SUPPLY CHAIN MANAGEMENT STRATEGIES AND PERFORMANCE OF HUMANITARIAN ORGANIZATIONS IN NAIROBI CITY COUNTY, KENYA

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ABSTRACT

Performance involves all processes, operations and human aspect of the organization, strategies are used to improve performance in organizations. This study examined supply chain management strategies and performance of humanitarian organizations in Nairobi City County. The specific objectives were to establish how supplier relationships and inventory management affect performance of humanitarian organizations. The theories that supported this study include competence theory and lean theory. Descriptive research design was used with questionnaire as the instrument for data collection. Reliability of the study instrument was established using Cronbach Alpha, internal consistency method. Validity of the research instrument was determined using content, face and construct validity. The target population was 200 humanitarian organizations in Nairobi City County. The unit of observation was one procurement manager from each organization. The study conducted a census on all the humanitarian organizations. Data was analyzed using SPSS version 28 and presented in form of frequencies, descriptive and inferential statistics which was used to derive conclusions. The study conducted a multiple regression analysis to determine the relationship between supply chain management strategies and performance. The study concluded that supplier relationships have a significant positive influence on the performance of humanitarian organizations in Nairobi City County. The study also concluded that inventory management has a significant positive influence on the performance of humanitarian organizations in Nairobi City County. The study recommends competency contribute to effective supply chain management and improve organizational performance. In addition, the study recommends adoption of inventory management technologies which can lead not only to reductions in inventory levels in the supply chain, but also to secondary savings arising from simplification of systems and procedures to improve performance of humanitarian organizations.

Key Words: Supply Chain Management Strategies, Supplier Relationships, Inventory Management, Performance of Humanitarian Organizations

Background of the Study

For businesses to thrive and gain a competitive advantage, they need to be able to manage their supply chain effectively (Wang & Yang, 2022). The sustainability of any business depends on its ability to continuously improve its performance metrics and stay profitable and competitive. A supply chain is a network of functions or organizations connected through the products and services that they offer in order to deliver them to the end consumer. According to Adebiyi et al. (2021) a simple supply chain consists of participants in a certain order from upstream to downstream. The practices and activities of managing supply chains are known as supply chain management (SCM).

Having the ability to scale production, find a new supplier, implement cutting edge technology or even enter a new market, improves supply chain performance. According to Agrawal et al. (2023), with markets constantly evolving, businesses must ensure can adapt to changing demands and unforeseen disruptions. Supply chain management strategies involves the activities and practices to adjust production schedules, distribution channels, and sourcing strategies quickly and cost-effectively without sacrificing quality or customer satisfaction (Jafari et al., 2022). To adapt quickly and efficiently to changes in the environment, many companies have adopted supply chain strategies to improve the performance of their supply chains.

The Association of Supply Chain Management (2019) defines SCM as "the design, planning, execution, control, and monitoring of supply chain activities with the objective of creating net value, building a competitive infrastructure, leveraging worldwide logistics, synchronizing supply with demand, and measuring performance globally". The practice of SCM refers to all sets of activities that are done in organizations to improve efficiency in the internal supply chain. This will help the organization to achieve sustained good performance and excellent customer service.

The chain of processes across organisations in fulfilling customer requirements, is ubiquitous nowadays. Despite this, some theoretical constructs such as customer responsiveness still appear to be rooted more in an organisational context than a perspective. Supply chain management strategies are concerned with how quickly and effectively firms respond to changes in the business environment (Yu et al., 2019). Earlier studies have acknowledged the enabling role of supply chain strategies to enhance responsiveness. The degree of a firm's responsiveness is determined by the range of manufacturing strategies it employs. (Sandberg, 2021). Supply chain management strategies consider responsiveness as a function of internal manufacturing competences, the firm's interaction with their partners and how these interactions may also shape the firm's ability to better respond to the changing business environment (Razak, Hendry & Stevenson, 2021). Tiwari et al. (2024) argues that firms should carefully assess their strategies to adopt supply chain management strategies that fulfil their organizational needs.

Sharma and Modgil (2020) assessed quality management and its influence on the operational performance of the pharmaceutical industry in India. The study concentrated on how the activities under supply chain management influence the performance of organizations to focus and repurpose their resources to ensure optimal performance. They concluded that firms must improve their performance by developing and implementing agile and responsive practices in supply chain management.

