

# INFLUENCE OF INTERNATIONAL INDUSTRY STANDARDS ON VENDOR BENCHMARKING PERFORMANCE AT KENYA AIRPORTS AUTHORITY

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DOI: <https://doi.org/10.5281/zenodo.13310441>

Published Date: 13-August-2024

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**Abstract:** The aviation sector is always evolving due to the entry of numerous vendors. Airports, like the Kenya Airports Authority, must therefore devise a plan that will allow them to select from a wide range of vendor services and obtain the best ones. Kenya Airports Authority must use vendor benchmarking in order to design a trustworthy supply chain. Even with all the steps Kenya Airports Authority has taken to implement global sourcing, including the adoption of e-auctioning and e-tendering systems, there still appear to be some factors that are impeding the procurement process. It's possible that procurement irregularities affected a portion of the government's flagship project at the Kenya Airports Authority. A descriptive research design was used for this investigation. The KAA supply and procurement department was the focus of the study. The population under study comprised 89 employees who were employed by the organization in that particular department. There was an 89-respondent census conducted. Data was collected using a structured questionnaire as the instrument. During the evaluation at Kenya Airlines, eight surveys were examined. The questionnaires' content validity was employed in this study to ensure their validity. The Cronbach alpha test was utilized to evaluate the reliability of the questionnaires. The quantitative data from the study was analyzed using descriptive statistical analysis, which involved calculating the mean and standard deviation. To further ascertain the degree to which variables influence one another, the study employed inferential statistics. The study found that vendor benchmarking performance at KAA was positively and significantly impacted by international industry standards. The study concludes that the international industry standards play a crucial role in helping organizations ensure that their suppliers meet quality requirements, minimize the risk of defects and delays, and enhance trust and confidence in their supply chain. The study recommends that in order to fully leverage the benefits of international industry standards as a global sourcing norm and address any obstacles, it is crucial for the organization to follow certain recommended procedures.

**Keywords:** Vendor Benchmarking, International Industry Standards.

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## 1. INTRODUCTION

Benchmarking is an essential instrument designed to enhance performance and generate value by establishing and refining a similar benchmark. Despite not being a novel instrument in the outsourcing space, benchmarking has gained traction in recent years due to technological advancements and growing financial exigencies, as it has become standard within sizable outsourcing agreements (Getz, Wilkinson, Turpen, Salotti, Rye, Carnan & Profit, 2020). Lau, Lau, Fung, Chan and Ip (2022) observe that in order to guarantee that outsourcing contracts stay competitive over the course of their duration and to create data normalization, benchmarking is essential. Organizations still, however, are unable to properly benchmark and take advantage of all the advantages available. As a result, including benchmarking in the contract can encourage greater stability and value along with extending the life of the supplier/user relationship.

Vendor benchmarking, according to Luzzini, Caniato, and Spina (2019), is a crucial component of procurement since it guarantees the highest caliber of goods and services are acquired. By comparing the performance of various suppliers, procurement officials can determine any areas in which a supplier may be succeeding or failing, claim Friedman, Bailit, and Michel (2021). Furthermore, benchmarking can assist businesses in finding new suppliers and weighing the advantages and disadvantages of possible acquisitions. Because it enables businesses to assess their performance against that of industry leaders and pinpoint areas for improvement, vendor benchmarking is crucial for effective procurement management.

Many regulatory changes have been put into effect by governments worldwide to address the ever-changing needs of the procurement environment. These alterations affect procurement methods to enhance the social contract between citizens and governments (McCradden, 2018). Gabela and Okeke-Uzodike (2020) indicate that the strategic role of procurement in public procurement was strengthened by regulatory changes in Europe. Competitive and transparent practices were adopted in nations like the UK that have stringent public procurement laws. This suggests that, as trade becomes more globalized, there is a discernible trend towards greater global sourcing. But in order for businesses to use global sourcing effectively, they need to have adequate information, logistical capabilities, organizational infrastructures, and efficient coordination systems.

For their construction industries, both developed and developing nations—among them, the United States, Chile, Denmark, Australia, Brazil, the United Kingdom, Hong Kong, Singapore, and the Netherlands—have over time implemented performance benchmarking systems (Barber, 2019; Costa, Formoso, Kagioglou, Alarcon & Caldas, 2020). In Chile, Komakech (2022) indicate that the the purpose of the benchmarking system was to find best practices, analyze them, and then provide participating companies with short-term improvement opportunities. Thus, the advantages of performance vendor benchmarking systems are that they allow for the assessment of the effects of current government and stakeholder interventions for the prompt and efficient implementation of development plans, strategies, and updated laws that will enhance the organization's performance.

