EFFECT OF OPERATIONS MANAGEMENT PRACTICES ON THE PERFORMANCE OF KENYA POWER AND LIGHTING COMPANY LIMITED

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A Research Project Submitted to the Institute of Postgraduate Studies of Kabarak University in Partial Fulfillment of the Requirement for the Award of Master of Business Administration (Operations Management) Degree

KABARAK UNIVERSITY

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DECLARATION

1. I do hereby declare that:

   i The research project is my work and to the best of my knowledge, it has not been presented for the award of a degree, diploma or certificate in any university or college.

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Edmond Kiplimo Cheruiyot

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RECOMMENDATION

To the Institute of Postgraduate Studies:

The research project is entitled **"Effect of Operations Management Practices on performance of Kenya Power and Lighting Company Limited"** and written by **Edmond Cheruiyot** is presented to the Institute of Postgraduate Studies of Kabarak University. We have reviewed the research project and recommend it be accepted in partial fulfillment of the requirement for award of the degree of Business Administration Degree (Operations Management).

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DEDICATION

This work is dedicated to my wonderful parents, who have always been there for me and have given me the strength sufficient to last through the study.

ACKNOWLEDGEMENT

I would want to begin by giving praise and thanks to God, the Almighty, for showering me with His unending affection, wisdom, and protection while I have been at school. Thank you very much to my mentors; Dr. Nehemiah Kiplagat and Dr. Ezra Ronoh, for all of the guidance and support you gave me while I was getting this research project ready. My research ideas and methods have been greatly honed by their mentorship. I pray that the Lord of Hosts showers His favor upon you.

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LIST OF ABBREVIATIONS AND ACRONYMS

HFO	Heavy Fuel Oil
IoT	Internet of Things
ISO	International Organization for Standardization
ISO	International Organization for Standardization
IT	Improvement Theory
KBV	Knowledge-Based View
KPCL	Kenya Power Company Limited
KPLC	Kenya Power and Lighting Company Limited
MPESA	Mobile money transfer service
NSE	Nairobi Stock Exchange
RBV	Resource-Based View
ROI	Return on Investment
SACCOs	Savings and Credit Co-operatives
TCE	Transaction Cost Economics
TQM	Total Quality Management
ZAP	Automated bill payment service

CONCEPTUAL AND OPERATIONAL DEFINATION OF TERMS

Information Management Practice: Refers to the gathering, organizing, and distributing of information from one or more sources to one or more audiences. It occasionally involves people who are interested in or have a claim to that information (Neill and Rose 2014). In this study, information management refers to the collection and management of operational information by Kenya Power from one or more sources, as well as the distribution of that information to one or more audiences.

Operations Management Practice: This is concerned with converting materials and labor as efficiently as possible into power and services in order to maximize the organization's profit (Jarvinen 2015). In this study, operations management refers to the administration of operational practices in order to achieve the highest level of efficiency within Kenya Power Company Limited.

Procurement Management Practice: This entails evaluating, selecting, and drafting formal contractual agreements, as well as managing the organizations operational relationships with suppliers (Krajewski, and Ritzman 2016). In this study, procurement management will entail how Kenya Power organizes procurement of its operational activities.

Quality Management Practice: Refers to the specific operational requirements, specifications, guidelines, and characteristics that electricity generation and transmission capacity, services, and processes must meet on a consistent basis to ensure that their quality meets expectations, that they are fit for purpose, and that they meet the needs of their users (Jarvinen 2015). In this study, Quality Management practices refers to how Kenya power applies quality practices in its operations.

Operational Resource Management Practice: This entails planning, scheduling, and allocating people, money, and technology to a project or program (Jarvinen 2015). In this study Resources Management refers to how Kenya power plans, schedules, and allocates people, money, and technology to manage its operations and resources.

ABSTRACT

The ineffective implementation of operations management practices at Kenya Power and Lighting Company Limited hinders the efficiency, reliability, and service quality of the company. They pose significant problems that need to be addressed for the improvement of KPLC's overall performance. This study aimed to determine the effect of operations management practices on the performance of Kenya Power and Lighting Company Limited. The specific objectives of the study were to establish the effect of quality management practices, procurement management practices, information management practices, and operational resources management practices on performance of Kenya Power. The findings of this study are significant for Kenya Power as it provides insights into how operations management methods can affect the performance of the Kenya Power. The four theories which guided this study included Quality Improvement Theory, Transaction Cost Economics theory, Knowledge-Based View Theory, and Resource-Based View Theory. The study utilized a correlation research design, which sought to explore relationships between variables. The target population consisted of 98 employees in the managerial positions from various departments at the Kenya Power Headquarters in Nairobi. The study employed a census method thus including all members of the target population in the data collection process. Data was collected using a self-administered questionnaire, which includes closed-ended questions. A pilot study was conducted at GDC, where a 10% sample, consisting of nine workers from different departments, participated. The collected data was analyzed using SPSS Version 25, employing regression analysis and correlation analysis. The findings were presented through tables. The research employed regression and correlation analyses conducted with SPSS Version 25 to explore the relationships between quality management, procurement management, information management, and operational resources management practices, and KPLC's performance. The findings reveal significant positive relationships between these operational practices and KPLC's performance. It was concluded that, these practices significantly affect the company's performance, underscoring the importance of prioritizing and investing in them. The study recommends ongoing efforts to enhance quality management, refine procurement strategies, optimize information management, and ensure effective resource allocation. These findings provide valuable insights for decision-makers aiming to improve Kenya Power Company Limited's performance. Future studies could explore additional factors affecting performance to enhance organizational success.

Keywords: *Operations Management, Quality Management, Procurement Management, Information Management, Resources Management and financial performance*

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Operations management practices refer to the specific methodologies, techniques, and strategies implemented within organizations to efficiently manage their resources and operations to produce goods and services that meet customer demands and expectations (Stevenson & Sum, 2019). Unlike operations management, which encompasses the broader field of managing items, methods, authorities, and the supply chain, operations management practices focus on the practical application and execution of various approaches within specific areas of operations (Heizer & Render, 2016). These practices are aimed at optimizing efficiency, enhancing productivity, and achieving organizational goals in areas such as production planning, inventory management, quality control, and supply chain optimization (Krajewski et al., 2019).

The evolution of operations management practices can be traced back to the early 20th century, with the emergence of scientific management principles pioneered by Frederick Taylor and the development of mass production techniques by Henry Ford (Chase et al., 2019). These early contributions laid the groundwork for the systematic management of operations within organizations, focusing on efficiency, standardization, and process improvement. Over time, operations management practices have evolved to incorporate a broader range of considerations, including quality management, lean principles, and supply chain integration (Stevenson & Sum, 2019). Today, organizations across various industries employ a variety of operations management practices to optimize their processes, reduce costs, and deliver value to customers (Heizer & Render, 2016).

In a global context, operations management practices play a crucial role in the efficient functioning of businesses across various industries. According to recent statistics, the global operations management software market size was valued at USD 10.7 billion in 2020 and is expected to reach USD 21.4 billion by 2027, with a compound annual growth rate (CAGR) of 10.1% during the forecast period ("Operations Management Software Market," 2021). This significant market growth reflects the increasing adoption of technology-driven solutions to streamline operations, enhance productivity, and improve decision-making processes worldwide. Additionally, the globalization of supply chains has led to greater complexity in operations management, prompting organizations to implement advanced practices to manage logistics, inventory, and distribution efficiently (Recklies, 2020).

Furthermore, the evolution of operations management practices has been affected by global trends such as Industry 4.0 and the Internet of Things (IoT). Industry 4.0, characterized by the integration of digital technologies into manufacturing and supply chain processes, has revolutionized operations management by enabling real-time monitoring, predictive maintenance, and data-driven decision-making (Schwab, 2016). The IoT, with its network of interconnected devices and sensors, has provided organizations with valuable insights into their operations, leading to improved efficiency, reduced downtime, and enhanced customer satisfaction on a global scale (Eckartz, 2018).

Moreover, the COVID-19 pandemic has underscored the importance of agile and resilient operations management practices in mitigating disruptions and ensuring business continuity. Organizations worldwide have had to adapt rapidly to remote working environments, supply chain disruptions, and fluctuating demand patterns. According to a survey by McKinsey, 93% of executives reported that they plan to adopt agile practices in operations management to enhance their organizations' resilience in the face of future challenges (Mitchell et al., 2021). This global shift towards agility and resilience highlights the ongoing transformation of operations management practices to meet the dynamic demands of the modern business landscape.

In African countries, operations management practices vary widely depending on factors such as economic development, industrialization levels, and infrastructure. Across the continent, there is a growing recognition of the importance of efficient operations management practices in driving economic growth and improving competitiveness in global markets (Aigbavboa & Thwala, 2019). However, challenges such as limited access to technology, inadequate infrastructure, and regulatory barriers often hinder the adoption of advanced operations management practices in many African nations (Adenle et al., 2019). Despite these challenges, there are pockets of excellence in operations management within certain industries, particularly in sectors such as mining, agriculture, and telecommunications, where innovative approaches have been implemented to improve productivity and efficiency (Ayub & Adamu, 2018).

In Southern Africa, countries like South Africa and Botswana have made significant strides in implementing modern operations management practices, particularly in sectors such as mining and manufacturing. South Africa, as the continent's most industrialized economy, has a relatively well-developed operations management ecosystem, with companies leveraging technology and best practices to optimize their processes (Govender & Mbohwa, 2019). Similarly, Botswana has seen advancements in operations management, driven by government initiatives to promote industrialization and diversify the economy beyond traditional sectors like mining (Chigangaidze et al., 2021). However, challenges such as skills shortages and inadequate infrastructure continue to hamper progress in operations management across the region (Mashapa & Mbohwa, 2020).

