya, to uncover insights into SCP and OP relationship in the unique context of a non-profit, church-oriented organization.

CHAPTER 5: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This part of the research provides a thorough overview of significant findings, conclusions, limitations of the study, and potential directions for future research in the field.

5.2 Summary of Findings

The study revealed notable correlations between Operational Performance and key variables. The Strategic Supplier Partnership demonstrated moderate positive correlations, underscoring the importance of these variables in enhancing operational performance. Customer Relationship Management (CRM) and Lean Practices showed a strong positive correlation, indicating a substantial role in influencing operational performance. Moreover, the regression analysis identified a highly significant impact of Customer Relationship Management and Lean Practices on OP. Conversely, Integration and Information Sharing, Adoption of Information Technology, CRM, and Strategic Supplier Partnership did not exhibit strong evidence of a significant relationship with Operational Performance (OP). The R-squared value of 0.544 suggested that 54.4% of the variability in OP was explained by the model, highlighting the contributions of the examined variables. Nevertheless, 45.6% of the variability remained unaccounted for, suggesting the presence of other influential factors not included in the model.

5.2.1 Effect of Strategic Supplier Partnership on Operational performance

Strategic Supplier Partnership significantly influences operational performance by fostering strong and collaborative relationships with key suppliers. This partnership enhances the efficiency of the (SC), ensuring timely and quality deliveries. The study revealed that SSP had a moderate positive correlation, signifying a subtle association. The findings underscored the crucial role of quality relationships with strategic suppliers in positively influencing an organization's operational

performance. However, the study's regression analysis did not support this conclusion, indicating no statistically significant impact of Strategic Supplier Partnership on OP. These findings emphasize the pivotal nature of fostering strategic alliances with suppliers to enhance overall operational efficiency within an organization but caution should be taken since although these practices contribute to better operational performance, their impact might be understated and inadequate when applied in isolation, as evidenced by the lack of a statistical significance. Therefore, should be incorporated alongside other factors that are strong and statistically significant.

5.2.2 Effects of Integration and Information Sharing on Operational Performance

Integration and Information Sharing significantly contribute to operational performance by ensuring seamless collaboration and the efficient exchange of crucial information within the supply chain. This approach improves coordination, minimizes delays, and reduces the risk of errors, positively impacting overall operational efficiency. The study revealed that Integration and Information Sharing and OP had a moderate positive correlation, indicating a noteworthy relationship. The findings emphasize the significance of effective integration and information sharing practices in contributing to improved OP. The regression analysis supports this insight by indicating a positive, although not statistically significant, impact of Integration and Information Sharing on OP. This suggests that while these practices take part in shaping OP, their influence may be subtle and insufficient when considered solely, as indicated by the non-significant statistical impact.

5.2.3 Effect of Adoption of Information Technology on Operational Performance

The Adoption of Information Technology significantly influences operational performance, underscoring the importance of technological advancements in enhancing overall efficiency.

Organizations embracing advanced information technology practices tend to achieve higher levels of operational performance. The study reveals a moderate positive correlation between the Adoption of Information Technology and OP, indicating a meaningful association. This suggests that the integration of modern technology within operational processes positively impacts performance outcomes. The regression analysis however fails to support this insight by indicating a statistically insignificant, impact of the Adoption of Information Technology on operational performance. While the findings emphasize the role of technology adoption in shaping operational performance, they also imply that other factors, not accounted for in the model, may contribute to the observed variations in OP and therefore adoption of information technology should be applied alongside other factors that are strong and statistically significant to attain better operational performance.

5.2.4 Effects of Customer Relationship Management on Operational Performance

Customer Relationship Management (CRM) plays a crucial role in shaping operational performance by fostering positive interactions with clients. The study highlights that the effectiveness of CRM practices demonstrates a strong positive correlation with operational performance. The Strong positive correlation indicates that CRM practices, such as addressing client needs promptly and maintaining service quality, play a pivotal role in enhancing overall OP. The regression analysis reinforces this by showcasing a positive statistically significant impact of CRM on OP, emphasizing the important role of CRM in bolstering operational performance.