Zimbabwean public procurement practices are primarily governed by rules and regulations designed to guarantee an equitable and cost-effective process. In actuality, these guidelines frequently give certain procurement officials the chance to abuse them and commit malpractice (Chigudu, 2020). According to Mawonde, Josphat, Peter, and Servious (2022), the supply chain performance in Zimbabwean dairy manufacturing companies was greatly impacted by the quality of the materials purchased, the landing cost of the materials, and the stock availability of the materials. Therefore, dairy manufacturing companies in developing countries should consider incorporating global sourcing methods as well as other beneficial local sourcing strategies to enhance their supply chain performance.

According to Kiage (2019), the majority of Nigerian government institutions are still hampered by protracted bureaucratic procedures when it comes to obtaining supplies and services. This leads to higher expenses, lower productivity, and leaks that significantly impact the national budget rather than the necessary approach that will enhance public financial management and performance. Adepoju, Salau, and Obayelu (2021) emphasize that the Nigerian ceramics market is facing tough competition due to increased need for durable, innovative construction materials. Moreover, the ceramics manufacturing industry has become increasingly complicated as a result of cheaper goods brought in by competing importers acting without regulations.

Oscar and Mwangangi (2021) note that quality, delivery factors, and information technology are the foundations for the vendor rating system's influence on procurement performance in Kenya's public sector. In a similar vein, Rotich, Muma, and Waruguru (2022) note that the purpose of vendor rating in public institutions is to enhance supply chain delivery reliability, guarantee supplier collaboration with the organization, lower the level of stock outs, raise ethical contract management standards, decrease the frequency of reworks, and encourage suppliers to improve equality. Thus, the caliber of vendors selected is the distinguishing feature of a successful procurement department. This is due to the fact that each vendor must be rated based on a number of parameters, and that the vendor's performance has an inherent impact on the buyer's effectiveness and efficiency.

According to Willmington, Belardi, Murante, and Vainieri (2022), vendor benchmarking performance is conceptualized as a methodical process that entails assessing a vendor's performance in comparison to predetermined standards and industry norms. In order to make wise decisions about sourcing and supplier relationships, it assists businesses in evaluating the effectiveness, caliber, and competitiveness of their suppliers. By emphasizing how vendor benchmarking performance can

be used to improve supply chain efficiency, cut costs, and boost an organization's overall competitiveness through ongoing performance measurement and comparison, Saha and Goyal (2020) operationalize vendor benchmarking performance.

Vendor benchmarking performance is approached from a strategic perspective by Goswami, Daultani, Chan, and Pratap (2022), who define it as a tool to identify best practices within the vendor community, promote innovation, and drive improvements in the quality of products or services. In order to find areas where a business can enhance performance and become more competitive, Talluri and Narasimhan (2022) define benchmarking as an investigation into how a supplier's offerings, costs, and other factors compare to those of comparable competitors in the market. As a result, this procedure can be used in any department of a business, including customer service and manufacturing. Vendor benchmarking performance was evaluated in this study based on collaboration, dependability, and time delivery.

Global sourcing involves purchasing products and services from international markets in different countries to reduce costs. It encompasses the utilization of inexpensive inputs or proficient workforce from countries with low labor costs (Monczka & Trent, 2020). According to Christopher, Mena, Khan, and Yurt (2021), global sourcing strategies typically seek to enhance product or service delivery through leveraging global efficiencies. The economies might involve cheap skilled labor, lowered costs, heightened international rivalry, advanced technology, and benefits such as decreased trade tariffs and tax incentives. Thus, companies can obtain materials through global sourcing that are either unavailable or more costly to produce locally.

The intricate process of global sourcing entails obtaining products and services from vendors spread across several nations or areas of the world. To determine how well a company is managing its global supply chain and maximizing its sourcing efforts, it is imperative to measure the efficacy of its global sourcing strategies. In numerous studies, a number of KPIs and metrics are frequently employed to evaluate global sourcing. These metrics include risk management, lead times, inventory levels, supplier performance, cost savings, and quality control (Adler, Liebert & Yazhensky, 2013).