Countries such as Ethiopia, Rwanda, and Tanzania are experiencing rapid industrialization and are increasingly focusing on improving operations management practices to enhance productivity and competitiveness. Ethiopia, in has embarked on ambitious industrialization projects, including the development of industrial parks and investment in manufacturing infrastructure (Abegaz et al., 2018). Rwanda has also implemented initiatives to streamline business processes and improve the ease of doing business, contributing to advancements in operations management within the country (Rutakayile et al., 2021). However, challenges such as limited access to finance and underdeveloped supply chains remain obstacles to fully realizing the potential of operations management in the region (Kulindwa et al., 2019).

The Kenya Power and Lighting Company Limited (KPLC) plays a crucial role in Kenya's energy industry, since it oversees power generation, transmission, and distribution. KPLC was founded in 1922 and has since been instrumental in the growth of Kenya's economy by making electricity available and affordable to homes, factories, and companies throughout the country (Ondieki, 2019). KPLC's infrastructure maintenance and development are vital to the company's day-to-day operations. Electrical plants, substations, transformers, and kilometres upon kilometres of electrical lines are all part of the company's transmission and distribution network, which it is responsible for overseeing. To keep the infrastructure in excellent shape, this must be carefully planned and carried out. Preventing malfunctions and reducing power outages requires regular maintenance (Kenya Power and Lighting Company Limited, 2020). To meet the rising demand for energy in Kenya, KPLC also conducts expansion projects. New substations and power lines are being built as part of these initiatives in order to provide energy to previously unserved regions and encourage manufacturing expansion in Kenya (Kenya Power and Lighting Company Limited, 2020).

1.1.1 Performance of Kenya Power and Lighting Company Limited

Transmission, distribution, and retail sale of electricity are all handled by Kenya Power Company Limited (KPCL), formerly known as Kenya Power and Lighting Company (KPLC). It is traded on the NSE, the Nairobi Stock Exchange. The company's mission as a national electricity utility is to enhance customer connectivity, service delivery, operational stability and sustainability, transmission and distribution efficiency, and modernize operations through automation to better serve customers (Kenya Power, 2016).

The Owen Falls dam in Uganda supplies electricity to Kenya through a transmission line that was commissioned in February 1, 1954, and built by the Kenya Power Company (KPC). EAP&L oversaw KPC as part of its management contract. In the same year, EAP&L began trading publicly in the Nairobi Securities Exchange. After selling its shares in TANESCO to the Tanzanian government in 1964, EAP&L withdrew from the country. Because of its limited presence in Kenya, EAP&L was rebranded as KPLC (Kenya Power and Lighting Company) in 1983. Okoth J, argues that the Kenya Power and Lighting Company (KPLC) simply became Kenya Power in June 2011.

About 2.6 million people in Kenya are connected to the electrical grid via Kenya Power's transmission and distribution network. The Company's principal objective is to meet the needs of its customers by generating and transmitting electricity, distributing that electricity to its customers at retail, and maintaining its infrastructure. The government has a majority stake of 50.1%, with private investors holding the remaining 49.9%. Kenya Power shares are traded on the Nairobi Securities Exchange (Kenya Power, 2016).

Kenya Power's mission is to serve its customers well by generating, transmitting, and distributing power that meets their needs and is priced fairly. To reliably satisfy its customers and other interested parties in a manner that consistently exceeds their expectations, Kenya Power's Board of Directors, Management, and Employees are dedicated to establishing and maintaining an effective Quality Management System in accordance with the criteria of ISO 9001:2008. KPLC has embraced mobile phones and backed automated technologies to facilitate customer care requests and bill payments via MPESA and ZAP. Customers may avoid long wait times at the bank or company's pay office by using these automated solutions for bill enquiry and payment (www.kplc.co.ke).

There are several important metrics that may be used to evaluate KPLC's success. The efficiency and effect of operations management practices on business results are measured by these metrics. Return on investment (ROI), profit margin, and revenue growth are just a few examples of financial measures used to assess a company's success (Foster, Gupta, & Sapienza, 2017). In addition, the efficiency of energy distribution, the length of outages, customer happiness, and service dependability are all operational performance indicators that may shed light on a company's capacity to offer its consumers with high-quality service (Kaplan & Norton, 2001). The performance of an organization may be better understood by examining procurement management KPIs, resource utilization KPIs, and information management KPIs (Melnyk et al., 2014). The effect of operations management practices on Kenya Power and Lighting Company Limited's (KPLC) total organizational performance may be assessed by taking these factors into account. Product and service delivery efficacy, market share, and new product launches in Kenya Power and Lighting Company Limited are analyzed.

In assessing the performance of Kenya Power and Lighting Company Limited (KPLC), several key performance indicators (KPIs) are essential for evaluating its success and effectiveness. Among these indicators are product and service delivery, market effectiveness, market share, and new product introduction. Product and service delivery refers to the company's ability to efficiently provide electricity services to its customers. This encompasses aspects such as reliability of electricity supply, responsiveness to customer needs, and quality of service. Efficient product and service delivery are crucial for maintaining customer satisfaction and loyalty (Smith, 2019). Market effectiveness involves how well KPLC can meet the demands and expectations of its target market. These include factors such as understanding customer preferences, adapting to market changes, and effectively addressing competition. A high level of market effectiveness enables the company to maintain a competitive edge and sustain its market position (Jones, 2020).

Market share indicates the portion of the electricity market that KPLC controls compared to its competitors. A higher market share signifies a stronger presence in the industry and potentially greater profitability. Monitoring market share trends provides insights into the company's competitive performance and market dominance (Brown, 2018). New product introduction assesses KPLC's ability to innovate and introduce new services or technologies to the market. These include initiatives such as launching renewable energy projects, implementing smart grid solutions, or introducing energy efficiency programs. Successful new product introductions contribute to revenue growth, enhance customer value, and strengthen the company's reputation as an industry leader (Clark, 2021). This study focused on product and service delivery, market effectiveness, market share, and new product introduction as key performance indicators for evaluating the effect of operations management practices on KPLC's performance. These indicators were chosen because they provide comprehensive insights into different aspects of the company's performance, ranging from customer satisfaction to market competitiveness and innovation capabilities.

1.1.2 Kenya Power Company Limited

Kenya Power Company Limited (KPLC) plays a pivotal role in Kenya's energy landscape as the primary provider of electricity transmission, distribution, and retail services. Formerly known as Kenya Power and Lighting Company (KPLC), the company is listed on the Nairobi Securities Exchange (NSE), reflecting its status as a publicly traded entity (Kenya Power, 2016).

As the national electricity utility, KPLC is tasked with enhancing customer connectivity, service delivery, operational stability, and sustainability in the energy sector. The company's mission revolves around improving transmission and distribution efficiency while modernizing operations through automation to better serve customers (Kenya Power, 2022). With about 2.6 million people connected to its electrical grid, KPLC plays a vital role in providing essential electricity services to both urban and rural areas across Kenya. Its principal objective is to meet the electricity needs of its customers by generating, transmitting, and distributing power efficiently, as well as maintaining its infrastructure (Kenya Power, 2022).

Kenya Power Company Limited (KPLC) not only serves as a vital provider of electricity services but also plays a significant role in driving socio-economic development and empowerment across Kenya. Through its electrification efforts, KPLC has contributed to improving living standards, facilitating economic activities, and fostering social inclusion. Access to electricity enables households to access modern amenities, such as lighting, cooking facilities, and communication devices, thereby enhancing overall quality of life. Moreover, electricity plays a crucial role in powering businesses, industries, and agricultural activities, stimulating economic growth, creating employment opportunities, and enhancing productivity. By electrifying both urban and rural areas, KPLC promotes equitable development and bridges the gap between urban and rural communities, fostering a more inclusive and resilient society.

Furthermore, KPLC's commitment to sustainability and environmental stewardship is integral to its long-term vision and strategic objectives. Recognizing the importance of environmental conservation and climate change mitigation, KPLC has embarked on initiatives to promote renewable energy adoption, energy efficiency, and environmental sustainability practices. By investing in clean energy technologies and reducing its carbon footprint, KPLC not only contributes to global efforts to combat climate change but also ensures the sustainability of Kenya's energy sector for future generations (Kenya Power, 2016). Additionally, KPLC actively engages with local communities, stakeholders, and environmental organizations to promote environmental awareness, conservation initiatives, and sustainable development practices. Through its green initiatives and corporate social responsibility programs, KPLC demonstrates its commitment to environmental protection, social responsibility, and sustainable development, thereby fostering a more sustainable and resilient energy future for Kenya.

In terms of ownership, the government holds a majority stake of 50.1% in Kenya Power, with private investors owning the remaining 49.9%. This ownership structure reflects a blend of public and private interests in the company's operations and strategic direction (Kenya Power, 2022). In alignment with its mission, KPLC aims to serve its customers well by offering reliable electricity services that meet their needs and are priced fairly. To achieve this, the company has adopted various initiatives, including embracing mobile phone technology and automated solutions for customer care requests and bill payments. These measures aim to enhance customer experience and convenience while ensuring efficient service delivery (www.kplc.co.ke). This study aims at understanding the role and significance of Kenya Power Company Limited (KPLC) in Kenya's energy sector which in turn is crucial for evaluating the effect of operations management practice on performance of Kenya Power and Lighting Company Limited.

1.2 Statement of the Problem

Operations management practices encompass a wide range of activities, including planning, organizing, and controlling the processes involved in the generation, transmission, and distribution of electricity (Stevenson & Hojati, 2020). The effective management of operations plays a crucial role in the performance and success of organizations across various industries (Chase, Jacobs, & Aquilano, 2021). In the context of the energy sector, operations management practices are vital for ensuring efficient generation and delivery of power. Understanding the effect of operations management practices on the performance of KPLC is essential for improving the efficiency, reliability, and overall service quality of the company.