5.2.5 Effects of Lean Practices on Operational Performance

Lean Practices significantly contribute to operational performance, as indicated by the strong positive correlation revealed in the study. This suggests a meaningful association between implementing lean practices and achieving higher levels of operational efficiency within the

organization. The positive strong correlation underscores that organizations embracing lean principles, such as optimizing resource utilization and minimizing waste, tend to experience enhanced operational performance. The findings from the regression analysis further emphasize the substantial impact of Lean Practices on operational performance, as the coefficient demonstrates a statistically significant influence. This implies that organizations adopting lean practices are likely to witness tangible improvements in their overall operational performance. The study underscores the significance of incorporating lean principles in operational strategies to promote efficiency and excellence in performance outcomes.

5.3 Conclusion

In summary, the study concludes that several key variables significantly enhance operational performance within the context of the organization. The customer relationship management and Lean Practices emerged as more influential factors, positively and strongly impacting operational efficiency. The incorporation of advanced information technology contributes to streamlined processes, fostering efficiency in operational activities. Similarly, the implementation of lean practices is associated with heightened operational performance, emphasizing the importance of resource optimization and waste reduction.

Moreover, the study underscores the distinctive role of Strategic Supplier Partnership, Integration and Information Sharing and Adoption of Information Technology in operational performance, by revealing a positive moderate impact on operational performance. However, while these variables play crucial roles in influencing operational performance, the regression findings emphasize the need for a holistic approach. Relying solely on these factors may not be sufficient, and their impact should be considered in conjunction with other influential elements to develop a comprehensive and effective operational strategy.

5.4 Recommendations

Recognizing CRM's substantial role in influencing operational performance, organizations are recommended to strengthen their CRM strategies. This involves maintaining accurate customer databases, implementing effective communication channels, and personalizing customer interactions. Integration of CRM systems with other operational processes can provide a holistic view of customer interactions. Continuous customer feedback mechanisms, such as surveys and social media monitoring, should be employed to adapt CRM strategies to changing customer expectations. Collaborating with marketing and sales teams to align CRM efforts with overall organizational objectives ensures a coordinated and impactful approach. However, the effectiveness of CRM strategies may hinge on factors like customer demographics and preferences. Hence, organizations should conduct thorough market research and tailor their CRM strategies to fit the specific needs of their customer base. Given the highly significant impact of CRM on OP, organizations are strongly advised to prioritize and foster robust Customer Relationship Management.

The strong positive correlation and significant relationship of lean practices with operational performance, organizations are urged to embrace lean practices for operational efficiency. This involves implementing lean methodologies, such as value stream mapping and waste reduction strategies, across various processes. Continuous improvement initiatives and employee training programs on lean principles should be prioritized. Organizations are advised to cultivate a culture of ongoing enhancement, empowering employees to identify and address inefficiencies. Regular assessments of the impact of lean practices on OP, coupled with adjustments based on real-time data, are crucial for sustained benefits. Hence, organizations should prioritize building a culture

that values and supports lean principles hence reducing wastage to attain better operation performance levels.

Given the moderate impact of Strategic Supplier Partnership on operational performance, organizations are advised to prioritize and foster robust relationships with strategic suppliers. This involves establishing clear communication channels, mutual goals, and collaborative initiatives. Regular assessments of supplier performance and continuous improvement in partnership dynamics are essential. Organizations should also explore diversification in the supplier base to mitigate risks and enhance resilience in the supply chain. Though organization should consider its statistical insignificance and therefore implementing strategic supplier relationship management programs should be done alongside other strong and significant factors that facilitate efficient operational performance.

While the study did not find statistical significance, the overall existence of a positive correlation of integration and information sharing practices and operational performance suggests their importance in operational performance. Organizations are recommended to invest in advanced technologies that facilitate seamless integration across departments and promote transparent information sharing. Establishing standardized communication protocols and providing training programs for employees to enhance information-sharing skills are crucial. Additionally, fostering a culture that values collaboration and cross-functional communication is essential for the effective implementation of integration and information-sharing practices. However, the effectiveness of these practices may vary based on the unique context of each organization. Hence, it's essential to tailor their implementation to align with specific operational needs and challenges, recognizing that they should be used alongside other influential factors for a comprehensive enhancement of operational performance.