Adebiyi *et al.* (2021) study on supply chain management in Nigeria found that strategic partnership and supplier relationships have significant positive effect on performance of firms. In addition, information sharing in supply chain management contributes to positive effect on performance and improves operational efficiency. Adebiyi et al. (2021) study

showed that effective inventory management can contribute to significant positive effect on performance of firms.

Chopra and Meindi (2021), found that organizations the main reasons for organizations holding stock is to ensure that there is always enough stock available to meet demand and cater for variations in demand. Demand forecasting and capacity planning have become essential elements in supply chain management. Organizations assess their inventory levels to maintain their production, processes and market demand. Moreover, Chopra and Meindi (2021) study concluded that capacity planning and inventory management had a significant impact on organizational productivity and sustainability. According to Ogunjimi, (2022) there is increased competition among firms based on their strategies to increase inventory turnover and management. A number of companies are now using software that enables them to effectively manage their supply chains to improve firm performance.

Statement of the Problem

Changes are inevitable in risky and uncertain business environments of today's volatile supply chains. The concept of supply chain management strategies originates from this need to mitigate the ill-effects of risks and uncertainty in supply chains. According to Agrawal et al. (2023), supply chain management strategies among humanitarian organizations is essential to deal with uncertainty. During uncertain times such as the covid-19 pandemic companies faced significant challenges as they dealt with the unexpected surge in demand for specific goods and services slowing the response rate (International Rescue Committee, 2020). Supply chain management strategies is one of the key aspects of supply chain performance. A firm would preferably need to adjust to fulfil the needs of its customers and avoid lost business due to stock-outs, poor supply chain relationships (Coyle, Bardi & Langley, 2021). According to Nyman (2021), 90% of firms fail to achieve increased operational costs resulting to 13% increase in expenditure.

Vikram et al (2022) study on supply chain systems found that supply chain collaboration were more eager to have predictable supply and joint effort amongst partners. The study indicated that supply chain management practices such as inventory management accounted for 76% of variation in performance. Studies conducted on performance of humanitarian firms (Badu & Vitor, 2021; Amin & Krishman, 2021) found that demand management and inventory management techniques have significant influence on financial performance. Ng'ang'a (2023) conducted a study on supply chain management and concluded that delay in procurement and frequent stock outs affected the organization performance accounting to 74% of variations in performance. Previous studies on supply chain management (Badu & Vitor, 2021; Amin & Krishman, 2021 Vikram et al., 2022) found that inventory management, demand management and supplier relationships influenced the operational performance of the firms. These studies however, did not bring out the role of supply chain management strategies and performance of humanitarian firms. This study bridged this gap by establishing the influence of supply chain management strategies on performance of humanitarian organizations in Nairobi City County.

General Objective

The general objective this study was to establish the influence of supply chain management strategies on performance of humanitarian organizations in Nairobi City County

Specific Objective

i.   To assess the influence of supplier relationships on performance of humanitarian organizations in Nairobi City County.
ii. To examine the influence of inventory management on performance of humanitarian organizations in Nairobi City County.

Theoretical Framework

Competence Theory

McClelland & McBer in the 1980s established the competence theory. The authors' defined competency as the underlying characteristic of an individual that is causally related to criterion referenced effective and/or superior performance in a job or situation. Interest in inventory management competence stems from the very reasonable and widely held assumption that if people who manage and work on inventory are competent, they will perform effectively and that this will lead to successful supply chain management and increased organizational performance (Beer, 1990; Smith, 1976). To achieve competence, there are factors taken into consideration such as behaviours, attitudes, the skills, and knowledge. This theory supports supplier relationships variable since competence in supplier performance will affect performance of the supply chain function.

Lean Theory

This theory expounds on the concepts of just in time (Kros, Falasca, & Nadler, 2016). Just in time is an inventory management concept in which inventory is controlled on a pull system. It enhances the efficiency of the production and the business processes. Lean theory plays an important role in inventory management. Lean inventory management eliminates buffer stock. It minimizes the amount of waste in production and has a significant influence on an organizations profitability (Eroglu & Hofer, 2011). Lean theory provides a guide on inventory control and management. It enables an organization achieve efficiency and gain flexibility in their ordering decisions, reduce the stocks of inventory held on site and eliminate inventory carrying costs. Feinberg and Keane (2016), discuss their findings of reducing inventories at firm level. They assert that lean inventory management is dependent on the timing and the level of adoption.