Kenya Power's reform program, aiming to achieve a 33 percent tariff reduction, has fallen behind schedule, creating uncertainty about its implementation. Addressing these operational issues is crucial for improving the performance of Kenya Power and Lighting Company Limited, which had an installed electricity capacity of 2,990 MW in 2021, a significant growth from 1,800 MW in 2014. However, this capacity remains relatively low for a country with a population of over 50 million. The government of Kenya (GOK) is pursuing efforts to increase power demand and supply while lowering the cost of electricity. This involves incorporating cheaper renewable energy sources such as geothermal, wind, solar, and natural gas into the energy mix, while gradually reducing dependence on more expensive heavy fuel oil (HFO) plants. The target is to reach a generation capacity of 5,000 MW by 2030, with a focus on geothermal, natural gas (imports), wind, and solar power. Kenya also has long-term goals of developing nuclear power, with the first project expected to commence in 2035 (International Trade Administration, 2022).

Most of these studies focused on operations management strategies in other industries, leaving state businesses out. A study by Werunga (2016) on the performance and operations management practices of Kenyan electric utility companies, revealed that effective operations management practices affected performance favorably. This study did not look at how specific operation management practices as focused on this study affect performance. This study therefore sought to fill this gap by determining the effect of operations management practice on performance of Kenya Power and Lighting Company Limited.

1.3 Objectives of the Study

1.3.1 General Objective of the Study

The purpose of this study was to establish the effect of operations management practice on performance of Kenya Power and Lighting Company Limited.

1.3.2 Specific Objectives of the Study

i. To establish the effect of quality management practice on performance of Kenya Power and Lighting Company Limited.
ii. To determine the effect of procurement management practice on performance of Kenya Power and Lighting Company Limited.
iii. To evaluate the effect of information management practice on performance of Kenya Power and Lighting Company Limited.

iv. To assess the effect of operational resources management practice on performance of Kenya Power and Lighting Company Limited.

1.4 Research Hypothesis

$H0_1$ There is no statistically significant relationship between Quality Management practice and performance of Kenya Power and Lighting Company Limited.

$H0_2$ There is no statistically significant relationship between Procurement Management practice and performance of Kenya Power and Lighting Company Limited.

$H0_3$ There is no statistically significant relationship between Information Management practice and performance of Kenya Power and Lighting Company Limited.

$H0_4$ There is no statistically significant relationship operational resources management practice and performance of Kenya Power and Lighting Company Limited.

1.5 Significance of the Study

Kenya Power and Lighting Company Limited, which provides electricity to homes and businesses, will find the study's results quite useful. The results may provide insight on the relationship between operations management practices and organizational effectiveness, and they may be applicable to other public institutions and government units outside Kenya Power Company. With these results in hand, government agencies might craft policies and strategies that encourage the public sector to assist in the delivery of government services more effectively and efficiently.

1.6 Scope of the Study

The scope of the research study involved examining the effect of operations management practices, including quality management, procurement management, information management, and resources management practices, on the performance of Kenya Power and Lighting Company Limited (KPLC). The study was conducted at KPLC's headquarters in Nairobi, allowing access to relevant data, key personnel, and decision-making processes. The research was conducted between July and august 2023, targeting 98 employees in managerial positions. The study aimed to generate valuable insights into the effect of operations management practices on Kenya Power and Lighting Company Limited's overall performance. The study utilized a correlation research design, which seeks to explore relationships between variables without implying causation.

1.7 Limitations of the Study

There were two major restrictions to this study. To begin, there were difficulties in gathering and analyzing data due to the time constraints. An organized timetable was created at the start of the study to compensate for this shortcoming thus setting aside particular times for each stage of the investigation. This allowed for effective time management, which ultimately resulted in the completion of data gathering and analysis within the allotted time limit.

Second, Kenya Power and Lighting Company Limited (KPLC) restricted access to certain information and individuals out of concern for the privacy of KPLC's private data. To address this shortcoming, a stringent ethical framework was put in place to guarantee that any information gathered from KPLC would be kept strictly secret and utilized only for scientific inquiry. The researcher was also transparent with KPLC management to fix any issues and get access to non-sensitive data that might still aid the study's goals. These precautions were crucial in resolving the privacy concerns that had plagued the study and in protecting the results. Despite these caveats, the research did a good job in revealing how KPLC's performance was affected by operations management practices.

1.8 Delimitations of the Study

The study was delimited to operations management practices within the operational boundaries of Kenya Power and Lighting Company Limited, focusing specifically on its operations within Kenya. This geographical delimitation ensures that the research stays within the context of a single country and does not extend to operations or practices in other regions where Kenya Power may have subsidiaries or international operations.

The study was delimited to the perspectives of employees within Kenya Power and Lighting Company Limited. While stakeholders such as customers, suppliers, and regulatory bodies may affect operations management practices, their perspectives are not directly explored in this research. By focusing solely on employee viewpoints, the study aims to provide insights into internal dynamics and challenges related to operations management within the organization.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter summarizes the information from the available literature in the same field of study. It reviews the empirical literature, the study theories, summary, and the conceptual framework.

2.2 Theoretical Review

This study was guided by Quality Improvement Theory, Transaction Cost Economics (TCE) theory, Knowledge-Based View (KBV) Theory and Resource Based View Theory.

2.2.1Quality Improvement Theory

American engineer, statistician, and management consultant W. Edwards Deming put forward Quality Improvement Theory in the 1940s. The idea has been extensively implemented in operations management practices in an effort to boost organizational performance (Marimuthu et al., 2018). According to Quality Improvement Theory, businesses should prioritize customer happiness by always seeking ways to improve their offerings. Total Quality Management (TQM), Six Sigma, and adherence to ISO standards are all quality management practices that, according to this hypothesis (Chowdhury et al., 2019), may boost an organization's productivity.

TQM, or Total Quality Management, is a quality management practice (Wang et al., 2018) that emphasizes constant advancement across the board. According to the notion (Kaynak & Hartley, 2018), the best way for businesses to ensure their customers are happy and their own success is to get everyone on board with quality improvement initiatives. To further the goal of enhancing product and service quality while decreasing faults, Six Sigma is another quality management practice (Savolainen & Ahola, 2019).

To attain qualitative excellence, this approach stresses the need of data-driven decision making and ongoing refinement. Quality management practices and conformity to international norms may be aided by following the recommendations provided by ISO standards (Saravanan et al., 2020).

Organizational performance may be enhanced using quality management practices, according to research (Jha & Shankar, 2018). TQM has been shown to improve product quality, customer happiness, and business results (Kaynak & Hartley, 2018), for example. Like Lean, Six Sigma has been shown to increase production and customer satisfaction when implemented (Savolainen & Ahola, 2019). The application of ISO standards has also been shown to boost market share, customer happiness, and organizational efficiency (Saravanan et al., 2020). TQM, Six Sigma, and ISO standards are just a few examples of quality management practices that have been shown to boost productivity in businesses. Specifically for Kenya Power and Lighting Company Limited, implementing quality management practices has the potential to raise operational efficacy, boost customer happiness, and expand the company's market share. Therefore, the purpose of this research was to analyze how Kenya Power and Lighting Company Limited operates under the effect of quality management practices.

While Quality Improvement Theory, along with its associated practices such as Total Quality Management (TQM), Six Sigma, and adherence to ISO standards, has been widely adopted in operations management to enhance organizational performance, it is not without its critiques. One notable critique is the potential for overly rigid implementation of quality management practices, which may lead to bureaucratic inefficiencies and stifled innovation within organizations (Ahire & Ravichandran, 2018). Additionally, the emphasis on quantitative measures and data-driven decision- making in approaches like Six Sigma may overlook the importance of qualitative aspects of organizational performance, such as employee satisfaction and creativity (Bhasin & Burcher, 2019). Moreover, the one-size-fits-all approach advocated by some quality management frameworks may not be suitable for all organizations or industries, as they fail to account for contextual differences and unique organizational needs (Prajogo & Sohal, 2016). Therefore, while Quality Improvement Theory and its associated practices offer valuable tools for enhancing organizational performance, it is essential for organizations to critically evaluate and adapt these approaches to suit their specific contexts and requirements.

2.2.2 The Transaction Cost Economics (TCE) theory

The goal of Oliver E. Williamson's Transaction Cost Economics (TCE) theory, which he created in the 1970s, is to shed light on the reasons behind how businesses are structured. According to this hypothesis, businesses would choose a form of governance that will save them the greatest money in any given situation. Firms evaluate the relative merits of the market mechanism and internal hierarchy and make their decision accordingly (Williamson, 1985).

The effectiveness of a given business transaction is, according to TCE theory, heavily dependent on procurement management practices. According to TCE, asset specificity, uncertainty, and transaction frequency all play a role in determining the best procurement management practices to use. One definition of asset specificity is the degree to which a given asset is tailored to the needs of a certain transaction or business relationship. The frequency of transactions relates to the number of times a transaction is repeated, whereas uncertainty describes the unpredictability of the transaction environment (Williamson, 1975).

Long-term contracts, vertical integration, and the cultivation of close supplier relationships are all recommended by TCE theory as effective procurement management practices for transactions with high levels of asset specificity and uncertainty (Masters& Zetie, 2019). Long-term contracts, for instance, provide vendors the assurance they need to make investments tailored to the demands of a single customer. This method is very useful in the energy industry since tools are often modified for certain tasks. However, the requirement for such coordination is eliminated with vertical integration, which entails the ownership of both upstream and downstream providers. The availability of information and the degree of uncertainty in procurement transactions are both enhanced by close ties with suppliers.