Despite the moderate positive correlation, organizations should continue to prioritize the adoption of information technology. This involves staying abreast of technological advancements, investing in state-of-the-art systems, and providing ongoing training to employees. Integration of technology into various operational processes, such as inventory management and data analytics, should be pursued to enhance efficiency. Regular assessments of the technological landscape and strategic planning to align technology adoption with organizational goals are imperative. Collaboration with IT professionals and leveraging their expertise ensures a smooth and impactful integration of information technology in operational activities. However, despite the positive correlation, the impact of technology adoption may be insignificant. Therefore, organizations should conduct a thorough assessments and consider contextual factors to maximize the benefits of technology adoption, recognizing that it should be used alongside other influential factors for a holistic enhancement of operational performance.

5.5 Limitations

The study acknowledges several limitations that warrant consideration. Firstly, despite the rigorous efforts to obtain data from a sample size of 51 respondents, it falls short of the initial target of 64. This discrepancy may affect the generalizability of the findings to the broader population associated with CITAM Church. Moreover, the study relied on primary data collected through questionnaires, which might be susceptible to respondent bias or subjective interpretation of the questions. Additionally, the study could face limitations in terms of its cross-sectional nature, as it captured a snapshot of supply chain practices and OP relationship at a particular point in time. Longitudinal studies could offer an understanding which is more dynamic of these relationships over time.

Efforts were made to mitigate these limitations in the study findings. Despite the slightly lower than expected sample size, statistical analyses such as mean scores, mode values, correlation, and regression were employed to enhance the robustness of the results. The discussion of findings recognized the diversity of perspectives within the responses, providing a nuanced understanding of the various factors influencing operational performance.

The study analysis also highlighted that certain variable, such as Integration and Information Sharing, Adoption of Information Technology, and Strategic Supplier Partnership, did not demonstrate a statistically significant impact on operational performance. This raised questions about the broader applicability of these findings and emphasized the need for caution in drawing definitive conclusions. The acknowledgment of unaccounted factors contributing to 45.6% of the variability in OP underscored the complexity of the relationships studied and encouraged further exploration into additional variables that could influence operational performance in the context of CITAM Church in Kenya.

5.6 Suggestions for Further Research

It's crucial to acknowledge that the study's scope and findings could not be exhaustive, and future research with a larger and more diverse sample, incorporating qualitative methods and longitudinal analysis, could further enrich the understanding of (SC) practices and OP within the context of CITAM Church in Kenya. To delve deeper into the intricacies of supply chain dynamics, qualitative research methods such as interviews and focus group discussions could be employed to capture the nuanced perspectives of key stakeholders, including church leaders, supply chain managers, and other relevant personnel. Qualitative methods can provide valuable insights into the underlying motivations, challenges, and contextual factors that may influence the observed relationships. Additionally, a longitudinal approach would allow researchers to track changes and

developments in supply chain practices and operational performance over an extended period, offering a more comprehensive understanding of the dynamic nature of these relationships.

Furthermore, future studies could explore the influence of contextual factors such as cultural, regulatory, and economic aspects on supply chain practices and operational performance within faith-based organizations. Considering the unique nature of church operations, an investigation into the role of religious beliefs and values in shaping supply chain decisions could provide a more holistic understanding. Additionally, comparative studies across different churches or religious organizations could contribute to the generalizability of findings. Finally, given the study's observation that certain variables had no statistically significant impact on OP, further research could investigate the potential moderating factors that may influence these relationships. Exploring the role of organizational culture, leadership styles, and external market conditions may offer a more detailed comprehension of the intricate interactions among (SC) practices and operational performance in faith-based organizations like CITAM Church in Kenya.

