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GLOBAL PROCUREMENT PRACTICES AND PERFORMANCE OF TEXTILE COMPANIES IN KIAMBU COUNTY, KENYA

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ABSTRACT

This study sought to assess the effect of global procurement practices on performance of textile companies in Kiambu County, Kenya. Specifically, the study sought to determine effect of supplier sourcing on performance of textile companies in Kiambu County, Kenya and to assess effect of logistics management on performance of textile companies in Kiambu County, Kenya. This study was guided by Grey Theory and Transaction Cost Theory. The study adopted a descriptive research design. The research focused on listed medium and large-scale textile manufacturing companies in Kiambu County, Kenya. There are 88 listed textile companies in Kiambu County, Kenya which are registered members of the Kenya Association of Manufacturers (KAM) as of 20th January 2023 (KAM, 2024). The unit of observation was 603 management employees working in the textile companies in Kiambu County, Kenya. The study's sample size was reached at using Krejcie and Morgan sample size determination formula (Russell, 2019). Using the formula, 235 respondents were chosen with the help of stratified random sampling technique. This study used questionnaire to collect data relevant to this study. Quantitative data collected was analysed using descriptive statistical techniques which are frequencies, mean, standard deviation. Inferential statistics which include Pearson correlation and the Regression Analysis Model was used to test the relationship between study variables. The significance of the model was tested at 5% level of significance. Data was analysed using Statistical Package for Social Sciences (SPSS) software. The study results were presented through use of tables and figures. The study concludes that supplier sourcing has a positive and significant effect on performance of textile companies in Kiambu County, Kenya. The study also concludes that logistics management has a positive and significant effect on performance of textile companies in Kiambu County, Kenya. Based on the findings, the study recommends that the management of textile companies should adopt a structured procurement strategy that emphasizes transparency, accountability, and strategic sourcing. In addition, the study recommends that the management of textile companies should diversify and decentralize the supplier base.

Key Words: Global Procurement Practices, Supplier Sourcing. Logistics Management, Performance of Textile Companies

Background of the Study

The textile industry plays a crucial role in the global economy, serving as one of the largest sectors in terms of both production and employment. According to the International Trade Centre (2020), the global textile and apparel market was valued at approximately $920 billion in 2020, with projections to reach over $1.2 trillion by 2025 (Simatupan, 2022). The industry is an essential driver of economic growth in both developed and developing countries, providing millions of jobs worldwide. In fact, the textile sector is one of the largest employers globally, with over 300 million people employed in various stages of textile production, from raw material processing to manufacturing and retail (International Labour Organization, 2021). As a major contributor to global trade, the textile industry supports millions of livelihoods and is responsible for a significant portion of global exports, especially in countries such as China, India, Bangladesh, and Vietnam, which are some of the largest textile exporters in the world (Aladejebi & Adedeji, 2019).

In addition to employment, the textile industry significantly contributes to the economies of many countries through export revenues and industrial output. The United States, for example, imported textile products worth over $100 billion in 2020, making it one of the largest markets for textile goods (World Trade Organization, 2021). Similarly, countries like China, which are both major producers and exporters of textiles, benefit economically through the manufacturing and export of textile products, contributing significantly to their GDP. Moreover, the industry is also a key driver of innovation in materials and design, fostering creativity and technological advancements that spill over into other sectors of the economy. As global consumer demand for textile products continues to rise, especially with the growing middle class in emerging markets, the textile industry remains an indispensable component of the global economy, fostering economic development, trade, and industrial growth (Hallikas & Vilko, 2022).

Global procurement practices have become increasingly critical for large manufacturing firms aiming to enhance their operational efficiency, reduce costs, and improve overall performance in today's competitive landscape (Chepkesis & Keitany, 2022). As supply chains have extended globally, procurement strategies have evolved to encompass a broader range of considerations beyond traditional cost minimization. This study aims to delve into the nuanced relationship between global procurement practices and firm performance, focusing on selected large manufacturing firms. Historically, procurement was primarily seen as a transactional function centered around sourcing goods and services at the lowest cost. However, globalization and technological advancements have reshaped procurement into a strategic function that integrates with corporate objectives. Today, firms engage in strategic sourcing, supplier relationship management, risk mitigation, and sustainability initiatives as integral components of their procurement strategies (Otieno & Getuno, 2022).