Poor inventory management affects an organization's capabilities to manage fluctuations in inventory demand (Feinberg & Keane, 2016). Companies are able achieve profitability from effective optimization of inventory by applying lean supply chain management techniques. Inventory management practices and systems are essential to achieving customer satisfaction. This theory support inventory management variable.

Conceptual Framework

Conceptual framework is the graphical representation of variables, which are the dependent variable and the independent variables.
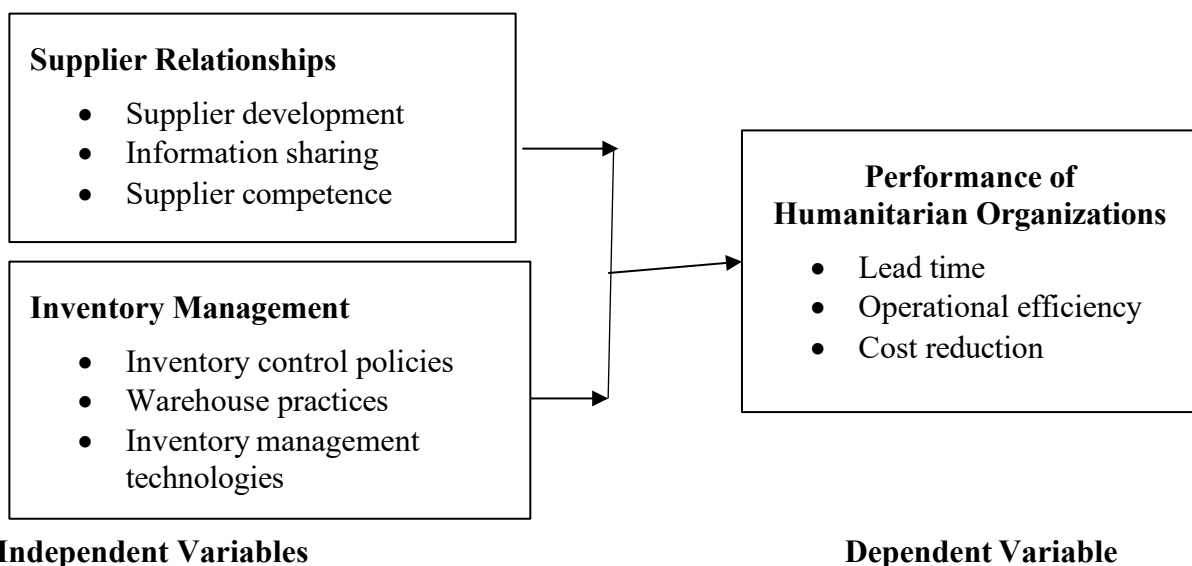
Supplier Relationships

- Supplier development
- Information sharing
- Supplier competence

Inventory Management

- Inventory control policies
- Warehouse practices
- Inventory management technologies

Performance of Humanitarian Organizations

- Lead time
- Operational efficiency
- Cost reduction

Independent Variables   **Dependent Variable**

Figure 2.1 Conceptual Framework, Source (Author)

Supplier Relationships

No organization is better than those who work for it, therefore then, for the organization to have effective supply chain management, suppliers should be competent (Farrington & Lysons, 2020). Moreover, staff has to be properly trained and have necessary qualifications to build good relationships with suppliers. Individuals involved in the supply chain process should have background that enables them to handle supply chain management activities or have the capacity to easily learn the various functions (Dimitrios, 2022).

The organization should strive to organize workshops and various sessions to allow their suppliers and employees to learn more tactics on how to improve supply chain management. Innovations are always coming up in the field and thus this should be the focus of many organizations. The more experienced and knowledgeable a supplier is, means they are able to handle challenges that come up in supply chain management. Well-trained suppliers and employees ensure effective communication, collaborations and efficiency in supply chain systems (Connolly, 2021).