The theory of transaction costs in economics (TCE) may be used as a lens through which to examine the effect of KPLC's procurement procedures on the company's bottom line. In particular, the theory recommends that the firm use procurement management practices well suited to deals with a great deal of asset specificity and unpredictability. This will help the business save money on transactions and boost its efficiency overall.

While Transaction Cost Economics (TCE) theory provides valuable insights into the determinants of firms' governance structures and procurement management practices, it has faced criticism for its simplification of complex organizational decision-making processes. Critics argue that TCE tends to overlook factors such as organizational culture, social dynamics, and strategic objectives, which can significantly affect firms' choices regarding governance mechanisms and procurement strategies (Dyer & Singh, 1998). Additionally, TCE's emphasis on minimizing transaction costs may lead to an overly narrow focus on short-term efficiency gains, potentially neglecting long-term strategic considerations and value creation opportunities (Sako, 1992). Furthermore, TCE's applicability across different industries and contexts has been questioned, as its assumptions may not hold true in highly dynamic or networked environments where relationships and transactions are multifaceted and constantly evolving (Zajac & Olsen, 1993). Despite these critiques, TCE remains a valuable framework for understanding the economic rationale behind organizational decisions and can offer useful insights when applied judiciously in conjunction with other theories and perspectives.

2.2.3 Knowledge-Based View Theory

The idea of the Knowledge-Based View (KBV) was introduced by Grant (1996) and posits that organizational knowledge plays a crucial role in attaining competitive advantage and improving organizational performance. According to Wu et al. (2019), the idea suggests that organizations that successfully handle their knowledge resources are more likely to attain higher performance results. Within the realm of operations management, the KBV theory underscores the significance of information management practices in augmenting organizational performance.

The term "information management practices" pertains to the many procedures and actions undertaken to effectively oversee an organization's information assets. The practices comprise a variety of actions, which include the generation, storage, diffusion, and use of knowledge (Zhang et al., 2020). According to Wu et al. (2019), the KBV theory posits that the implementation of efficient information management practices may significantly augment organizational learning, knowledge generation, and knowledge dissemination. These factors are crucial for attaining a competitive edge and enhancing overall organizational performance.

The proficient administration of information resources has the potential to augment organizational effectiveness via several means. One potential benefit is the enhancement of decision-making quality via the provision of timely and correct information to aid managers in their decision-making processes (Tiwari et al., 2019). Furthermore, it has been suggested that there is potential for operational efficiency enhancement via the optimization of coordination and integration of organizational activities (Zhang et al., 2020). Moreover, it has been argued that the facilitation of information generation and sharing might contribute to the advancement of innovation, resulting in the emergence of novel goods and services (Grant, 1996).

The Knowledge-Based View (KBV) idea suggests that organizations that successfully manage their knowledge resources are more likely to attain superior performance results. Within the framework of Kenya Power and Lighting Company Limited, the implementation of proficient information management practices has the potential to augment operational efficiency and effectiveness, facilitate informed decision-making processes, and foster the advancement of novel goods and services. Hence, this research aims to investigate the effect of information management practices on the performance of Kenya Power and Lighting Company Limited.

While the Knowledge-Based View (KBV) theory offers valuable insights into the role of organizational knowledge in attaining competitive advantage and improving performance, it has been subject to criticism regarding its practical applicability and measurement challenges. One critique is that KBV tends to overlook the complex interplay between knowledge resources and other organizational factors, such as technology, human capital, and market dynamics (Liao et al., 2007). Additionally, the measurement and assessment of knowledge assets and their impact on performance pose significant methodological challenges, as knowledge is often tacit, context- specific, and difficult to quantify (Marr et al., 2003). Furthermore, KBV's focus on knowledge creation and dissemination may neglect the importance of knowledge utilization and application in driving organizational outcomes (Felin & Powell, 2016). Despite these critiques, KBV remains a valuable theoretical perspective for understanding the strategic importance of information management practices in enhancing organizational performance, but its practical implementation requires careful consideration of contextual factors and measurement approaches.

2.2.4 Resource Based View Theory

The Resource-Based View (RBV) idea was first introduced by Barney (1991) and has since been extensively used in elucidating the mechanisms via which enterprises might attain long-term competitive advantage. According to Kraus et al. (2018), the theory suggests that the resources and capabilities of a corporation play a crucial role in determining its capacity to attain higher performance results. Within the realm of operations management, the Resource-Based View (RBV) philosophy emphasizes the significance of resource management practices in augmenting organizational performance.

Resource management practices include the many procedures and undertakings associated with the effective administration of an organization's resources, including financial, human, and physical assets. The practices comprise a diverse array of operations, which consist of resource acquisition, allocation, deployment, and utilization (Maulana et al., 2020). According to the Resource-Based View (RBV) theory, the implementation of efficient resource management strategies may result in the creation of resources and skills that possess value, rarity, and inimitability. These attributes are essential for attaining long-term competitive advantage (Kraus et al., 2018).

The proficient allocation and use of resources have the potential to significantly improve organizational performance across several dimensions. According to Maulana et al.

(2020), the use of technology has the potential to enhance the efficiency and effectiveness of organizational operations, resulting in cost reductions and heightened production. Furthermore, it has been argued that the allocation of adequate resources within an organisation may contribute to the improvement of product and service quality, hence meeting the demands and expectations of customers (Mahmood et al., 2019). Furthermore, it has the capacity to facilitate innovation and foster the creation of novel goods and services via the provision of essential resources and competencies required for the innovation process (Barney, 1991).

The Resource-Based View (RBV) paradigm posits that the long-term competitive advantage of a corporation is contingent upon its collection of resources and skills. The implementation of effective resource management strategies is of utmost importance for Kenya Power and Lighting Company Limited in order to optimize its operations, increase the quality of its products and services, and facilitate the advancement of new offers. Hence, the primary objective of this research is to examine the effect of resource management strategies on the operational effectiveness of Kenya Power and Lighting Company Limited.

While the Resource-Based View (RBV) theory offers valuable insights into the relationship between a firm's resources and its long-term competitive advantage, it has been subject to critique regarding its assumptions and applicability in dynamic environments. One criticism is that RBV may overlook the role of external factors, such as market conditions, industry dynamics, and technological advancements, in shaping a firm's competitive position (Barney, 1991). Additionally, RBV's emphasis on resource heterogeneity and immobility may not adequately address the challenges of resource replication and substitution in rapidly changing markets (Peteraf, 1993). Furthermore, the RBV framework may lack prescriptive guidance on how firms can systematically develop and leverage their resources to achieve sustained competitive advantage, leading to ambiguity in strategic decision-making (Wernerfelt, 1984). Despite these critiques, RBV remains a valuable theoretical perspective for understanding the strategic importance of resource management practices in enhancing organizational performance, but its practical implementation requires careful consideration of external contingencies and dynamic capabilities.

2.3 Empirical Literature Review

2.3.1 Quality Management Practice on Performance

In research undertaken by Megersa (2022), the focus was on examining the effect of overall quality management on organizational performance. The specific case study chosen for this investigation was the National Cement Share Company. The study used an explanatory and descriptive research design, using a hybrid methodology. A set of self-administered and structured close-ended questionnaires was issued to workers of the National Cement Share Company, specifically targeting individuals working in various units within the organization. The research used a probability sampling methodology, particularly using both stratified random sampling and basic random sampling techniques. The data underwent investigation via the use of correlation and multiple regression analysis techniques. The purpose of doing a correlation analysis was to determine the direction and degree of the association between variables. On the other hand, multiple regression analysis was used to elucidate the causal effects among the dependent and independent variables being investigated. The research findings indicate a notable and statistically significant association between all Total Quality Management (TQM) components and organizational performance.

A research was undertaken by Milanoi (2019) to examine the relationship between quality management and organizational performance in manufacturing enterprises located in Nairobi County. A descriptive survey approach was used in this study, using a sample of 70 industrial enterprises located in Nairobi County. The dataset consisted of original data including both quantitative and qualitative information. The outcomes of the research indicate that the effective execution of quality programmes is contingent upon the composition and capabilities of the workforce. The realization of advantages from the use of quality management systems in the manufacturing business is more possible if there is an increase in the number of trained, engaged, and empowered personnel. The research study's results indicate that increased involvement of management in quality improvement programmes is recommended for the industrial sector.

In a research conducted by Kangi (2017), the focus was on examining the effect of quality management practices on the organizational performance of savings and credit co-operatives in Kirinyaga County, Kenya. A stratified random selection technique was used to choose a sample size of 126 participants. The research used a self- administered structured questionnaire as the major method for data collection. The results of the study suggest that the application of quality management practices has a significant beneficial effect on organizational performance. Therefore, managers of SACCOs who want to improve their organizational performance should prioritize the adoption of quality management practices.

In research done by Sumarid (2020), the focus was on examining the effect of quality management on organizational performance, specifically via the mediating factors of service quality and product features. The focus of this study was on the consulting businesses that specialize in building planning services, specifically examining the organizations and disciplines they represent via their permanent specialists or qualified workforce. The results of the research indicated a statistically significant relationship between the quality management system and both service quality and firm performance. However, no meaningful effect was seen on product features. The study further revealed that there were no mediation effects seen on the relationship between the quality management system and corporate performance in terms of service quality or product features.