REFERENCES

- Andrews, R., Boyne, G. A., & Walker, R. M. (2006). Subjective and objective measures of organizational performance: An empirical exploration. *Public service performance: Perspectives on measurement and management*, 14-34.
- Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99-120.
- Barney, J. B. (2001). Is the resource-based “view” a useful perspective for strategic management research? Yes. *Academy of management review*, 26(1), 41-56.
- Baruch Y. (1999). Response rate in Academic studies- A comparative analysis. *Human relation*, 52(4), 421-438
- Belay, A. (2018). Effect of supply chain management on organization performance: A case of East Africa Bottling Share Company. *Unpublished doctoral dissertation*, St. Mary's University.
- Blattberg, C. (2004). Welfare: Towards the Patriotic Corporation. *From Pluralist to Patriotic Politics: Putting Practice First*. New York: Oxford University Press. pp. 172–184.
- Chege, M. N. U., & Obrempong, J. N. (2021). How Self-Disclosure Factors Affect Interpersonal Relationships and Church Growth: The Study of Pastors and Congregants of Citam Valley Road. *American Journal of Psychology*, 3(1), 23-44.
- Chen, I. J., & Paul raj, A. (2004). Towards a theory of supply chain management: the constructs and measurements. *Journal of operations management*, 22(2), 119-150.
- Chen, J., & Zhang, C. (2015). Supply chain coordination and decision making under consignment contract with revenue sharing. *European Journal of Operational Research*, 240(3), 781-791.
- Cheng, J. H., Chien, C. F., & Wu, C. J. (2020). Evaluating the impact of lean production practices on operational performance through the lens of system dynamics. *Computers & Industrial Engineering*, 141, 106272.
- Chesaro, R. C. (2016). Supply chain management practices and operational performance of multinational manufacturing firms in Kenya. *Unpublished doctoral dissertation*, University of Nairobi.
- Child, J. (1997). Strategic choice in the analysis of action, structure, organizations and environment: Retrospect and prospect. *Organization studies*, 18(1), 43-76.

- CITAM, (2016). 2016-2025 Strategic Plan, Retrieved 25th February 2022, from <https://www.citam.org/wp-content/uploads/2019/02/CITAM-Strategic-Plan.-2016-2025-rvsd-1.pdf>
- Dehning, B., Richardson, V. J., & Zmud, R. W. (2007). The financial performance effects of IT-based supply chain management systems in manufacturing firms. *Journal of Operations Management*, 25(4), 806-824.
- Del Pilar Quiroz Galvan, M., Fritz, M. M., Šimunović, N., Stern, T., & Rauter, R. (2021, April). Overcoming sustainability challenges with non-profit organisations? Insights from the apparel supply chain. In *Supply Chain Forum: An International Journal* (Vol. 22, No. 2, pp. 115-135). Taylor & Francis.
- Dulock, H. L. (1993). Research design: Descriptive research. *Journal of Paediatric Oncology Nursing*, 10(4), 154-157.
- Fawcett, S. (2007). *Supply Chain Management: From Vision to Implementation*. Upper Saddle River, New Jersey, Pearson Practice-Hall.
- Ferguson, M. A., Lynch, D. F., & Kotabe, M. (2018). A resource-based view of international supply chain relationships. *International Marketing Review*, 35(2), 236-262.
- Freeman, R. B. (1984). *Unionism comes to the public sector* (No. w1452). National Bureau of Economic Research.
- Gandhi, A. V., Shaikh, A., & Sheorey, P. A. (2017). Impact of supply chain management practices on firm performance: Empirical evidence from a developing country. *International Journal of Retail & Distribution Management*.
- Geyskens, I., Steenkamp, J. B., Scheer, L. K., & Kumar, N. (2016). The effects of trust and interdependence on relationship commitment: A trans-Atlantic study. *International Journal of Research in Marketing*, 33(2), 307-322.
- Govindan, K., Azevedo, S. G., Carvalho, H., & Cruz-Machado, V. (2014). Impact of supply chain management practices on sustainability. *Journal of Cleaner production*, 85, 212-225.
- Haron, M. (2007). *Logistics Strategic Orientations and Logistics Performance: The Roles of Organizational Structure and Logistics Complexity* (Doctoral dissertation, USM).