Inventory Management

Inventory management is vital in an organization. Poor inventory management can lead to increased working capital, increased operational costs, increased storage costs and increased costs of renting warehouses. Well-managed inventory lowers the total costs of business operations and increases business productivity (Hansen & Mowen, 2021). Inventory management techniques are effective methods of solving many issues in the supply chain function. There are various inventory management techniques that enable organizations replenish their stock to avoid shortage and keep their stock at a good maximum to avoid incurring additional stock holding costs.

Inventory policy regards company inventory definitions, classifications, personnel responsibilities, inventory valuation, inventory adjustments, inventory reserves, and disposition of inventory. Inventory policies should be geared towards increasing organizational performance (Rung & Anjou, 2021). It should include matters such as: replenishment of Stock, inventory Levels, safeguarding, neatness, safety and optimal layout of warehouses/stores, internal requisition of inventory items, receiving and dispatch of goods from warehouses, handling of inventory related documents, stock taking, disposal of items.

Inventory management policies directly affect organizational performance as poor inventory management will lead to colossal losses and this highly depends on the stipulated inventory policies (Rushton, Croucher, & Baker, 2021). When inventory processes are not handled effectively, the whole organization is affected negatively. Disposal of items should be properly stipulated in the rules in order to prevent wastage of resources as well as save on costs of disposal. Internal handling of documents should be well taken care of as discrepancies in this documents leads to a weakness in running the organization effectively (Hansen & Mowen, 2021). Some crucial inventory policies include policies, which prevent wastage of materials through expiry and mishandling. Standards are documents that stipulate or recommend minimum levels of performance and quality of goods and services and optional conditions of operations in a given environment.

Empirical   Review

Supplier Relationships

Ling and Mau (2023) conducted a study on the effect of competency and communication on performance of firms in China. Using a structured questionnaire, data was collected through face- face, interviews, and e- mails. The results show that competency of suppliers has significant correlations with performance outcomes. They argued that for competency based performance teamwork, leadership, decision making, mutuality and approachability, honesty

and integrity, communication, learning, understanding and application, self-efficacy, and maintenance of external relations is essential.

Jawabreh et al. (2023) assessed supply chain management practices and organizational performance among firms in Jordan. Quantitative data was collected via questionnaire. Structural equation modeling was used to examine the hypothesized relationships. The study found that organizational performance is positively impacted by effective information sharing. Information quality positively affects organizational performance and strategic supplier partnerships play a crucial role. When implemented, supplier development increases the efficiency of the supply chain.

Fisher (2021) did a study on team competency in relation to performance and argues that skills on their own, including their applications, do not make an effective people. Because behaviors drive outcomes, specific behaviors for each skill need to be applied to make these skills truly effective. The application of these skills is the catalyst to being effective. Supplier competence can be developed through trainings and adequate information sharing to contribute to effective supply chain management. This study contributes to a better understanding of the extent to which supplier relationships and competence influence organizational performance.

Inventory Management

Koluobandi, Mehrmanesh and Norouzi (2020) studied the effect of inventory management and innovation on organizational performance in Tehran. The study used descriptive design to assess the relationship between inventory management and innovation, relationship between innovation and performance and relationship between inventory management and performance. They concluded that innovation had a positive impact on inventory management and performance. They recommended that inventory management technologies should be implemented to improve performance.

Waihenya (2020) studied the factors affecting adoption of inventory management techniques by SMEs in Nakuru. She used descriptive survey design to assess how resources and leadership affect effective adoption of inventory management techniques and concluded that resources form a critical part of inventory management and competitive advantage of companies. She recommended for SMEs to allocate enough resources to inventory management and develop their human resource to support inventory management techniques adoption.

Okwachi, Gakure and Ragui (2023) investigated how inventory management affected performance of SMEs in Nairobi County in Kenya. They used descriptive survey of 96 SMEs registered by the Nairobi City County. The conclusion was that there was a positive relationship between inventory management and performance. They recommended that managers should engage with employees in implementation of inventory management techniques.

Kimanthi (2021) studied organizational factors influencing inventory management development among SMEs. The study used descriptive survey design to explore the influence of human resources on development of inventory management techniques. She concluded that information systems and human resource have a great bearing on inventory management development. The study recommended that SMEs need to update their organization data and improve their commitment to inventory management development and adoption.