Effective global procurement practices enable firms to access global markets, leverage economies of scale, and tap into specialized capabilities offered by international suppliers. By diversifying sourcing locations and suppliers, firms can reduce dependency risks and adapt to changing market conditions more effectively (Ekiyor, Amino, & Altan, 2019). Moreover, strategic procurement fosters innovation through collaboration with suppliers and enhances responsiveness to customer demands. Measuring the impact of procurement practices on firm performance involves assessing various metrics such as cost savings, supply chain efficiency, product quality, and customer satisfaction (Westhuizen, & Ntshingila, 2020). Cost savings remain a fundamental metric but are now complemented by metrics reflecting sustainability efforts, supplier performance, and overall supply chain resilience. High-performing firms often exhibit robust procurement capabilities that align with broader business objectives and contribute to sustained competitive advantage (Mukarumongi, Mulyungi, & Saleh, 2018).

Statement of the Problem

The textile industry plays a vital role in the economy, particularly in Kenya, where it contributes significantly to employment, industrial output, and export revenues. It is a crucial part of Kenya's manufacturing sector, providing both direct and indirect employment opportunities, with millions of people relying on the sector for livelihoods. According to the Kenya National Bureau of Statistics (KNBS, 2023), the textile and apparel industry is a key contributor to the country's gross domestic product (GDP), as well as a major source of export earnings. The industry supports a range of economic activities, including the production of garments, fabrics, and home textiles, and it remains a cornerstone of Kenya's efforts to industrialize and diversify its economy, particularly under the Vision 2030 development agenda. Moreover, the sector has the potential to contribute more to the economy if it can fully capitalize on the growing global demand for sustainable and quality textile products (Kipkemoi, 2023).

However, despite its potential, the performance of textile companies in Kenya, especially in Kiambu County, has faced a noticeable decline in recent years. According to the Kenya Association of Manufacturers (KAM, 2023), the textile sector has struggled with challenges such as high production costs, inefficient supply chains, and a lack of access to modern technologies. The contribution of the manufacturing sector to the country's GDP decreased from 9.3% in 2016 to 7.6% in 2020 (KNBS, 2023). In particular, textile companies have experienced slower growth compared to other sectors, primarily due to rising competition from cheap imports, poor infrastructure, and limited access to quality raw materials. These factors have contributed to the decline in the competitiveness and profitability of textile firms in Kiambu County, which has led to underperformance in both local and international markets. This decline underscores the need to investigate and address the underlying factors affecting the sector's performance.

One of the potential solutions for improving the performance of textile companies in Kiambu County is the adoption of global procurement practices. Global procurement involves the strategic sourcing of goods and services from international markets, ensuring that businesses can access the best quality materials, reduce costs, and improve supply chain efficiency. Previous studies have shown that companies that embrace global procurement practices can enhance their operational performance by reducing lead times, improving product quality, and achieving cost efficiencies (Kotabe & Mol, 2019). However, while global procurement has been widely explored in other sectors, limited research has focused on its impact on the performance of textile companies, particularly in the context of Kenya. There is a significant gap in understanding how global procurement practices influence the performance of textile firms in Kiambu County. This study sought to fill this gap by investigating the role of global procurement practices on performance of textile companies in Kiambu County, Kenya.

General Objective of the Study

The general objective of this study was to determine the influence of global procurement practices on performance of textile companies in Kiambu County, Kenya

Specific Objectives of the study

i To establish the influence of supplier sourcing on performance of textile companies in Kiambu County, Kenya.

ii To assess the influence of logistics management on performance of textile companies in Kiambu County, Kenya.

LITERATURE REVIEW

Theoretical Review

Grey Theory

The grey theory was developed by Julong Deng (1982). The theory was developed on the basis of solving problems which involve uncertainties and aims at handling systems with unknown or incomplete information (Ekiyor, Amino & Altan, 2019). A grey system is a system which contains both known and uncertain unknowns. According to the theory, the information is classified into three categories (Westhuizen, & Ntshingila, 2020). This classification depends on the degree of information obtained. It is said to be white when it is completely certain; black when it is totally unknown and grey when it is insufficient. According to Sternberg and Lubart (1991) in recent years, a fuzzy-based approach has been proposed to deal with the supplier selection problem under uncertainty, but the advantage of grey theory over fuzzy theory is that grey theory also considers the condition of the fuzziness; in other words, grey theory can deal flexibly with the fuzziness situation (Mukarumongi, Mulyungi & Saleh, 2018).