First of all, international industry standards offer a standard framework for gauging performance and guaranteeing uniformity between countries. These norms—like ISO certifications for quality control, safety laws, and security procedures—are necessary to evaluate supplier performance uniformly. Airports can improve the safety and quality of their operations and guarantee compliance by benchmarking suppliers against these standards (Chakraborty, et al. 2020).

The main duty of the Kenya Airports Authority (KAA), established as an autonomous body in 1991 according to the KAA Act, Chapter 395 of Kenyan Laws, is to provide and oversee the nation's interconnected airport system (KAA, 2023). KAA provides a supportive environment to enhance aviation services between Kenya and other countries. As of 2022, the organization believed that around 2000 individuals were working in its different branches. Prior to its establishment, KAA was supervised by the now-disbanded Aerodromes Department of the Ministry of Transport and Communication. Nairobi Embakasi Airport was founded in May 1958 under the administration of Sir Evelyn Baring, who was the last colonial ruler of Kenya. Old Embakasi Airport, previously referred to as, was built in the 1950s to accommodate Boeing 707/DC8 planes of the first generation. The Queen Mother was delayed in Australia and could not make it to the airport opening ceremony, which was originally set to be presided over by Queen Elizabeth. Nairobi Embakasi Airport was closed on March 14, 1978, to create room for the new Jomo Kenyatta International Airport (KAA, 2023).

## 2. STATEMENT OF THE PROBLEM

Worldwide demand for high-quality aviation products has surged as airports strive to obtain a competitive edge. Vendor benchmarking involves evaluating other airports' capacities and the caliber of the work they produce, as well as identifying the supplier of the goods that they purchased (Graham, 2023). Most businesses do this while keeping in mind the caliber of the products and services they can offer their clients. Without a doubt, offering excellent customer service will help aviation companies stand out. Selecting reliable suppliers will also help airports maintain a respectable financial structure. The aviation sector is always evolving as more suppliers enter the market. Airports, like the Kenya Airports Authority, must therefore devise a plan that will allow them to select from a wide range of vendor services and obtain the best ones. Kenya Airports Authority must use vendor benchmarking in order to design a trustworthy supply chain. Through vendor benchmarking, the KAA can choose a reliable supplier for its goods and services, aiding in its growth (Onjala, 2018).

In developed nations, international airports have widely adopted advanced global sourcing strategies and vendor benchmarking practices. However, KAA's situation lags behind in a number of areas, leading to operational inefficiencies and possibly lost opportunities for improvement. Airports have adopted advanced technology and top practices in comparing

vendors and sourcing globally, Frankfurt Airport and Singapore Changi Airport. These airports work with their vendors to implement cutting-edge environmental sustainability projects, biometrics for smooth passenger processing, and sophisticated baggage handling systems (Junior, et al. 2021). The passenger experience, environmental responsibility, and operational efficiency are all greatly improved by these technologies and practices. African airports have also advanced globally in vendor benchmarking and global sourcing, which presents KAA with opportunities as well as challenges. For instance, in order to meet the high standards of its passengers, Johannesburg's O.R. Tambo International Airport has forged strong alliances with international aviation suppliers. Ethiopia's Bole International Airport has started implementing stronger vendor benchmarking systems and more sophisticated global sourcing techniques (Karagiannis, et al. 2019).

But as the APQC (2023) report makes clear, the Kenya Airports Authority (KAA) faces numerous challenges in efficiently overseeing its suppliers. First and foremost, the authority must deal with challenges like security. It was unclear if the fire was intentionally set, and it may have exposed weaknesses in airport security protocols, raising security concerns. The issue of air traffic was also exacerbated by JKIA's temporary closure, which forced planes to divert to other airports, causing inconvenience to both travelers and airlines (ICAO Safety Report, 2019). The incident at the airport revealed a deficiency in firefighting resources and a delayed response time. Because of this diversity, standardizing procedures and guaranteeing consistency in vendor management may be difficult. Moreover, a major obstacle is the lack of global benchmarks in KAA, making it challenging to objectively evaluate vendor performance and establish industry benchmarks (Kenya Engineer, 2021). Apart from these difficulties, the process of choosing a vendor has inefficiencies that may result in less-than-ideal decisions and collaborations. Additionally, KAA has to deal with a high degree of performance variability among its vendors, which may result in fluctuations in service quality and disruptions to operational processes (Kenya Engineer, 2021). Another difficulty is resource allocation, since it can be difficult to divide resources across the vendor portfolio in an efficient manner. Most importantly, there could be a mismatch between KAA's strategic goals and vendor relationships, which could make it more difficult for the company to meet its long-term goals (Onjala, 2018).