- Hashemi, S. M. (2022). *The Effect of Supply Chain Challenges and Antecedent of Supply Chain Performance on Non-Profit Organizations Performance: Empirical Evidence from Afghanistan* (Doctoral dissertation, Universitas Muhammadiyah Malang).
- Huang, X., Wang, X., Gao, J., & Han, J. (2019). Enhancing supply chain resilience: Configuration of relational and operational resources. *International Journal of Production Economics*, 207, 198-211.
- Hult, G. T. M., Ketchen Jr, D. J., Cavusgil, S. T., & Calantone, R. J. (2006). Knowledge as a strategic resource in supply chains. *Journal of operations management*, 24(5), 458-475.
- Jimmy, G. (2017). Supply chain practices and project performance: Case of thrive project, World Vision Rwanda. *Unpublished doctoral dissertation*, Mount Kenya University.
- Kakui, J. M. (2010). *Strategic planning in Christ is the Answer Ministries* (Doctoral dissertation, University of University).
- Kaydos, W. (2020). *Operational performance measurement: increasing total productivity*. CRC press.
- Ketchen Jr, D. J., & Hult, G. T. M. (2007). Bridging organization theory and supply chain management: The case of best value supply chains. *Journal of operations management*, 25(2), 573-580.
- Kibret, A. (2021). *The effect of Supply Chain Management on Organizational Performance in Amhara Pipe Factory* (Doctoral dissertation).
- Kimani, A. W. (2012). *An assessment of the internal communication process at Christ is the Answer Ministries (CITAM)* (Doctoral dissertation, School of Communication, Daystar University).
- Kiswili, N. E., Shale, I. N., & Osoro, A. (2021). Influence of Supply Chain Leagility on Performance of Humanitarian Aid Organizations in Kenya. *Journal of Business and Economic Development*, 6(1), 37.
- Kumar, A., & Kushwaha, G. S. (2018). Supply chain management practices and operational performance of fair price shops in India: An empirical study. *LogForum*, 14(1).
- Lankford, W. M., & Parsa, F. (1999). Outsourcing: a primer. *Management Decision*

- Lapide, L. (2000). What about measuring supply chain performance. *Achieving Supply Chain Excellence Through Technology*, 2(2), 287-297.
- Lee, C. W., Kwon, I. W. G., & Severance, D. (2007). Relationship between supply chain performance and degree of linkage among supplier, internal integration, and customer. *Supply chain management: an international journal*.
- Li, Y., & Wang, X. (2022). The Impact of Lean Practices on Operational Performance: A Case Study. *International Journal of Production Research*, 1-16.
- Lowson, R. H. (2003). The nature of an operations strategy: combining strategic decisions from the resource-based and market-driven viewpoints. *Management Decision*, 41(6), 538-549.
- Mansell, S. F. (2013). *Capitalism, corporations and the social contract: A critique of stakeholder theory*. Cambridge University Press.
- Mazlan, R. M. R., & Ali, K. N. (2005). *Relationship between supply chain management and outsourcing* (Doctoral dissertation, Heriot-Watt University).
- Memia, F. K. (2018). Influence of contemporary supply chain practices on performance of large manufacturing firms in Kenya. Unpublished doctoral dissertation, JKUAT-COHRED.
- Mentzer, J. T., DeWitt, W., Keebler, J. S., Min, S., Nix, N. W., Smith, C. D., & Zacharia, Z. G. (2001). Defining supply chain management. *Journal of Business logistics*, 22(2), 1-25.
- Mohammed, M. (2014). TZ~ 05yvc. J cf {/fJ c-«-f Development Studies.
- Mwilu, J. M. (2013). *Supply chain management practices and performance among public research institutions in Kenya* (Doctoral dissertation, University of Nairobi).
- Odira, E. O. (2018). *Supply Chain Management Practices and Performance of Relief Humanitarian Organizations in Kenya* (Doctoral dissertation, university of nairobi).
- Ostroff, C., & Schmitt, N. (1993). Configurations of organizational effectiveness and efficiency. *Academy of management Journal*, 36(6), 1345-1361.
- Otsyula, R. (2013). Factors that hinder a holistic urban ministry within Christ is the answer ministries (CITAM).
- Palmatier, R. W., Dant, R. P., Grewal, D., & Evans, K. R. (2017). Factors influencing the effectiveness of relationship marketing: A meta-analysis. *Journal of Marketing*, 81(2), 15-34.