According to grey theory, the buyer calculate a grey possibility degree between compared suppliers alternatives set and ideal referential supplier alternative to determine the ranking order of all alternatives of supplier and to select the ideal supplier based on grey numbers (Mutua & Juma, 2018). The drawback of the method is that the negative ideal referential alternative is not considered to evaluate and rank the alternatives. Sometimes, the selected solution (candidate supplier) which has the minimum grey possibility degree from the ideal solution may also have a lower grey possibility degree from the negative ideal solution as compared to other alternatives (Korir & Kagiri, 2021).

In manufacturing industries the raw materials and component parts can equal up to 70% of the product cost. When a relatively few parts are procured externally, the total demand can be provided by only one supplier (Westhuizen & Ntshingila, 2020). Such a sole sourcing scenario appears to be tenable especially in the last decade, which has seen an important shift in the sourcing strategy of many firms, moving from the old concept of having many suppliers to depend heavily on one supplier with which a long term win–win partnership. In this situation, the decision consists of selecting one supplier for one order to meet the total buyer’s demand (Ekiyor, Amino &Altan, 2019). Grey theory model is suitable to the decision-making on which suppler to source from. The most suitable supplier can be determined by grey relational analysis based on grey number (Korir & Kagiri, 2021). Grey Theory was used to assess the effect of supplier sourcing on performance of textile companies in Kiambu County, Kenya

Transaction Cost Theory

Transaction cost theory was developed by (Williamson 1979). The theory posits that the most suitable governance structure aims at achieving economic efficiency through reducing operational costs. The theory suggests that every type of transaction produces coordination costs of monitoring, controlling, and managing transactions (Umair, Zhang, Han & Haq, 2019. The theory explains why firms may face superior costs for market-based transactions and why firms may be relatively more efficient than markets at organizing transactions. The firm will select the governance form, from the various alternatives amongst the organizational menu, that minimizes transaction and production costs. Williamson argued that transaction costs are to be distinguished from production costs and that a decision-maker can make a choice to use a firm structure or source from the market by comparing transaction costs with internal production costs. Thus, cost is the primary determinant of such a decision (Panagiotis & Malindretos, 2020).

Halldorsson (2017) suggests that businesses can reduce their transaction expenses by using vertical integration and growing the extent of believe on the same time. At the core of Transaction Cost Theory are the concepts of transaction costs, which include both production costs and transaction costs (Ristovska, Kozuhharov & Petkovski, 2022). Production costs involve the actual costs of producing goods or services, while transaction costs encompass the costs of negotiating, monitoring, and enforcing agreements between economic agents. Transaction costs arise from factors such as information asymmetry, opportunistic behavior, and uncertainty. TCT suggests that the choice between organizing economic activities within a firm or through the market is influenced by the comparative costs of these transactions (Bagshaw, 2023). Transaction Cost Theory was used to assess effect of logistics management on performance of textile companies in Kiambu County, Kenya

Conceptual Framework

The conceptual framework in Figure 1 presents the relationship between independent and dependent variable. The independent variables are; supplier sourcing, and logistics management. The dependent variable is the performance of textile companies in Kiambu County, Kenya.