RESEARCH METHODOLOGY

Research Design

A descriptive design was used to show the current state of supply chain flexibility in humanitarian organizations in Nairobi County. Render et al. (2012) indicate that this design provides a description of the elements under study. It enabled the researcher collect data from the population to test the hypothesis. According to Flick (2011) this design helps answer questions. It was effective in collecting data on the components of the study as observed in the population.

Target Population

The target population was 200 humanitarian organizations in Nairobi City County, Kenya. According to the National Council of NGOs (2024), there are 200 humanitarian organizations operating in Nairobi City County. The unit of analysis was the 200 humanitarian organizations operating in Nairobi City County. In order to collect data, the unit of observation was one procurement manager from each humanitarian organization operating in Nairobi City County.

Sampling Frame, Sampling Technique and Sample Size

A list of 200 procurement managers from the 200 humanitarian organizations comprised the sampling frame. The study adopted a census approach to collect data from all 200 subjects of study since the number is small. Scholars such as Bernard (2011); Seltman (2014), state that the approach is effective with a small target population. They also argue that a census reduces bias, which could otherwise arise due to sampling.

Data Collection Instrument

The instrument for data collection was questionnaires. According to Kothari (2014), a questionnaire is a schedule containing various items on which information is sought from respondents. According to Kowalczyk (2015), questionnaires are free from any interviewer's bias and errors, which may undermine reliability and validity of the results emerging from the survey. The use of questionnaires made it easier to approach the respondents since they did not have any distribution bias as they did not show any particular preference or dislike for a certain individual. Secondary data was collected from reports, publications, government census and scholarly journals. Data was recorded in data entry tables.

Pilot Study

A pilot study, or, pilot test, or pre-test is defined as small-scale preliminary research that is conducted to evaluate time, cost, and feasibility to improve on the design of a particular study before conducting the actual one or full-scale research project (Kultar, 2017). The researcher carried out a pilot study to ensure the data collection tool was reliable and valid. The pilot test helped to correct some of the challenges encountered before undertaking the final study. The pretesting sample was made of 20 respondents, representing 10% of the sample size. The pilot study was conducted at UNOPS within Nairobi City County. The respondents included procurement managers from the humanitarian organizations in Nairobi City County. The results from the pilot test were not be used in the main study. In addition, the respondents were excluded from the final study.

Data Analysis and Presentation

This is the process of organizing, interpreting, and presentation of data (Seltman, 2014). Quantitative data was analyzed using descriptive statistics that included means, frequencies, percentages, and standard deviation using SPSS for Windows version 28.0 for analysis. Inferential statistics was used which include regression and correlation analysis. Data was presented in form of tables and diagrams prepared from SPSS. The analysis of variance

(ANOVA) was used to check the overall model significance. A multiple regression analysis was used to determine the relationship between performance and the variables of the study. Multiple regression analysis was be used to make a prediction of a dependent variable in relation to the independent variables, and determine the relationship between one dependent variable and one or more independent variables.

RESEARCH FINDINGS AND DISCUSSION

Descriptive Findings and Analysis

This part provides the results of the descriptive analysis carried out by the study consisting percentages, mean and standard deviation. The findings were presented as per each objective.

Supplier Relationships

The first objective was to determine the influence of supplier relationships on performance of humanitarian organizations in Nairobi City County. The results of the study were as shown in table 4.1. From the results, the respondents agreed that organization has high performing suppliers. This is supported by a mean of 3.968 (std. dv = 0.905). In addition, as shown by a mean of 3.859 (std. dv = 0.885), the respondents agreed that organization supports supplier development. Further, the respondents agreed that organization has a highly engaged suppliers . This is shown by a mean of 3.840 (std. dv = 0.605). With a mean of 3.835 (std. dv = 0.981), the respondents agreed that organization's suppliers are innovative. The respondents agreed that there is high levels of information sharing among the organization and suppliers. This is supported by a mean of 3.811 (std. dv = 0.863).