In a study conducted by Akelo (2017), the focus was on investigating the effect of overall quality management practices on the organizational performance of an international research organization in Kenya. The research design used in this study was cross-sectional. The target audience consisted of 71 individuals, including research scientists, technical personnel, academics, leaders of business units, and officers operating inside those units. The findings of the study suggest that the implementation of Total Quality Management (TQM) practices had a substantial beneficial effect on the integrated system and ongoing improvement, which in turn had a good effect on the overall performance of the organization. This study's findings indicate that top management commitment and a strategic and systematic approach do not have a major effect on organizational performance. However, it is worth noting that these two parts of Total Quality Management (TQM) together explain 48% of the total variance (R2) in organizational performance. The integration of systems has been shown to have a positive and considerable effect on organizational performance. Similarly, the implementation of continuous improvement practices has also been found to have a positive and significant effect on organizational performance.

In a study conducted by Wassan, Memon, and Mari (2019), the researchers examined the effects of implementing total quality management (TQM) practices on both sustainability and organizational performance. A questionnaire was used as a data collection instrument inside the industrial sector. The research used the instrument of analysis, specifically using Factor Analysis and Confirmatory Factor Analysis (CFA) techniques. The study's results indicate that the performance of manufacturing sectors is significantly affected by the use of overall quality management and sustainability techniques. The findings indicate that the implementation of Total Quality Management (TQM) and the integration of sustainability practices have a favorable effect on the overall performance of organizations.

2.2.3 Procurement Management Practice on Performance

In their study, Shasho and Tamiru (2019) conducted research to examine the effect of procurement practices on organizational performance, with a specific focus on Jimma University. The study adhered to a descriptive research design. The research focused on a specific demographic, namely the 250 individuals who were employed in the department of procurement and property administrations. Primary data was obtained from a subset of this group, namely 186 respondents, via the use of a structured questionnaire. The data analysis was conducted with descriptive and regression methodologies. The analysis determined that Jimma University has implemented procurement practices to a modest degree. It was determined that the implementation of procurement planning, procurement monitoring, and procurement controls had a significant effect on the overall performance of the organization. The research findings indicate that the implementation of procurement practices inside the organization is based on effective procurement planning, diligent procurement monitoring, and robust procurement controls.

In research conducted by Kipkemoi (2017), the focus was on examining the effect of procurement practices on the overall performance of organizations operating within the public sector. Specifically, the case of the East African Portland Cement Company Limited was investigated. The research sample consisted of personnel from the finance and procurement departments of the East African Portland Cement Company Limited. The present study used a descriptive research design, using a survey methodology to gather data. Participants from the procurement and finance departments were selected and requested to complete questionnaires through short interviews, focusing on certain subject matters. The collection of primary data was conducted by means of questionnaires that were specifically designed to target personnel working within the procurement and finance departments. Manufacturing enterprises are required to evaluate the allocation of their primary investments and the potential advantages that procurement might provide in each respective category. Following substantial allocations of funds towards machinery, equipment, and facilities, it is advisable to prioritize the subsequent big investment in inventory.

In research conducted by Angela (2016), the focus was on examining the relationship between procurement practices and organizational performance. The specific context of the study was the University of Nairobi, which served as a case study for analysis. The study used a descriptive research approach. The research focused on personnel working in the procurement department as the target group. Primary data was obtained via the use of a structured questionnaire. The analysis of the data was conducted using descriptive and regression techniques. The research findings indicated that the University of Nairobi has implemented procurement practices to a modest degree. The study also revealed that both procurement strategy and personnel training had a significant effect on the success of the organization. The study's findings indicate that the implementation of procurement practices inside the organization is contingent upon effective planning and the provision of adequate training for the personnel.

In research conducted by Mungai (2019), the focus was on examining the effect of strategic procurement practices on the performance of commercial banks in Kenya, specifically using KCB as a case study. The research design used in this study was descriptive in nature. The target population was limited to 184 formal employees at KCB head office and stratified random sampling technique was used to obtain 130 employees from the bank. The research used a survey instrument consisting of closed- ended questions to collect primary data. The investigator opted to use a pilot group consisting of 13 workers to assess the validity of the study instrument.

The results of the study indicated that the use of information technologies in the procurement process resulted in increased levels of internal customer satisfaction. The research conducted demonstrated that the bank regards strategic sourcing as a key strategic instrument for attaining growth, and it was found that the use of strategic sourcing resulted in enhanced workflow. The use of strategic sourcing practices resulted in enhanced operational efficiency inside the organization, hence facilitating compliance with environmental rules and industrial legislation. The use of strategic sourcing has resulted in an improvement in the overall quality of bought items, as well as a decrease in waste within the organization.

Research conducted by Abebe (2021) examined the effect of procurement practices on the performance of higher educational institutions within the Ethiopian defense force. The researcher used a study strategy that included descriptive and explanatory approaches, using cross-sectional data. The study focused only on the procurement department of higher educational institutions within the Ethiopian Defense Force, with a sample size of 68 chosen individuals. Census sampling was used due to the relatively limited size of the target population. Primary data was collected via the use of a questionnaire and interview methodology. The findings indicated that the higher educational institutions of the Ethiopian Defense Force had deficiencies in their procurement practices and did not see any enhancements in their organizational performance. This study examines the effect of procurement practices on organizational performance in a specific set of institutions, focusing on three key metrics: the quality of products and services, cost savings, and lead time. The findings of the study suggest a favorable correlation between procurement practices and organizational success. The research further revealed that the primary obstacles encountered during the implementation of procurement processes were insufficient training and human resource development, as well as a lack of resources to facilitate the automation of the procurement system.

2.2.4 Information Management Practice on Performance

Information management practices were shown to have a significant effect on performance in a subset of Kenya's counties, according to research by Ngirigacha, Wasike, and Gichuhi (2019). The research strategy used in this study was a mixed one. We gathered information through a descriptive survey. These individuals were chosen using a stratified random selection method. Analysis of variance (ANOVA) was performed to look for patterns in the data and draw conclusions. The results showed that the most notable outcomes of information management practices implemented by each county government were enhanced service delivery and public administration, reduced uncertainty, and reduced time spent on essential county government activities. The primary barrier to information management programmes was found to be a lack of resources, including money, human resources, infrastructure, and managerial support.

Ozden, (2021) investigated on the relationship between information management, organizational intelligence, and innovation performance in Turkish IT firms. In all, 495 managers' responses were collected over the 2018-2019 survey period. Within the context of resource-based theory, this investigation examines how the interplay between information management practices and the many aspects of organizational intelligence affects the effectiveness of both innovation and financial and growth outcomes. According to the results, there is a causal link between information management practices and the success with which a company implements new ideas and grows financially and organizationally. The results also show that a company's growth and financial success are positively affected by its innovation performance.

The effect of information management practices on the efficiency of private institutions in Kenya was investigated by Muthoni (2022). The research focused on Africa International University in Kenya. The study used a descriptive research strategy. Africa International University in Kenya served as the analyzed unit, while 80 workers from throughout campus served as the observed unit (target population). The results of the research showed that African International University's success is affected by the quality, accessibility, and safety of its information systems. Results from this investigation are consistent with existing hypotheses. As a result, this research offers guidance to educational institutions on how to enhance performance through the implementation of sound information management policies and procedures.

Research on the variables affecting efficient use of IT systems for managing information in the public sector was conducted by Zoran and Breytenbach (2019). Extensive research on information, the importance of information management, and the aspects that may make or break it were reviewed. From this, we learned that there are four basic types of key failure elements (people, process, policy, and technology) and three main types of crucial success factors (organizational culture, support from upper management, and strategies). Among the elements found to affect the effectiveness of an information management programmes at this public sector agency are Information management, Change Management, Communication, Culture, Information Ownership, Information Lifecycle, and Information Management Policy.

2.3.4 Operational Resources Management Practice on Performance

The effect of people management practices on organizational performance: a causal model analysis was investigated by Anantharaman (2019). A causal model connecting HRM and organizational performance through a moderating process was devised and tested in this research of Indian software firms. None of the HRM practices were shown to have a direct correlation with financial outcomes for the business.

Concurrently, it was discovered that all of the HRM practices that were examined affected the operational and financial performance of the business in some way.

Human resource management practices and their effect on academic success at Kenya's public institutions were the subject of research by Mutahi and Busienei (2019). Public universities and colleges in Kenya were the focus of a census-style research. Executive-level HR professionals and managers were the analyzed units. A semi-structured questionnaire was used to gather information, and SPSS was used to analyse the results. Conclusions from the study indicated that strategic human resource management practices significantly affect the effectiveness of Kenya's public universities. Furthermore, results showed that public university performance was affected by reward management, training and development, and resourcing practices in that order.

Hung, 2022 examined how food processing businesses in Vietnam fared because of changes made to their human resource management practices. A total of 438 employees and managers from 278 food processing businesses in Vietnam made up the sample. The data is analyzed using a structural equation model, which is an analytical procedure. The research found that HRM practices had a favourable effect on CSR commitments to stakeholders including workers, consumers, and the environment. There is a good correlation between CSR and employee dedication. However, only a direct correlation existed between CSR and consumer loyalty and business success.

Human resource management practices and their effect on business performance was the main area of research for Saeed, Lodhi, and Iqbal (2022). The banking industry in Pakistan was the subject of a quantitative research. The poll had a 93% response rate from a random sample of 150 bankers from various Sahiwal banks. The data was analyzed using Pearson's correlation and regression. Human resource management practices (including staffing, incentive practices, and training programmes) were shown to have a positive and statistically significant relationship with organizational performance.