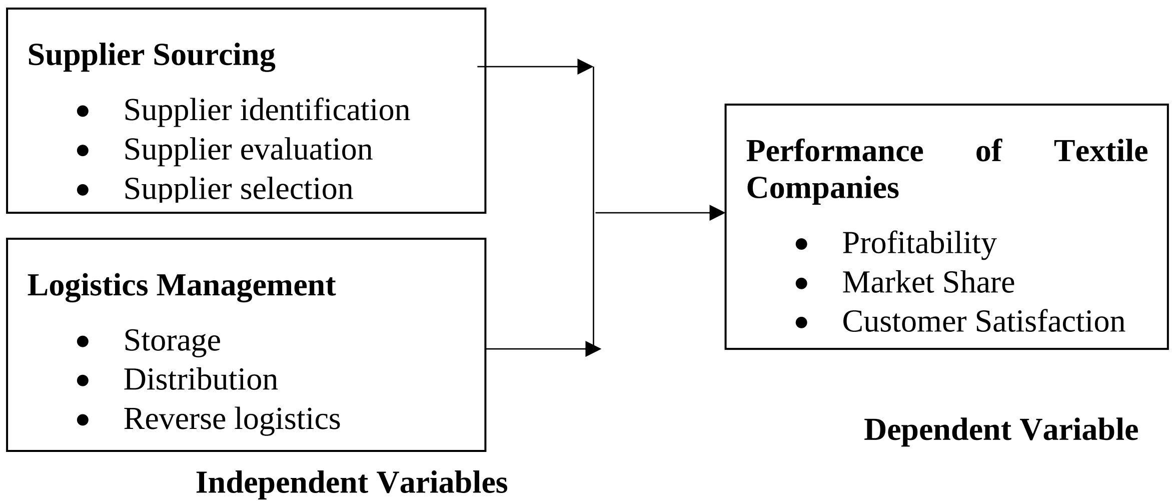

Figure 2. 1: Conceptual Framework

Supplier Sourcing Practice

Supplier sourcing refers to the strategic process of identifying, evaluating, and selecting potential suppliers to meet the procurement needs of an organization. This critical aspect of supply chain management involves searching for, assessing, and ultimately choosing suppliers who can provide the required goods, services, or works in a manner that aligns with the organization's goals and standards. Supplier sourcing entails; supplier identification, supplier evaluation and supplier selection (Ekiyor, Amino, & Altan, 2021)

Supplier identification involves systematically identifying and assessing potential suppliers who can meet the organization's needs. It requires a thorough understanding of the market, industry dynamics, and the specific goods or services required. Organizations may utilize various channels such as industry databases, trade shows, and online platforms to identify potential suppliers. Additionally, networking within the industry and seeking recommendations can aid in discovering reliable and qualified suppliers. The goal of supplier identification is to create a pool of potential candidates that align with the organization's requirements and standards.

Supplier evaluation is critical in assessing the capabilities, performance, and overall suitability of each potential supplier. Evaluation criteria may include factors such as quality standards, financial stability, delivery capabilities, ethical practices, and compliance with regulatory requirements. Organizations often use supplier evaluation frameworks and conduct site visits or audits to gather comprehensive information. This thorough evaluation process helps in identifying the strengths and weaknesses of each supplier, enabling the organization to make informed decisions during the selection (Mukarumongi, Mulyungi, & Saleh, 2022)

Supplier selection is the final stage in the supplier sourcing process, where the organization makes decisions based on the information gathered during the identification and evaluation phases. It involves comparing the capabilities and offerings of potential suppliers against the organization's specific criteria and needs. The selection process may include negotiations on terms and conditions, pricing structures, and other contractual details. The aim is to choose suppliers who not only meet the immediate requirements but also align with the organization's long-term strategic goals (Mutua & Juma, 2023).

Logistics Management Practices

Logistics management encompasses the strategic coordination and execution of various activities, and storage is a fundamental component. Efficient storage involves the systematic and organized handling of goods within a facility, such as warehouses or distribution centers. This includes decisions on inventory levels, storage layout, and technology implementation to optimize space and facilitate easy retrieval. Effective storage management ensures that products are readily available for distribution, minimizes the risk of stockouts, and contributes to overall supply chain efficiency. Proper storage practices also involve inventory tracking and management systems, reducing errors and enhancing the accuracy of order fulfillment (Umair, Zhang, Han & Haq, 2022).

Distribution within logistics management focuses on the movement of goods from the point of origin to the final destination, ensuring timely and accurate deliveries. This process involves strategic decisions regarding transportation modes, route planning, and order fulfillment. Distribution management aims to streamline the flow of products through the supply chain, minimizing transit times and costs. Effective distribution networks contribute to customer satisfaction by ensuring that products reach their destination in optimal condition and within the specified time frame. Coordination with carriers, inventory management, and order processing are integral aspects of distribution management that collectively impact the overall efficiency of logistics operations (Bagshaw, 2021).

Reverse logistics involves the management of product returns and the flow of goods from the final destination back to the manufacturer or another designated point. This aspect of logistics management has gained significance due to the increasing importance of sustainability and the need to address returned or unsold goods. Reverse logistics includes activities such as product recalls, recycling, remanufacturing, and disposal. Effectively managing reverse logistics not only minimizes waste but also contributes to cost savings and enhances the environmental sustainability of supply chain operations. Companies that excel in reverse logistics can recover value from returned products and reduce the environmental impact associated with the disposal of goods (Mwangangi, 2023).