In particular, the Kenya Airports Authority has encountered operational challenges over the years. As per an article published in Kenya Engineer (2021), KAA is confronted with a significant challenge concerning the scarcity of aviation engineers. According to the article, the majority of the problems with the Kenya Airways Authority have been related to staffing. Furthermore, the authority has started looking for knowledge from other nations in response to these shortages. However, there is limited information regarding KAA's utilization of vendor benchmarking to enhance service quality and maintain a competitive edge. In the current dynamic business environment, KAA needs to compare supplier performance to global aviation benchmarks, thoroughly assess vendor quality, and pinpoint areas for improvement in order to make well-informed procurement decisions. This requires effective vendor benchmarking.

Even with all the steps KAA has taken to implement global sourcing, including the adoption of e-auctioning and e-tendering systems, there still appear to be some factors that are impeding the procurement process. According to the 2022 Auditor General, there may have been procurement irregularities pertaining to a portion of the government's flagship project at the Kenya Airports Authority (KAA). A contractor was chosen in May 2010 to construct the terminal 4 building, parking garage, grade parking, and other projects. The contract was valued at Sh4,147,677,412 (VAT excluded). However, the cost was later revised to Sh3,075,989,300 and then to Sh6,197,968,106 due to unexplained circumstances. Orders to prevent the Public Procurement Administrative Review Board (PPOA) from pressuring Kenya Airports Authority to sign a Sh55 billion contract with a Chinese company before obtaining funding for the project have been requested.

### 3. LITERATURE REVIEW

#### Theoretical Literature Review

##### Agency Theory

Based on this theory, the governance of a company is founded on conflicts of interest among its managers, owners (shareholders), and principal debt providers. Every one of these categories has distinct goals and interests. Furthermore, Jensen and Meckling (1979) defined an agency relationship as a contract in which owners act as principals and managers act as agents to run the company. As a component of this agreement, the owners must give the management the authority to make decisions. As a result, managers who prioritize the interests of shareholders may receive some rewards, but they also face all the consequences if they do not pursue their own objectives.

Dalton, Hitt, Certo, and Dalton (2018) assert that owners have faith that their representatives will advocate on their behalf. The ideal agreement between owners and managers should guarantee that managers consistently prioritize the owners' best interests. Creating the ideal contract is impossible because the choices made by managers impact the owners' interests along with their own well-being. In their study, Aras, Crowther, and Capaldi (2021) discovered that businesses making modest profits often face more challenges with their agency connections. These companies produce a significant level of cash flow that is not tied up in expenses. Free cash flow refers to funds that are available for management's discretion and are not required to be used for necessities like paying taxes, debt interest, or replacing aging non-current assets.

The process of pursuing global sourcing is time-consuming and fraught with challenges; companies that choose to adopt this approach will almost certainly run into problems with the disparities in laws and cultural norms across different nations. To address these issues, the businesses should establish a dedicated international purchasing office or enter into a contract with a reputable organization.

### **Empirical Literature Review**

In order to examine how organizational standards affect the supplier assessment procedure in manufacturing companies that have current suppliers, Patel (2018) carried out a study. The study concentrated on assessing models of decision-making and selection criteria that support improved supplier development and assessment. The author established selection criteria for optimizing supplier assessment by utilizing ISO standards and the SCOR performance evaluation approach. The Analytic Hierarchy Problem (AHP) and Techniques for Order Preference by Similarity to Ideal Solution (TOPSIS) were combined to create a hybrid model used in the study. The overall weighting of the criteria was determined using AHP, and TOPSIS then used this information to determine the suppliers' performance scores. The results indicated that decision makers assigned more weightage to criteria related to thinking, cost, and finance compared to other factors, making them critical for the evaluation process. However, the study relied on secondary data, highlighting a potential methodological gap.