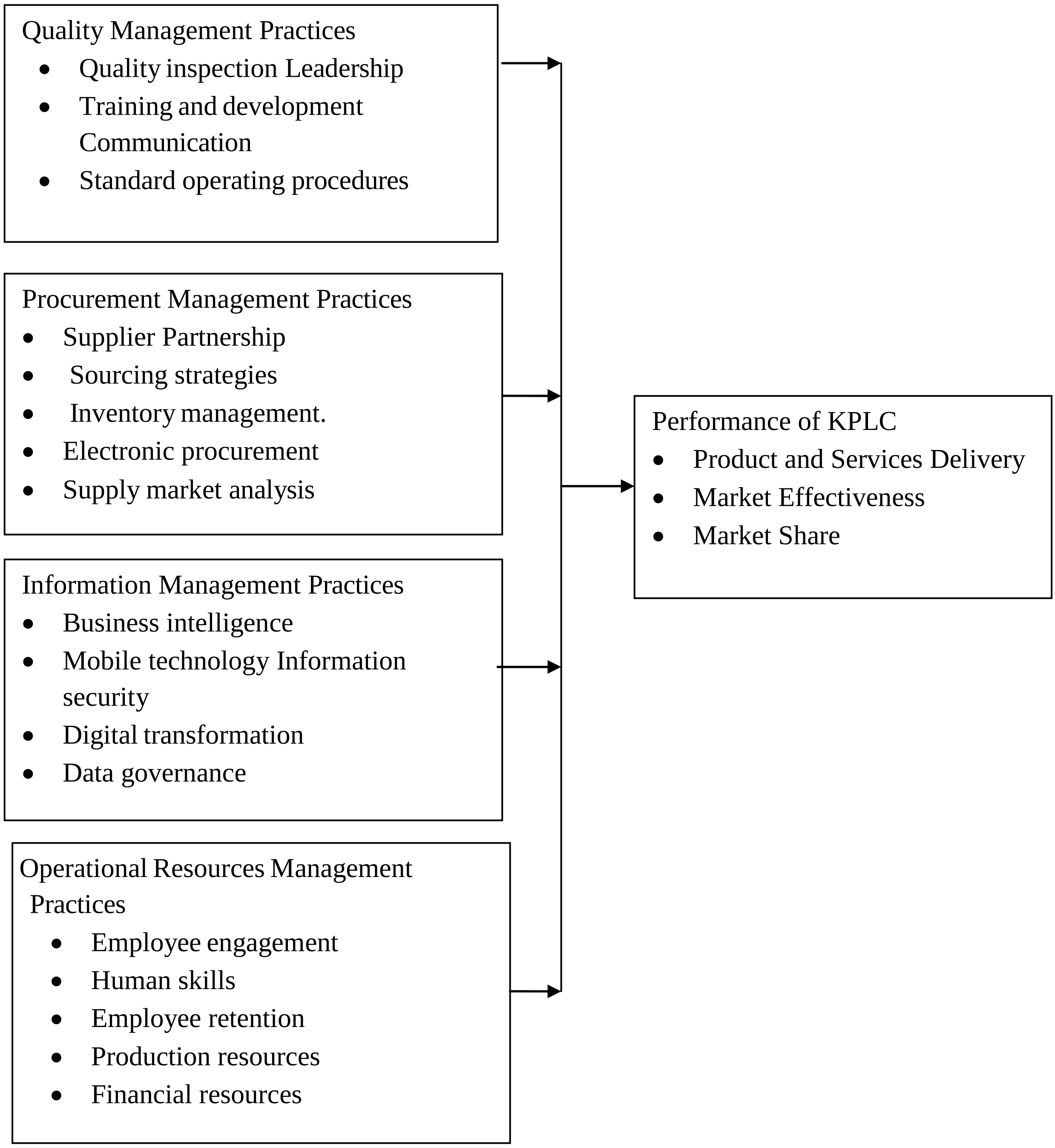
2.4 Conceptual Framework

A conceptual framework is a graphically or narratively outlined visual or textual product that outlines the major themes to be explored. It discusses the key causes, concepts, and variables, as well as the ostensibly causal relationship between them, (Maxwel, 2015). The conceptual relationship of variables of this study will be as shown in Figure 1.

Figure 1

Conceptual Framework

Independent Variables Dependent Variable



Source: Researcher (2023)

2.5 Summary of Reviewed Literature

Table 1

Summary of Reviewed Literature

Author (s)	Focus of the Study	Study findings	Gaps of the Study	How the current study filled the gaps
Megersa (2022)	Effect of total quality management on organization performance: A case study on national cement.	All TQM dimensions are positively correlated with organizational performance, and this link was determined to be statistically significant.	The study, however, used a hybrid strategy, using both descriptive and explanatory research methods. Stratified random sampling and basic random sampling were also used as probability sampling methods in this investigation.	The present investigation was a cross-sectional study that relied only on numerical data. The 98 participants that were intended for this research were all included thanks to the census method used.
Milanoi (2019)	Quality management and organizational performance of manufacturing firms in Nairobi County.	The results of the research showed that human resources are crucial to the introduction of high-quality programmes. If workers in manufacturing were better educated, engaged, and given responsibility, the sector might flourish.	Quantitative and qualitative primary data were the sources for the information gathered.	Primary data were also obtained for this research, although only quantitative information was analyzed.

Kangi (2017)	Effect of quality management practices on organizational performance of savings and credit co-operatives in Kirinyaga county, Kenya	According to the results of this study, quality management practices have a significant beneficial effect on organizational performance. As a result, SACCO managers who want to boost their organization's performance should think about adopting some of these practices.	In contrast to the present method, which relies on a census, the current sample of 126 people was selected by stratified random selection.	This research filled in the blanks by using a census-style sampling strategy for all 98 participants.
Kipkemoi (2017)	Effects of procurement practices on organizational performance within the public sector: a case of east African Portland Cement Company limited.	Companies in the manufacturing sector need to evaluate the areas in which they spend the most money and the ways in which procurement may improve those areas. Investments in machinery, equipment, and buildings should be followed by an even larger outlay for stock.	However, the research was done on factories.	The gap was closed by concentrating on the Kenya Power and Lighting Company Limited, which the current did.
Abebe, (2021)	Effect of procurement practice on organizational performance: the case of Ethiopian defense force higher educational institutions	Higher education institutions in the Ethiopian Defence Force were shown to not have developed effective procurement procedures or witnessed an increase in the efficiency of their operations. Three organizational performance criteria including quality of	Nonetheless, cross-sectional data from Ethiopian armed forces universities were employed in a descriptive and explanatory research methodology.	Descriptive cross-sectional research was used to gather quantitative data from Kenya Power and Lighting Company Limited for this study.

		goods/services, cost reduction, and lead time were examined to determine the effect of procurement practices on organizational performance in chosen institutions.		
Ngirigacha, Wasike and Gichuhi, (2019)	Contributions of information management practice on performance among selected counties, Kenya.	Results showed that important county government operations were carried out more quickly, with less uncertainty, and better service was provided overall because of information management practices used by each county.	Stratified random sampling was used in addition to a mixed research design to determine which participants would participate in the study.	To fill this void, the present study used a cross-sectional research methodology and conducted a census to include all 98 of the intended participants.
Hung, (2022)	Effect of human resource management practice on organizational performance: the case of food processing enterprises in Vietnam	The research found that HRM practices had a favourable effect on CSR commitments to stakeholders including workers, consumers, and the environment. There is a good correlation between CSR and employee dedication.	A total of 438 participants, including employees and supervisors, were surveyed from 278 food processing businesses in Vietnam for thi research. The data was analysed using a structural equation model analytical technique.	This study analysed data from a sample of 98 people at Kenya Power and Lighting Company Limited using correlation and regression.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter details the approach used in doing the research for this project. Research methodology, study population, and sample methods are all covered in this section. Methods of data collection, how the data will be presented, and the validity and dependability of the data are all a part of this.

3.2 Research Design

The research design employed in this study is a correlation research design, which aims to investigate the relationships between variables without implying causation. Through this design, the study examined the associations between various operational practices, including quality management, procurement management, information management, and operational resources management, and the performance of Kenya Power Company Limited.

3.3 Target Population

Cooper and Schindler (2014) define a target audience as one that already holds the sought-after knowledge. A total of 98 employees in managerial positions in various departments at the Kenya Power headquarters in Nairobi served as the study's population. Because of their shared responsibility for operational management at Kenya Power and Lighting Company Limited's headquarters, these divisions were selected. Table 2 shows the demographic breakdown of the sample used in the research.

Table 2

Distribution of Target Population

Department	Target Population
Maintenance and Equipment	18
Street Lighting	10
Safety and Quality Assurance	12
Infrastructure	9
Customer Service	10
Human Resource and Administration	6
Supply Chain Management	10
Finance Department	6
Operations and support Department	8
I.T department	9
Total	98

Source: Kenya Power Headquarters, Nairobi (2023)

3.4 Sample and Sampling Techniques

The sampling technique employed in this study was a census design due to the limited size of the accessible population, which consisted of only 98 individuals in managerial positions. A census approach involves gathering data from every member of the population rather than selecting a sample subset (Levy, 2008). In this context, since the total number of individuals within the target population was relatively small and manageable, it was feasible to survey each individual rather than using a sampling method to select a representative subset. Therefore, every eligible individual in managerial positions, totaling 98 employees, working at the Kenya Power headquarters in Nairobi was included in the study, ensuring that data were collected from the entire population.

3.5 Data Collection Procedures

In order to answer research questions, put hypotheses to the test, and assess findings, researchers must engage in data collecting (Dudovskiy, 2015). The study was approved by Kenya Power and Lighting Company Limited after the researcher submitted an application and received a letter of recommendation from Kabarak University. Questionnaires based on a Likert scale were used to compile the data, with each responder receiving one in the mail. A reminder email was sent to them three days after the survey was sent. The questionnaires were collected and numbered for analysis on the fourth day.