Empirical Review

Supplier Sourcing and Performance

Ekiyor, Amino, and Altan, (2019) sought to determine the effect of supplier selection criteria on operational performance in pharmacies. Simple random sampling was used in sampling 100 respondents. Data was collected using interview schedules. Findings showed that supplier selection criteria had a positive effect on operational performance. Westhuizen, and Ntshingila (2020) examined influence of supplier selection, supplier development and information sharing on firm performance in South Africa. The study adopted a descriptive survey design. The study sample included 300 business owners/managers. Questionnaires were used for data collection. Findings showed that there is a strong significant relationship between supplier selection and business performance. The ability of business owners/managers to select the right supplier influenced business performance to a very great extent.

Mukarumongi, Mulyungi, and Saleh (2018) sought to determine the effect of supplier evaluation on procurement performances the ministry of health, Rwanda. The study employed a descriptive research design. Targeted populace was 650 staff and stratified sampling was used to sample 230 staff. Questionnaires and interviews were used for data collection. Findings showed that suppliers' quality commitment, suppliers' financial capacity and suppliers' competence have a significant effect on performance of procurement function in the health ministry in Rwanda. Mutua and Juma (2018) studied influence of strategic sourcing on the performance of the procurement function of commercial banks in Kenya. The target population was 40 commercial banks. Census was used in sampling all the banks. Data was collected using questionnaires. Findings showed that strategic sourcing is increasingly being recognized as an integral part of business strategies and procurement practices in banking institutions. Proper sourcing strategies greatly improve the performance of bans and increasing dependence on suppliers leads to uncertain events which may affect operations. Korir and Kagiri (2021) investigated effect of material sourcing strategies on organization performance. The study target was 450 staff and 45 staff were used as the study sample. Data was collected using questionnaires, interview guides, and published reports. Findings showed that there is a positive relationship between strategic sourcing and organization performance.

Logistics Management and Performance

Umair, Zhang, Han and Haq (2019) analyzed impact of logistics management on customer satisfaction in the retail stores in Islamabad and Rawalpindi. Convenient sampling was used in sampling 200 customers. Data was collected using questionnaires. The findings showed a significant relationship between customer satisfaction with inventory, lead time, transportation and logistics. Panagiotis and Malindretos (2020) studied effect of logistics management on performance of agro processing firms in Greece. Stratified sampling was used to sample 134 firm managers. Data was collected using questionnaires. Findings showed that logistics networking and transportation were the most significant factors that affected performance of agro processing firms. Ristovska, Kozuhharov and Petkovski (2022) examined effect of logistics management practices on firm performance in Macedorva. A descriptive research design was used and simple random was used in sampling 80 staff. Questionnaires were used to collect data. Findings revealed that adequate transportation reduced general operation costs. Efficient logistics management also increased business efficiency, customer satisfaction and competitiveness.

Bagshaw (2023) studied effect of logistics management on sales growth in manufacturing firms in Nigeria. The study adopted survey research design. The survey research design was adopted. The target was 135 firms. Purposive sampling was used to sample 122 firms. Data was collected using questionnaires. Findings showed that effective transportation and distribution influences timely delivery and sales growth respectively. Mangala and Moronge (2019) examined influence of logistics management on performance of oil marketing companies in Nairobi County, Kenya. The study sample was 164 employees drawn from oil marketing companies in Nairobi County. Data was collected using questionnaires. Findings showed that transport and warehouse management influences performance of oil marketing companies in Kenya. Mwangangi (2016) assessed effect of logistics on performance of manufacturing firms in Kenya. This study populace was 200 firms. Purposive sampling was used to sample 200 logistics managers. Data was collected using online questionnaires. Results showed that transportation, inventory, ordering, and communication management was positively related to firm performance.

Ajoke *et al* (2019) conducted a study on the impact of logistics management on organizational performance. Descriptive survey research design was used to sample 115 employees of Dangote Flour Mills Ilorin . Findings of the study shows that transportation management affects organizational effectiveness with a R2 value of 0.769; that there is strong relationship between information flow management and employees' efficiency with a R2 value of 0.923 and that there is strong relationship between inventory management and organizational productivity with a Pearson correlation value of 0.859. This study therefore recommended that factors associated with logistics management needs to be considered by the organization in their strategic plans as it will contribute significantly to a sustainable development of the Nigeria economy.