In addition, as shown by a mean of 3.798 (std. dv = 0.786), the respondents agreed that there is high levels of supplier collaborations. Further, the respondents agreed that supplier relationships affect organizational performance positively. This is shown by a mean of 3.724 (std. dv = 0.786). Majority of the respondents agreed with the statements on supplier relationships as shown by a mean of 3.813. The responses given by the respondents had little variation (standard deviation=0.867).

Table 4.1 Supplier Relationships

	Mean	Std. Deviation
The organization has high performing suppliers	3.968	0.905
The organization supports supplier development	3.859	0.885
The organization has a highly engaged suppliers	3.840	0.605
The organization's suppliers are innovative	3.835	0.981
There is high levels of information sharing among the organization and suppliers	3.811	0.863
There is high levels of supplier collaborations	3.798	0.786
Supplier relationships affect organizational performance positively	3.724	0.786
Aggregate	**3.813**	**0.867**

Inventory Management

The second objective was to establish the influence of inventory management on performance of humanitarian organizations in Nairobi City County. The results of the study were as shown in table 4.2. From the results, the respondents agreed that the organization has established policies for replenishment of stock This is supported by a mean of 4.236 (std. dv = 0.708). In addition, as shown by a mean of 4.128 (std. dv = 0.925), the respondents agreed that the organization has implemented safety measures in handling of inventory. Further, the

respondents agreed that the organization has embraced inventory management technologies. This is shown by a mean of 3.942 (std. dv = 0.821). The respondents also agreed that the organization has established policies for receiving and dispatch of inventory. This is shown by a mean of 3.838 (std. dv = 0.809). With a mean of 3.710 (std. dv = 0.981), the respondents agreed that the organization has policies on handling of inventory related documents and guidelines on disposal of items. The respondents also agreed that the organization has implemented warehouse management practices. This is shown by a mean of 3.678 (std. dv = 0.897). The respondents also agreed that inventory management techniques affects performance of the organization positively. This is shown by a mean of 3.738 (std. dv = 0.819). Majority of the respondents agreed with the statements on inventory management as shown by a mean of 3.896. The responses given by the respondents had little variation (standard deviation=0.851).

Table 4.2 Inventory Management

	Mean	Std. Deviation
The organization has established policies for replenishment of stock	4.236	0.708
The organization has implemented safety measures in handling of inventory	4.128	0.925
The organization has embraced inventory management technologies	3.942	0.821
The organization has established policies for receiving and dispatch of inventory	3.838	0.809
The organization has policies on handling of inventory related documents and guidelines on disposal of items	3.710	0.981
The organization has implemented warehouse management practices	3.678	0.897
Inventory management techniques affects performance of the organization positively	3.738	0.819
Aggregate	**3.896**	**0.851**

Correlation Results

The study carried out correlation tests to determine the relationship between the independent and dependent variables. Pearson correlation, which ranges between -1 and +1 was used because the data was discreet. A positive Pearson correlation value indicates a positive relationship while any negative Pearson correlation value indicates a negative relationship. The association between the variables becomes stronger as the Pearson correlation value approaches either +1 or -1. The results of the correlation analysis are shown in table 4.3.

Table 4.3: Correlation Analysis

		Supplier relationships	Inventory management	Performance
Supplier relationships	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	156		
Inventory management	Pearson Correlation	.765**	1	
	Sig. (2-tailed)	.000		
	N	156	156	
Performance	Pearson Correlation	.865**	.854**	1
	Sig. (2-tailed)	.000	.000	
	N	156	156	156

Person correlation coefficient for supplier relationships is 0.865 and a significance value of (0.000<0.05), indicating that there is a strong and positive association between supplier

relationships and performance of humanitarian organizations in Nairobi City County. A unit change in supplier relationships would cause a magnitude of 0.865 significant positive change in performance of humanitarian organizations in Nairobi City County. The findings agree with findings by Jawabreh et al. (2023) study which established that organizational performance is positively impacted by effective information sharing and strategic supplier partnerships. When implemented, supplier development increases the efficiency of the supply chain.

Person correlation coefficient for inventory management is 0.854 and a significance value of (0.000<0.05), indicating that there is a strong and positive association between inventory management and performance of humanitarian organizations in Nairobi City County. A unit change in inventory management would cause a magnitude of 0.854 significant positive change in performance of humanitarian organizations in Nairobi City County. The findings are consistent with findings by Waihenya (2020) which found that adoption of inventory management techniques and resources form a critical part of inventory management and competitive advantage of companies.