3.6 Instrumentation

The questionnaire the researcher utilised was quite typical. The researcher was able to quickly amass a substantial quantity of information thanks to the questionnaires (Cooper & Schindler, 2014). They also helped the researcher methodically deal with a variety of problems. The research relied on closed-ended questions with the questionnaire broken up into parts with numerical response options. Each statement was given a rating between 1 (strongly disagree) and 5 (strongly agree) on a 5-point scale. The self-administered questionnaire was selected as the technique of data collection owing to its efficiency, low cost, and usefulness. Since Geothermal and Development Company (GDC) in Nakuru and Kenya Power (the intended audience) engage in many of the same kinds of work, GDC served as the site for pilot research. Using GDC in the pilot study helped guarantee that the final study's research design and procedures were optimal for gathering the necessary information.

Nine GDC workers were randomly chosen from different departments and made up the 10% sample size for the pilot research. Ten percent of the respondents took part in the pilot test, but they were excluded from the final analysis. Including just 10% of the target group helps keep the pilot study's expenses down while still giving the researchers enough data to fine-tune the study's design and execution (Cooper & Schindler, 2014).

3.6.1 Validity of the Study Instruments

Before data collection, the researcher conducted a content analysis and consulted with the supervisor to assess the suitability of the questionnaire's questions, language, and complexity of its components. This process helped ensure that the data collection instrument was well-designed and appropriate for the study's objectives. Validity of the study instruments was diligently ensured through a multi-faceted approach. Prior to data collection, a thorough content analysis and consultation with the supervisor were undertaken to assess the suitability of the questionnaire's questions, language, and complexity in relation to the study's specific objectives. These measures were instrumental in confirming that the questionnaire's content was directly aligned with the research questions and that its language and components were clear and comprehensible. Such scrutiny and refinement of the instruments were pivotal in upholding the validity of the data collection process, ultimately contributing to the accuracy and reliability of the research findings.

3.6.2 Reliability of the Study Instruments

Reliability is defined as "the degree to which an instrument consistently produces the same results" (Liu, 2010). The research used several standard reliability measures, including internal consistency, test-retest, and inter-rater reliabilities. Cronbach's alpha was used to evaluate internal consistency, with the expected value ranges being considered. The reliability was determined using Cronbach's alpha, which provides values ranging from 0 to 1 and captures the average connection between items. If the Cronbach alpha values for each variable in the instrument are more than 0.7, then the instrument may be trusted (Mohsen and Dennick, 2011).

Table 8 displays reliability results, measured using Cronbach's Alpha, for various research constructs, including quality management practices, procurement management, information management, resources management, and the performance of Kenya Power and Lighting Company Limited. These values reflect the internal consistency of the measurement items, ensuring the reliability and stability of the research instruments.

Table 3

Reliability Results

Reliability	Number of Items	Cronbach's Alpha
Quality Management practices	5	0.817.
Procurement Management	5	0.809
Information Management	5	0.812
Resources Management	5	0.845
Performance of Kenya power and Lighting company Limited	5	0.814

Table 8 presents the reliability results for various constructs in the study, with Cronbach's Alpha coefficients indicating the internal consistency of the measurement scales. All constructs, including Quality Management practices, Procurement Management, Information Management, Resources Management, and the Performance of Kenya Power and Lighting Company Limited, demonstrated high levels of reliability. The Cronbach's Alpha values ranged from 0.809 to 0.845, signifying strong internal consistency among the items within each construct. These findings indicate that the measurement instruments used to assess these constructs were reliable and consistent in capturing the intended aspects of each construct. The high reliability of these measurement scales enhances the credibility of the study's findings and strengthens the validity of the research, as it suggests that the collected data effectively represents the underlying constructs of interest.

3.7 Data Analysis and Presentation

Data analysis is used to define, summarize, and find correlations between variables, as well as to compare variables, identify differences, and forecast consequences (Cooper & Schindler, 2014). The objective of the data analysis was to generate usable and valuable information. SPSS Version 25 was utilized for the data analysis process. The resulting findings played a pivotal role in deriving the research's conclusions. The study applied regression analysis and correlation analysis as part of the analytical approach. The regression model employed in the study is outlined below:

$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$

Where:

Y = Performance of Kenya power and Lightning Company Limited

$X1$= Quality Management practice

X_2= Procurement Management practice

X_3= Information Management practice

$X_{4=}$Resources Management practice

ε represents

Error term

β1, β2, β3 β4-represent Regression

Coefficients of Independent Variables

- β_0- Is a constant.

The results were coded and presented in tables by the researcher.

3.7.1 Diagnostic Test

According to Field (2013), diagnostic tests are critical to ensuring the validity and reliability of statistical models. These tests are used to identify problems with the data or the model, and to determine if the results are trustworthy. By using diagnostic tests, researchers can identify outliers, influential data points, and other anomalies that could distort the results of the analysis. Additionally, diagnostic tests can help to identify whether the assumptions of the model are valid, which is important for ensuring that the results are interpretable and generalizable.

The normality of the variables is taken for granted in multiple regression. The residual values would form a smooth curve if plotted, indicating that errors follow a normal distribution (Keith, 2016). The range of values for the independent variable ought to follow the normal probability distribution curve. This investigation made use of normality to determine whether the data samples were drawn from a normally distributed population and, if so, to what degree of normality. The Kolmogorov- Smirnov test was used to determine whether the data were normally distributed. The normality of the data is a necessary assumption for many statistical analyses; hence this test is an important part of establishing the reliability of the research instruments. As per Nunkoo and Ramkissoon (2020), multicollinearity can affect the accuracy of regression models by inflating the standard errors of the regression coefficients. In this study, multicollinearity tests will be performed to check for the presence of correlated independent variables. The Variance Inflation Factor (VIF) and tolerance was used to assess multicollinearity. If the VIF is greater than 10, it indicates a strong linear relationship among predictor variables

(Gujarati & Porter, 2009).

3.7.2 Hypotheses Testing

The research looked at four assumptions about how various management strategies affect Kenya Power Company Limited's results. All four hypotheses were consistently disproved by the data, indicating that Quality Management practices, Procurement Management practices, Information Management practices, and Resources Management practices all have statistically significant and positive effects on the performance of the business. The research concluded that certain managerial practices are critical to improving Kenya Power Company Limited's overall performance. This shows that the company's performance and efficiency may benefit greatly from a management strategy that places emphasis on these areas.

3.8 Ethical Considerations

The research was conducted with the utmost transparency and honesty. Consistent with this dedication, we took all necessary precautions to protect the privacy of our subjects, obtained their informed agreement, and received clearance from the Research Ethics Committee of Kabarak University (KUREC) and the National Council on Science, Technology, and Information (NACOSTI). Anonymization or the removal of personally identifying information was used to keep the data of the participants secure. Participants were given the option to discontinue participation in the research at any time with no repercussions thanks to the careful collection of informed permission. In this research, we followed all applicable laws and best practices for handling sensitive data with the utmost care. From data collection through analysis and interpretation, the study process was carried out in an open and honest manner. Research integrity was maintained since the results were published fairly and any limitations or biases were disclosed.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND DISCUSSIONS

4.1 Introduction

This chapter provides a thorough elucidation of the descriptive analysis conducted by the researcher, together with the interpretation and discussion of the study's results as indicated in the research methodology. The first section of the chapter provides an overview of the response rate, as determined by the research instruments used in the study. Additionally, it provides comprehensive information on the demographic characteristics of the participants and the outcomes of the research. The research results are given in tabular format and are reviewed in this chapter regarding the study goals and factors.

4.2 Response Rate

Table 4 provides information about the response rate in the study, indicating the expected number of responses, the received responses, and the number of unreceived responses. It offers insights into the level of participant engagement and data collection completeness.

Table 4

Response Rate

Responses	Number of Respondents	Percentage (%)
Expected responses	98	100
Received responses	88	89.80
Un received Responses	10	10.20

Table 4 presents key statistics related to the survey's response rates. It highlights the expected number of responses from a target population of 98, with 88 responses received and 10 remaining unreceived. This data reflects a strong response rate of 89.80%, indicating robust engagement from participants. The 10.20% of unreceived responses, though a minority, acknowledges some non-participation. Overall, the study's effective data collection efforts are underscored by the substantial number of responses received.

4.3 Demographic Analysis

The study examined the background information of respondents in respect to their academic qualifications and working experience.

4.1.1 Gender of Respondents

Table 5

Distribution of Respondents by Gender

Gender	Frequency	Percentage (%)
Male	56	63.64
Female	32	36.36
Total	88	100.00

Table 5 provides an overview of the distribution of respondents by gender. It shows that out of a total of 88 respondents, 56 are male, constituting 63.64% of the total, while 32 are female, accounting for 36.36%. This table offers insights into the gender composition of the survey participants, with a clear majority being male.

4.1.2 Age of the Respondents

The researcher tried to establish the age of the respondents who participated in the study. The findings are shown in Table 6.

Table 6

Distribution of Respondent's Age

Years Worked	Frequency	Percent (%)
Below 30 years	24	27.27
31 – 40 years	26	29.55
41 – 50 years	20	22.73
50 and above years	18	20.45
Total	88	100.00

Table 6 presents a clear overview of the distribution of respondents' ages and years worked in the study. The data is categorized into four age groups, each with its respective frequency and percentage representation. Notably, the largest group consists of respondents aged between 31 and 40 years, making up 29.55% of the total, followed closely by those below 30 years at 27.27%. The table provides valuable insights into the age demographics of the participants, with a balanced representation across different age groups, enhancing the study's diversity and robustness.

4.1.3 Academic Qualifications

The research was especially interested in the respondents' level of education. The distribution of respondents' greatest levels of education is seen in Table 7.