RESEARCH METHODOLOGY

The descriptive research design was employed where data was to obtain information that describes existing phenomena by asking questions relating to individual perceptions and attitudes. This study target population was the textile manufacturing companies in Kiambu County. The apparel sector in Kenya has a three-tiered structure: in the EPZ, there are 21 large companies, and outside the EPZ there are 170 medium and large companies and more than 70,000 micro and small ones. These firms formed the unit of analysis while unit of observation was the management employees working in these organizations. Top managers play a critical role in decision making and defining the firm's future. These managers were selected since they are directly responsible in the formulation, adoption and implementation of different strategies relating to global procurement. The research focused on listed medium and large-scale textile manufacturing companies in Kiambu County, Kenya. There are 88 listed textile manufacturing companies in Kiambu County, Kenya which are registered members of the Kenya Association of Manufacturers (KAM) as of 20th January 2023 (KAM, 2024).

The study's sample size was reached at using Krejcie and Morgan sample size determination formula (Russell, 2019).

Table 1: Sample Size

Category	Target Population	Sample Size
Top Managers	67	26
Middle Level Managers	201	78
Lower Level Managers	335	131
Total	**603**	**235**

The 235 respondents were chosen with the help of stratified random sampling technique. Stratified random sampling technique was used since the population of interest is not homogeneous and could be sub-divided into groups or strata to obtain a representative sample. This sampling technique divides the population into groups or strata. The strata are reached upon on the basis of the shared traits (Singpurwalla, 2019). In this study the strata comprises of the 88 textile manufacturing companies in Nairobi County. One of the advantages of stratified random sampling is that it allows for each of the strata to be well represented when the sample is chosen (Bryman & Cramer, 2019). The study then used simple random sampling to select respondents from each group.

The study's primary data was obtained using semi-structured questionnaires. Data obtained from the field was coded, cleaned, and entered into the computer for analysis using the SPSS version 25. Descriptive statistical included frequency, percentages, mean and standard deviation. Inferential statistical analysis used comprised of multiple regression and correlation analysis. The significant of each independent variable was tested at a confidence level of 95%. The multiple regression model that was utilized

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

The researcher sampled 235 respondents who were each administered with the questionnaires. From the 235 questionnaires 197 were completely filled and returned hence a response rate of 83.8%. The response rate was considered as suitable for making inferences from the data collected. As indicated by Mugenda and Mugenda (2019), a response rate that is above fifty percent is considered adequate for data analysis and reporting while a response rate that is above 70% is classified as excellent. Hence, the response rate of this study was within the acceptable limits for drawing conclusions and making recommendations.

Descriptive Statistics Analysis

Supplier Sourcing Practice and Organization Performance

The first specific objective of the study was to establish relationship between supplier sourcing practice on performance of textile companies in Kiambu County, Kenya. The respondents were requested to indicate their level of agreement on supplier sourcing practice and performance of textile companies in Kiambu County, Kenya. The results were as shown in Table 2.

From the results, the respondents agreed that effective supplier sourcing enhances organization performance by ensuring quality inputs and timely delivery (M=3.983, SD= 0.765). In addition, the respondents agreed that strategic supplier selection improves efficiency, reduces costs, and boosts overall organizational performance (M=3.806, SD=0.845). Further, the respondents agreed that establishing reliable supplier relationships fosters trust and consistency, leading to improved performance outcomes (M=3.785, SD=0.688).

The respondents also agreed that diversified supplier sourcing mitigates risks and enhances resilience, contributing to organizational stability and performance (M=3.718, SD=0.788). In addition, the respondents agreed that collaborative supplier partnerships drive innovation and competitiveness, elevating organization performance in dynamic markets (M=3.698, SD=0.686). The respondents agreed that transparent supplier evaluation processes promote accountability and quality assurance, enhancing organization performance (M=3.662, SD=0.617). Further, the respondents agreed that proactive supplier management improves supply chain efficiency, enabling better performance across organizational operations (M=3.600, SD=0.788).