Alsharari and Aljohani (2022) explored how ISO standards affect the use of vendor benchmarking and management control processes, taking into account environmental and cultural factors from institutional and contingency viewpoints. The research employed a combination of qualitative and quantitative methodologies to thoroughly examine the impact of environmental and cultural influences on management control and benchmarking implementation in the UAE. Research discovered that the intricate interactions between environmental and cultural factors had a major impact on the UAE's management control and benchmarking implementation process. It is crucial to remember that because this research was done specifically in the United Arab Emirates, its conclusions might not apply to Kenya.

In a study by Patel (2018), the focus was on examining how organizational standards affect the evaluation of suppliers in manufacturing companies with existing suppliers. The study assessed the criteria for selection and the models used for decision-making. In a similar spirit, Essien, Lodorfos, and Kostopoulos (2019) investigated how industry standards functioned as a basis for supplier selection choices made in Nigeria's public sector. The researchers collected information from 341 senior employees and top management team members in 40 public sector organizations in Nigeria through structured questionnaires. The SEM analysis results revealed that the perception of instrumental ethical work climates, party politics, social connections among organizational actors, government policy requirements, and decision-makers' experience were the key factors influencing strategic supplier selection decisions. In decreasing order of significance are the following: the sense of time constraints, the structural role of chief executive officers, the sense of rules and ethical work environments, and the sense of self-enhancement personal values. Furthermore, the results indicated that selecting a supplier did not significantly impact the organization's performance. However, this study focused solely on public sector organizations in Nigeria.

In another research, Bwana and Muturi (2021) investigated the impact of industry standards on vendor benchmarking effectiveness in public sugar companies in Kenya. The researchers utilized a descriptive survey research design to focus on a sample of 100 participants from five public sugar industries. By using a purposive sample selection method, a sample size of thirty respondents was gathered. Descriptive statistics were used to summarize the collected data. The results of the study show a significant and favorable relationship between procurement performance and the request for quotation. These results uphold the idea that the procurement performance in public sugar industries is positively affected by the request for quotation. Nevertheless, this research only concentrated on conducting a survey of specific sugar companies in Kenya, resulting in a lack of overall context.

Wachiuri (2019) examined the impact of industry standards on vendor performance evaluation by state corporations in Kenya. The research employed a cross-sectional survey approach and integrated both qualitative and quantitative research methodologies. Every one of the 187 state corporations in Kenya were part of the target group, and a census method was utilized. Surveys were employed to collect firsthand information. The research employed inferential statistics, specifically correlation analysis and linear regression, to explore the relationships between the variables being studied. The findings of the study revealed a strong and significant relationship between the efficacy of state institutions and the top commitment, skill, financial stability, and capability of their vendors. Nevertheless, the study's adoption of a cross-sectional survey design creates a methodological gap.

#### 4. RESEARCH METHODOLOGY

A descriptive research design was used for this investigation. The KAA supply and procurement department was the focus of the study. The population under study comprised 89 employees who were employed by the organization in that particular department. There was an 89-respondent census conducted. Data was collected using a structured questionnaire as the instrument. During the evaluation at Kenya Airlines, eight surveys were examined. The questionnaires' content validity was employed in this study to ensure their validity. The Cronbach alpha test was utilized to evaluate the reliability of the questionnaires. The quantitative data from the study was analyzed using descriptive statistical analysis, which involved calculating the mean and standard deviation. To further ascertain the degree to which variables influence one another, the study employed inferential statistics.

#### 5. FINDINGS

The descriptive statistics results on international industry standards are presented in Table 1.

**Table 1: International Industry Standards**

Statements	M	SD
Robust network reliable local partners has been established, enabling them to guarantee that all aspects of quality control have been addressed.	4.56	0.437
Despite global sourcing's lower costs, quality has never been compromised.	4.66	0.340
Global industry standards allow for multiple locations to be used for product manufacturing, thereby increasing production capacity.	4.53	0.470
Global industry standards have shortened the time it takes to bring goods to market and improved production control.	4.38	0.617
Industry standards help to anchor solutions on the market more quickly and act as a catalyst for innovations.	3.52	1.476
Standards provide recognized answers for safeguarding consumers, health, safety, and the environment by setting out quality and minimum standards.	4.09	0.909
<b>Aggregate mean and standard deviation score</b>	<b>4.29</b>	<b>0.708</b>

The data in Table 1 shows that participants agreed on how vendor benchmarking performance of KAA is influenced by international industry standards, as shown by mean and standard deviation scores of 4.29 and 0.708 on a Likert scale. The results support the research of Alsharari and Aljohani (2022) on how ISO standards affect the use of vendor benchmarking and management controls, taking into account environmental and cultural factors from institutional and contingency viewpoints. The study found that the intricate interactions between environmental and cultural factors had a major impact on the UAE's management control and benchmarking implementation process. It is crucial to remember that because this research was done specifically in the United Arab Emirates, its conclusions might not apply to Kenya.