Regression Results

The model summary was used to test the amount of variation in the dependent variable (performance of humanitarian organizations) resulting from the changes in the independent variables (constructs of supply chain management strategies). Thus, the amount of variation on performance of humanitarian organizations in Nairobi City County resulting from supplier relationships and inventory management was determined, as detailed in table 4.4.

Table 4.4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.877[a]	.769	.763	.26535

a. Predictors: (Constant), supplier relationships, inventory management

The R-Squared value of 0.769 indicates that approximately 76.9% of the variation in the performance of humanitarian organizations in Nairobi City County is explained by the combined effect of supplier relationships and inventory management. The remaining 23.1% is explained by other factors not part of this model. The regression results show that R was 0.877 which shows that the correlation between the independent variables and the dependent variable is positive. The adjusted R-square of 0.763 indicates that model retains its predictive power even when the number of predictors and sample size are adjusted. Thus, the model incorporating supplier relationships and inventory management provides a reasonably good fit for predicting the performance of humanitarian organizations in Nairobi City County.

Table 4.5: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	222.487	2	111.244	1612.232	.000[b]
1	Residual	10.632	153	.069		
	Total	233.119	155			

a. Dependent Variable: Performance
b. Predictors: (Constant), supplier relationships, inventory management

The results confirmed that the model incorporating the aspects of supply chain management strategies exhibits the desired level of statistical significance to explain the variation in the performance of humanitarian organizations in Nairobi City County (F = 1612.232; p = 0.00; p < 0.05). Therefore, the model is statistically significant in explaining the influence of supply chain management strategies on the performance of humanitarian organizations in Nairobi City County.

Table 4.6: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.021	.070		.298	.016
1 Supplier relationships	.273	.080	.277	3.396	.001
Inventory management	.335	.076	.324	4.409	.000

a. Dependent Variable: Performance

$$Y = 0.021+ 0.273X_1 + 0.335X_2+\varepsilon$$

The coefficient of supplier relationships is 0.273 (p = 0.01; p<0.05), suggesting that supplier relationships has a positive and significant relationship with performance of humanitarian organizations in Nairobi City County. The result implies that implementing effective supplier relationships is likely to have a positive influence on performance of humanitarian organizations in Nairobi City County. The findings agree with findings by Ling and Mau (2023) study which found that competency of suppliers has significant correlations with performance outcomes. They found that for competency based performance teamwork, communication and maintenance of external relations is essential.

The coefficient of inventory management is 0.335 (p = 0.00; p<0.05), suggesting that inventory management has a positive and significant relationship with performance of humanitarian organizations in Nairobi City County. The result implies that implementing effective inventory management is likely to have a positive influence on performance of humanitarian organizations in Nairobi City County. The findings are consistent with findings by Okwachi, Gakure and Ragui (2023) study which found that here was a positive relationship between inventory management and performance.

CONCLUSION AND RECOMMENDATIONS

Conclusion

The study findings revealed that supplier relationships have a significant positive influence on the performance of humanitarian organizations in Nairobi City County. Therefore, the study concludes that effective development of supplier relationships can positively impact the performance of humanitarian organizations.

The study findings also revealed that inventory management has a significant positive influence on the performance of humanitarian organizations in Nairobi City County. Therefore, the study concludes that that effective implementation of inventory management can positively impact the performance of humanitarian organizations.

Recommendations

The study findings confirmed existence of a positive and significant relationship between supplier relationships and performance of humanitarian organizations. The study recommends effective information sharing. Information quality positively affects

organizational performance and strategic supplier partnerships play a crucial role. The study recommends supplier development to increases the efficiency of the supply chain and enhance supplier competency contribute to effective supply chain management and improve organizational performance.

The study recommends utilization of inventory management techniques and policies since they are effective methods of solving many issues in the supply chain function. The inventory control system and policies are critical to maintaining an appropriate stock level of all products to avoid shortages or oversupply. In addition, the study recommends adoption of inventory management technologies which can lead not only to reductions in inventory levels in the supply chain, but also to secondary savings arising from simplification of systems and procedures to improve performance of humanitarian organizations.

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