Table 2: Supplier Sourcing Practice and Organization Performance

	Mean	**Std. Deviation**
Effective supplier sourcing enhances organization performance by ensuring quality inputs and timely delivery.	3.983	0.765
Strategic supplier selection improves efficiency, reduces costs, and boosts overall organizational performance.	3.806	0.845
Establishing reliable supplier relationships fosters trust and consistency, leading to improved performance outcomes.	3.785	0.688
Diversified supplier sourcing mitigates risks and enhances resilience, contributing to organizational stability and performance.	3.718	0.788
Collaborative supplier partnerships drive innovation and competitiveness, elevating organization performance in dynamic markets.	3.698	0.686
Transparent supplier evaluation processes promote accountability and quality assurance, enhancing organization performance.	3.662	0.617
Proactive supplier management improves supply chain efficiency, enabling better performance across organizational operations.	3.600	0.788
Aggregate	**3.750**	**0.740**

Logistics Management Practices and Organization Performance

The second specific objective of the study was to assess relationship of logistics management practices on performance of textile companies in Kiambu County, Kenya. The respondents were requested to indicate their level of agreement on various statements relating to logistics management practices and performance of textile companies in Kiambu County, Kenya. The results were as presented in Table 3.

From the results, the respondents agreed that efficient logistics management optimizes organizational performance by ensuring smooth operations (M=3.955, SD= 0.895). In addition, the respondents agreed that streamlined logistics processes reduce costs and boost profitability for organizations (M=3.946, SD=0.886). Further, the respondents agreed that timely logistics operations directly impact customer satisfaction and organizational success (M=3.907, SD= 0.725). The respondents also agreed that strategic logistics planning maintains supply chain resilience, enhancing performance (M=3.902, SD= 0.881).

The respondents agreed that collaborative partnerships with logistics providers drive flexibility and agility, improving performance (M=3.898, SD=0.683). In addition, the respondents agreed that continuous improvement in logistics boosts operational efficiency, driving competitiveness (M=3.884, SD=0.796). Further, the respondents agreed that proactive risk management in logistics ensures continuity, safeguarding performance (M=3.776, SD =0.546).

Table 3: Logistics Management Practices and Organization Performance

	Mean	Std. Deviation
Efficient logistics management optimizes organizational performance by ensuring smooth operations.	3.955	0.895
Streamlined logistics processes reduce costs and boost profitability for organizations.	3.946	0.886
Timely logistics operations directly impact customer satisfaction and organizational success.	3.907	0.725
Strategic logistics planning maintains supply chain resilience, enhancing performance.	3.902	0.881
Collaborative partnerships with logistics providers drive flexibility and agility, improving performance.	3.898	0.683
Continuous improvement in logistics boosts operational efficiency, driving competitiveness.	3.884	0.796
Proactive risk management in logistics ensures continuity, safeguarding performance.	3.776	0.546
Aggregate	**3.895**	**0.773**

Performance of Large Manufacturing Firms

The respondents were requested to indicate their level of agreement on various statements relating to performance of textile companies in Kiambu County, Kenya. The results were as presented in Table 4.

From the results, the respondents agreed that their manufacturing firm consistently delivers high-quality products, ensuring customer satisfaction and loyalty (M=3.871, SD= 0.897). In addition, the respondents agreed that their manufacturing processes adhere to industry standards, guaranteeing efficiency and reliability in production (M=3.804, SD=0.837). Further, the respondents agreed that their firm demonstrates innovation and technological advancement, maintaining a competitive edge in the market (M=3.745, SD= 0.663). The respondents also agreed that their manufacturing firm effectively manages costs and resources, optimizing profitability and sustainability 3.618, SD= 0.771).

The respondents agree that they prioritize customer service excellence, fostering strong relationships and trust with their clients (M=3.614, SD=0.792). In addition, the respondents agreed that their commitment to environmental sustainability drives responsible practices throughout their manufacturing operations (M=3.610, SD=0.887). Further, the respondents agreed that their firm's responsiveness to market demands ensures agility and adaptability in an ever-changing business landscape (M=3.604, SD=0.786).

Table 4: Performance of Textile Companies in Kiambu County, Kenya

.	Mean	Std. Deviation
Our manufacturing firm consistently delivers high-quality products, ensuring customer satisfaction and loyalty.	3.871	0.897
Our manufacturing processes adhere to industry standards, guaranteeing efficiency and reliability in production.	3.804	0.837
Our firm demonstrates innovation and technological advancement, maintaining a competitive edge in the market.	3.745	0.663
Our manufacturing firm effectively manages costs and resources, optimizing profitability and sustainability.	3.618	0.771
We prioritize customer service excellence, fostering strong relationships and trust with our clients.	3.614	0.792
Our commitment to environmental sustainability drives responsible practices throughout our manufacturing operations.	3.610	0.887
Our firm's responsiveness to market demands ensures agility and adaptability in an ever-changing business landscape.	3.604	0.786
Aggregate	**3.695**	**0.805**

Inferential Statistics

Inferential statistics in the current study focused on correlation and regression analysis. Correlation analysis was used to determine the strength of the relationship while regression analysis was used to determine the relationship between dependent variable (performance of textile companies in Kiambu County, Kenya) and independent variables (supplier sourcing practiceand logistics management practices).