- Phillips, R. (2003). Stakeholder theory and organizational ethics. Berrett-Koehler Publishers.
- Razi, Y., & Khosravi, M. (2021). Lean Practices and Operational Performance: Empirical Evidence from the Manufacturing Industry. *International Journal of Advanced Manufacturing Technology*, 117(1-4), 399-413.
- Rumelt, R. P. (1991). How much does industry matter? *Strategic management journal*, 12(3), 167-185.
- Schoenherr, T., & Tummala, V. R. (2007). Electronic procurement: a structured literature review and directions for future research. *International Journal of Procurement Management*, 1(1-2), 8-37.
- Simchi-Levi, D., & Zhao, Y. (2003). The value of information sharing in a two-stage supply chain with production capacity constraints. *Naval Research Logistics (NRL)*, 50(8), 888-916.
- Solakivi, T. (2014). The connection between supply chain practices and firm performance—Evidence from multiple surveys and financial reporting data.
- Spina, D., Di Serio, L. C., Brito, L. A., & Duarte, A. L. D. C. M. (2015). The influence of supply chain management practices in the enterprise performance. *American Journal of Management*, 15(2), 54.
- Stadtler, H. (2008). Supply chain management—an overview. *Supply chain management and advanced planning*, 9-36.
- Stewart, G. (1997). Supply-chain operations reference model (SCOR): the first cross-industry framework for integrated supply-chain management. *Logistics information management*.
- Thuranira, M. M. (2015). *Strategic Change Management Practices and Life Cycle Stages At Christ Is The Answer Ministries* (Doctoral dissertation, University of Nairobi).
- Timbomei, J., & Bett, S. (2019). Strategy Implementation Practices and Performance of Selected Evangelical Churches in Nairobi City County, Kenya. *International Journal of Current Aspects*, 3(V), 103-122.
- Vibert, C. (2017). *Theories of Macro-Organizational Behavior: A Handbook of Ideas and Explanations: A Handbook of Ideas and Explanations*. Routledge.

- Wang, C. N., & Wu, C. W. (2019). Exploring the Impact of Lean Practices on Organizational Performance in Terms of Green Logistics. *Sustainability*, 11(3), 834.
- Webster, F. E., Jr., & Wind, Y. (1972). A general model for understanding organizational buying behaviour. *Journal of Marketing*, 36(2), 12-19.
- Wisner, J. D., Tan, K. C., & Leong, G. K. (2010). *Principles of supply chain management: A balanced approach*. Cengage Learning.

APPENDICES

Appendix 1: Questionnaire

This questionnaire is intended to collect data for a study on “supply chain practices and operational performance of Christ is the Answer Ministries Church.” You have been chosen as one of the respondents and your personal information will not be shared and neither any information that would identify you personally will be published. The data collected is for academic purposes only and it will not be used for any other purpose. Please respond to the questionnaires as truthful as possible.

Consent

I have agreed to participate in this study, without coercion, or without promise of any material gain or any other gain. I understand that I can withdraw my consent to participate in this study at any stage of the study without question or any explanation.

_____ Date _____

SECTION A: DEMOGRAPHICS INFORMATION

1. What is the name of your unit / assembly?
2. Which position do you hold at CITAM?
 - a) Finance & Administration Officer
 - b) Assistant Finance & Administration Officer
 - c) Procurement Officer
 - d) Catering Supervisor
 - e) Others (specify)
3. How long have you been in this position?
 - a) Less than 5years
 - b) Between 5-10 years

c) Between 10-15 years

d) Above 15 years

4. What is your highest education level?

a) College Diploma

b) Undergraduate Degree

c) Post-Graduate Degree

d) Others (specify)

5. Please list the goods or services that are usually procured in your unit or a with high frequency

6. Do you have preferred suppliers of goods and services? _____ (Yes/No)

If yes above;

Are they competitively procured _____ (Yes/ No)

Give a reason for having preferred suppliers of goods and services

SECTION B: STRATEGIC SUPPLIER PARTNERSHIP

Please indicate the extent to which you agree or disagree with each of the statement in regard to strategic supplier partnership using the Likert Scale where 1= strongly disagree; 2=Disagree; 3= Neutral; 4=Agree and 5= Strongly agree

	Statements	1	2	3	4	5
1.	We tend to use the same suppliers for delivery of goods and services					

2.	Suppliers are easily accessible and deliver goods/services on time					
3.	The suppliers would go out of their way to ensure they deliver the right quantity and quality of goods at the right time					
4.	The suppliers will not usually charge or penalize for late or urgent orders					
5.	There is are collaborations with CITAM and the suppliers					

SECTION C: INTEGRATION AND INFORMATION SHARING

Please indicate the extent to which you agree or disagree with each of the statement in regard to integration and information sharing using the Likert Scale where 1= strongly disagree; 2=Disagree; 3= Neutral; 4=Agree and 5= Strongly agree

	Statements	1	2	3	4	5
1.	There is fast and reliable communication between the supplier and the unit					
2.	It is easier and convenient to place orders accurately with the suppliers					
3.	In case of changes in availability of goods, change of particulars, or change of orders. The information is communicated fast and easily responded to.					
4.	The unit has fully integrated its systems with essential suppliers that orders and changes in orders are almost real time basis					
5.	The structure of command in the unit do not affect or slightly affect ordering and delivery of goods and services					