The respondents strongly agreed that: Despite global sourcing's lower costs, quality has never been compromised (M=4.66, SD=0.340), robust network reliable local partners has been established, enabling them to guarantee that all aspects of quality control have been addressed (M=4.56, SD=0.437), global industry standards allow for multiple locations to be used for product manufacturing, thereby increasing production capacity (M=4.53, SD=0.470). The results are in line with Patel's

(2018) research, which examined how organizational standards affect the evaluation of suppliers for manufacturing companies with existing supplier relationships. The research evaluated the standards for choosing and the methods employed for making decisions. The results of the structural equation modeling (SEM) research revealed that key factors impacting decisions on selecting strategic suppliers included instrumental ethical work climates perception, party politics, social connections among organizational actors, government policy requirements, and decision-makers' experience.

The respondents strongly agreed that: Global industry standards have shortened the time it takes to bring goods to market and improved production control ( $M=4.38$ ,  $SD=0.617$ ), Standards provide recognized answers for safeguarding consumers, health, safety, and the environment by setting quality and minimum criteria ( $M=4.09$ ,  $SD=0.909$ ) and industry standards help to anchor solutions on the market more quickly and act as a catalyst for innovations ( $M=3.52$ ,  $SD=1.476$ ). The findings align with Wachiuri's (2019) study on the impact of industry standards on vendor performance evaluation by state corporations in Kenya. The study conclusions showed a fine and considerable correlation among the performance of kingdom organizations and the best dedication, competence, financial viability, and capacity of their suppliers.

### Regression Analysis Results

**Table 2: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.896	.767	.755	1.051

The data in Table 2 indicate that the adjusted R square value was 0.755(75.5%), indicating that the vendor benchmarking performance at Kenya Airport Authority was influenced by global industry standards. Hence, the remaining 24.5% represents other factors that were not analyzed

**Table 3: Analysis of Variance**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	110.254	1	110.254	182.565	.003
	Residual	50.125	83	0.604		
	Total	160.379	84			

The results displayed in Table 3 indicate that the p-value was 0.003, lower than the 0.05 significance level. The findings also show that the F value was 182.565, exceeding the mean square value of 110.254. Meeting these criteria proves the model's importance in assessing the impact of global sourcing on vendor benchmarking performance at Kenya Airport Authority

**Table 4: Regression Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	.701	.254		2.759	.001
International industry standards	.719	.119	.3645	6.042	.000

The results as demonstrated in Table 4, holding the global industry standards, vendor benchmarking performance at Kenya Airports Authority would be at 0.701. In addition, the study revealed when international industry standards is improved would lead to 0.719 improvement on vendor performance in benchmarking at Kenya Airports Authority. Thus, the resulting regression equation can be summarized as follows:

Vendor benchmarking performance = 0.701 + 0.719 (International industry standards).

In addition, the research discovered that global industry benchmarks greatly improved vendor performance in benchmarking at KAA, with a notable positive impact ( $\beta=0.3645$ ,  $p=0.000$ ).

## 6. CONCLUSIONS

The research concludes that the global industry standards are essential for organizations to verify their suppliers meet quality criteria, minimize the risk of defects and delays, and enhance trust and confidence in their supply chain. These standards also allow organizations to demonstrate their commitment to quality, boost their reputation and credibility, and attract more customers and opportunities. Furthermore, international industry standards can facilitate communication and collaboration between buyers and suppliers by providing a common language and framework for quality management.

## 7. RECOMMENDATIONS

The study recommends that in order to fully leverage the benefits of international industry standards as a global sourcing norm and address any obstacles, it is crucial for the organization to follow certain recommended procedures. These include establishing and effectively communicating quality requirements in a clear and consistent manner, ensuring mutual understanding of expectations and specifications between both parties. Moreover, it is vital to exercise caution when selecting and evaluating suppliers. This entails checking their ISO 9001 certification status, scope, performance history, reputation, and feedback. Regular audits and assessments should be conducted to confirm their adherence to ISO 9001 standards and identify any potential concerns.

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