Correlation Analysis

The present study used Pearson correlation analysis to determine the strength of association between independent variables (supplier sourcing practice, and logistics management practices) and the dependent variable (performance of textile companies in Kiambu County, Kenya).

Table 5: Correlation Coefficients

		Organization Performance	Supplier Sourcing	Logistics Management
Organization Performance	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	197		
Supplier Sourcing	Pearson Correlation	.846**	1	
	Sig. (2-tailed)	.001		
	N	197	197	
Logistics Management	Pearson Correlation	.869**	.179	1
	Sig. (2-tailed)	.000	.071	
	N	197	197	197

The results revealed that there is a very strong relationship between supplier sourcing practice and performance of textile companies in Kiambu County, Kenya (r = 0.846, p value =0.001). The relationship was significant since the p value 0.001 was less than 0.05 (significant level).

The findings conform to the findings of Ekiyor, Amino, and Altan, (2019) that there is a very strong relationship between supplier sourcing practice and organization performance.

The results also revealed that there was a very strong relationship between logistics management practices and performance of textile companies in Kiambu County, Kenya (r = 0.869, p value =0.000). The relationship was significant since the p value 0.000 was less than 0.05 (significant level). The findings are in line with the results of Ajoke *et al* (2019) who revealed that there is a very strong relationship between logistics management practices and organization performance

Regression Analysis

Multivariate regression analysis was used to assess the relationship between independent variables (supplier sourcing practice, and logistics management practices) and the dependent variable (performance of textile companies in Kiambu County, Kenya).

Table 6: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.330	0.084		3.929	0.002
	supplier sourcing practice	0.376	0.095	0.375	3.958	0.002
	logistics management practices	0.387	0.097	0.386	3.990	0.000

a Dependent Variable: performance of textile companies in Kiambu County, Kenya

The regression model was as follows:

$$Y = 0.330 + 0.376X_1 + 0.387X_2 + \varepsilon$$

The results also revealed that supplier sourcing practice has significant effect on performance of textile companies in Kiambu County, Kenya, β1=0.376, p value= 0.002). The relationship was considered significant since the p value 0.002 was less than the significant level of 0.05. The findings conform to the findings of Ekiyor, Amino, and Altan, (2019) that there is a very strong relationship between supplier sourcing practice and organization performance.

In addition, the results revealed that logistics management practices has significant effect on performance of textile companies in Kiambu County, Kenya β1=0.387, p value= 0.000). The relationship was considered significant since the p value 0.000 was less than the significant level of 0.05. The findings are in line with the results of Ajoke *et al* (2019) who revealed that there is a very strong relationship between logistics management practices and organization performance

Conclusions

In addition, the study concludes that supplier sourcing practice has a positive and significant effect on performance of textile companies in Kiambu County, Kenya. Findings revealed that supplier identification, supplier evaluation and supplier selection influence performance of textile companies in Kiambu County, Kenya.

The study also concludes that logistics management practices have a positive and significant effect on performance of textile companies in Kiambu County, Kenya. Findings revealed that storage, distribution and reverse logistics influence performance of textile companies in Kiambu County, Kenya.

Recommendations

The study recommends that the management of textile companies should diversify and decentralize the supplier base. By cultivating a diversified supplier network, firms can mitigate risks associated with overreliance on a single supplier or geographic region.

In addition, the study recommends that the management of textile companies should establish a comprehensive transportation optimization strategy. This strategy should prioritize efficiency, reliability, and cost-effectiveness in transporting raw materials, components, and finished goods throughout the supply chain.

Suggestions for Further Studies

This study was limited to the influence of global procurement practices on performance of textile companies in Kiambu County, Kenya hence the study findings cannot be generalized to organization performance in other organizations in Kenya. The study therefore suggests further studies on the influence of global procurement practices on organization performance at other organizations in Kenya.

Further, the study found that the independent variables (supplier sourcing practice and logistics management practices) could only explain 83.2% of performance of textile companies in Kiambu County, Kenya. This study therefore suggests further research on other factors affecting performance of textile companies in Kiambu County, Kenya.

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