SECTION D: ADOPTION OF INFORMATION TECHNOLOGY

Please indicate the extent to which you agree or disagree with each of the statement in regard to adoption of information technology using the Likert Scale where 1= strongly disagree; 2=Disagree; 3= Neutral; 4=Agree and 5= Strongly agree

	Statements	1	2	3	4	5
1.	The unit has adopted use of modern technology in all its supply chain systems.					
2.	The unit has made significant investment to acquire software and hardware for undertaking supply chain management					
3.	The major suppliers use elaborate IT systems that making orders and delivery of those orders are tracked on real time basis					
4.	The used heavily relies on technology to place orders and record deliveries.					
5.	The supply chain management system adopted by the unit is highly integrated to other systems of CITAM					

SECTION E: CUSTOMER RELATIONSHIP MANAGEMENT

The section undertakes to determine the extent to which the unit undertakes customer relationship management. Please indicate as truthful as possible the extent to which you agree or disagree with each of the statements using the Likert Scale where 1= strongly disagree; 2=Disagree; 3= Neutral; 4=Agree and 5= Strongly agree

	Statements	1	2	3	4	5
1.	The unit has in all instances made early orders that meet satisfaction of clients or end users.					
2.	There have been few cases if any of mispricing or client disgruntlement as a result of poor services.					
3.	The process of supply chain is elaborate to ensure that quality services are delivered and on time					
4.	The unit uses CRM computer systems integrated with other systems in CITAM					
5.	Suppliers' needs are addressed very fast, that quality of their products or service is never compromised.					

SECTION F: LEAN PRACTICES

Please indicate to which extent lean practices has been implemented in CITAM **using** the Likert Scale where 1= strongly disagree; 2=Disagree; 3= Neutral; 4=Agree and 5= Strongly agree

	Statements	1	2	3	4	5
1.	CITAM consistently maintains low inventory levels to ensure that materials and goods are ordered and received precisely when needed.					
2.	The church effectively utilizes JIT inventory management to minimize storage costs and reduce the risk of holding excessive, unused supplies.					
3.	CITAM's adoption of JIT inventory management has resulted in improved resource allocation and faster response times to meet the needs of our church community.					
4.	The church's JIT practices have positively influenced our ability to maintain product quality and consistency in services offered.					
5.	CITAM's commitment to JIT inventory management aligns with its goal of minimizing waste and enhancing operational efficiency in our resource management processes.					

SECTION G: OPERATIONAL PERFORMANCE

The section undertakes to determine Operational performance in the unit. Please indicate as truthful as possible the extent to which you agree or disagree with each of the statements using the Likert Scale where 1= strongly disagree; 2=Disagree; 3= Neutral; 4=Agree and 5= Strongly agree.

	Statements	1	2	3	4	5
--	-------------------	----------	----------	----------	----------	----------

1.	CITAM consistently meets deadlines and schedules, aligning with the high standards set by its stakeholders in delivering services, programs, and events on time, reflecting effective supply chain time management practices.					
2.	The church's ability to meet stakeholder expectations for service delivery and event management demonstrates its commitment to high-quality standards and timely execution, indicating efficient supply chain practices.					
3.	I am satisfied with the overall experience and services provided by CITAM, implying successful supply chain management in ensuring stakeholder contentment through service quality and reliability.					
4.	CITAM actively solicits and values stakeholder feedback to enhance their satisfaction, reflecting a responsive approach to stakeholder needs and desires, integral to effective supply chain practices.					
5.	Employees at CITAM are highly motivated and productive in their roles, indicating effective supply chain strategies fostering an engaged workforce and operational efficiency.					
6.	The church equips employees with the necessary tools and resources to perform their jobs efficiently, showcasing sound supply chain practices that enable employee effectiveness and productivity.					
7.	CITAM effectively manages its resources to minimize unnecessary costs, exemplifying efficient supply chain cost management practices aimed at resource optimization.					
8.	The church consistently explores opportunities for cost reduction without compromising quality, reflecting an adaptive supply chain strategy focused on cost-efficiency while maintaining service excellence.					

Thank You