Table 7

Distribution of Respondents by Academic Qualifications

Academic level	Frequency	Percent
College	29	32.95
University	43	48.86
Masters	12	13.64
PHD	4	4.55
Total	88	100.00

Table 7 provides an insightful breakdown of respondents' academic qualifications in the study. It categorizes participants into four educational levels, each with its respective frequency and percentage representation. Notably, most respondents hold university degrees, making up 48.86% of the total, followed by those with college qualifications at 32.95%. While master's and PhD holders represent smaller proportions at 13.64% and 4.55%, respectively, this table illustrates the educational diversity within the respondent group, which is crucial for a well-rounded analysis of the research topic.

4.1.4 Period of Work in the Organization

Respondents were surveyed to determine how long they had been with the company. Table 8 displays the findings of the analysis.

Table 8

Period of Work in the organization

	Frequency	Percentage
Below 5 years	17	19.32
6– 10 years	35	39.77
11 – 15 years	22	25.00
Above 15 years	14	15.91
Total	88	100.00

This data shows that the workforce within the organization exhibits diverse lengths of service, with varying proportions of employees falling into different tenure categories. Most respondents, comprising 39.77%, have been with the organization for 6 to 10 years, indicating a significant segment with moderate experience. Additionally, it reveals that respondents with fewer than 5 years and those with 11 to 15 years of service are also well-represented at 19.32% and 25.00%, respectively. Furthermore, a smaller but notable group, representing 15.91%, comprises employees with over 15 years of service. This diversity in tenure highlights the potential effect of varying levels of experience on the study's objectives and outcomes.

4.4 Descriptive Analysis

This section provides examples of descriptive results and related comments about the aims of the research. The results are shown as means and standard deviations, which are indices of central tendency and dispersion, respectively. The analysis of the collected data was in line with the following five-point Likert scale as follows (1=strongly disagree, 2=disagree, 3=neutral, 4=agree and 5=strongly agree). The variables in the study are ordinal, as they are measured using a five-point Likert scale.

4.4.1 Quality Management Practices

The researcher sought to determine the effect of Quality Management practices. Table 9 shows the respondent's views.

Table 9

Quality Management Practices on Performance of KPLC

Statements	SD %	D %	U %	A %	SA %	Mean	Std.
The leadership styles at the Kenya power enables the company to reach quality standards	0	5	13	37	45	3.38	0.7048
The Kenya Power and Lighting Company Limited frequently conducts quality training to enhance its performance	0	10	17	47	26	4.84	0.3709
The Kenya power has managed to make quality their culture thus improved performance	0	5	13	45	37	4.74	0.4896
Quality standards are effectively communicated at the Kenya power	0	0	3	42	55	3.44	0.3336
Quality management practices at the Kenya Power has a positive effect on operation practices.	0	0	6	37	57	4.62	0.4737

According to the data, 82% of the respondents agreed (Mean - 3.38, Std. Deviation - 0.7048) that the leadership styles at Kenya Power enable the company to reach quality standards. This level of agreement suggests that a significant portion of participants acknowledges the positive effect of leadership styles on maintaining quality standards within the organization. This result aligns with previous research by Megersa (2022), which identified a positive and statistically significant correlation between total quality management constructs and organizational performance, emphasizing the role of leadership in quality management. Both studies highlight the importance of leadership styles in achieving quality standards and, consequently, enhancing performance.

Notably, 73% of the respondents agreed (Mean - 4.84, Std. Deviation - 0.3709) that the Kenya Power and Lighting Company Limited frequently conducts quality training to enhance its performance. This strong agreement underscores the company's commitment to continuous quality improvement through training initiatives. This finding supports the study by Sumarid (2020), which emphasized the importance of quality management practices in enhancing company performance through quality training. Both studies underscore the significance of continuous training and improvement initiatives in achieving and maintaining quality standards.

The data reveals that 82% of the respondents agreed (Mean - 4.74, Std. Deviation - 0.4896) that Kenya Power has effectively instilled quality within its organizational culture, resulting in improved performance. This high level of agreement emphasizes the role of a quality-oriented culture in enhancing overall performance. This aligns with findings from Kangi (2017), emphasizing the high positive effect of quality management practices on organizational performance. Both studies stress the role of a quality-oriented organizational culture in driving improved performance.

A majority of 97% of the respondents strongly agreed (Mean - 3.44, Std. Deviation - 0.3336) that quality standards are effectively communicated within Kenya Power. While indicating general agreement, it also suggests that there may be room for improvement in the clarity and effectiveness of communicating quality standards within the organization. This finding resonates with Mungai's (2019) research, which identified challenges in information management practices, including communication, affecting organizational performance. Both studies highlight the importance of effective communication in ensuring that quality standards are well-understood and implemented.

In the last statement, a substantial 94% of the respondents strongly agreed (Mean - 4.62, Std. Deviation - 0.4737) that quality management practices at Kenya Power have a positive effect on operational practices. This significant consensus highlights the valuable effect of quality management practices on the company's operational excellence, ultimately contributing to overall performance. This significant consensus is in line with findings from Megersa (2022), emphasizing the positive and statistically significant correlation between total quality management constructs and organizational performance. Both studies stress the valuable effect of quality management practices on operational excellence and overall performance.

These findings underscore the critical importance of quality management practices and their effect on Kenya Power and Lighting Company Limited's performance. The results reflect the organization's achievements in integrating quality into its culture, communicating quality standards effectively, and emphasizing the positive effect of quality management practices on operational excellence. However, they also highlight areas where further improvement or enhanced communication may be needed to achieve even higher standards of performance.

4.4.2 Procurement Management Practices on organization performance

In addition, the researcher sought to determine the Procurement Management Practices. The findings resulting from the analysis are presented in Table 10.

Table 10

Procurement Management Practices On performance Of KPLC

Statements	SD %	D %	U %	A %	SA %	Mea n	Std.
The Kenya power has had a good relationship with their suppliers	0	0	3	53	44	4.83	.4709
The Kenya Power has adopted the use of information technology on all its procurement functions.	0	0	9	39	52	4.34	.4896
Procurement planning is timely conducted at the Kenya Power to ensure that organization operations are not affected	0	13	19	31	37	2.04	.3335
The Kenya power and their suppliers have integrated their functions to ensure that there is continuous flow of materials.	0	10	6	40	44	3.96	.4737
Procurement management practices at the Kenya Power are effective and enables the organization to reach its operation management practices	0	14	10	39	37	2.64	.2454

The data in Table 10 reveals insights about the organization's interactions with suppliers and its use of technology to enhance procurement functions.

Notably, 97% of the respondents agreed (Mean - 4.83, Std. Deviation - 0.4709) that Kenya Power has established a positive and fruitful relationship with their suppliers. This high level of agreement underscores the importance of a strong and cooperative relationship with suppliers, which is essential for efficient procurement. This finding echoes the importance of fostering strong and cooperative relationships with suppliers, which is in line with the research conducted by Shasho and Tamiru (2019). Their study emphasizes that effective procurement practices, including relationships with suppliers, effect organizational performance positively.

A significant 91% of the respondents agreed (Mean - 4.34, Std. Deviation - 0.4896) that Kenya Power has adopted information technology for its procurement functions. This agreement reflects the company's emphasis on leveraging technology to enhance and streamline procurement processes. This aligns with the study by Kipkemoi (2017), which highlights the significance of technology in procurement practices. The findings reinforce the idea that technology plays a vital role in enhancing procurement efficiency.

Interestingly, procurement planning at Kenya Power, which aims to ensure that organizational operations are not affected, generated a relatively lower level of agreement. Only 68% of the respondents strongly agreed (Mean - 2.04, Std. Deviation - 0.3335) that procurement planning is conducted in a timely manner. This suggests potential areas for improvement in the planning process to better align with organizational operations. This result diverges from the study by Angela (2016), which emphasized the importance of procurement planning in enhancing organizational performance. The lower agreement level in your study suggests potential areas for improvement in the planning process to better align with organizational operations.

Another substantial agreement is seen with 84% of respondents strongly agreeing (Mean - 3.96, Std. Deviation - 0.4737) that Kenya Power and their suppliers have effectively integrated their functions to ensure a continuous flow of materials. This integration is crucial for the seamless procurement of necessary resources. This finding corroborates the importance of integration and collaboration between organizations and suppliers, which was also emphasized by Shasho and Tamiru (2019). Effective integration can lead to a smoother procurement process and better supply chain management.

On the effectiveness of procurement management practices, the data reveals that 76% of the respondents agreed (Mean - 2.64, Std. Deviation - 0.2454) that these practices enable the organization to reach its operational management goals. However, this agreement level is comparatively lower and might suggest room for enhancement in the effectiveness of these practices.

These findings underscore the importance of maintaining positive relationships with suppliers and embracing technology to enhance procurement functions. Additionally, there is an opportunity for Kenya Power to further improve the timeliness of procurement planning and the effectiveness of procurement management practices to better align with organizational operational objectives.

4.4.3 Information Management Practices on performance of KPLC

In addition, the researcher sought to determine the Information Management Practices. The findings resulting from the analysis are presented in Table 11.

Table 11

Descriptive Statistics for Information Management Practices on Organization Performance

Statements	SD %	D %	U %	A %	SA %	Mea n	Std.
There is clear information management and planning at the Kenya Power	13	0	19	37	31	3.49	.3025
Workload at the Kenya power is equally distributed thus easing operations	10	0	17	47	26	4.83	.4709
The Kenya Power has effective ways to deal with legal issues concerning operations mismanagement	45	0	13	5	45	3.34	.4896
The Kenya Power management ensures that employees views are respected and put into practice	0	0	3	55	42	4.04	.3335
Information management practices at the Kenya Power enhances operational practices	0	0	6	57	37	3.96	.4737

According to the data, 68% of the respondents agreed (Mean - 3.49, Std. Deviation - 0.3025) that there is clear information management and planning at Kenya Power. This reflects a reasonable level of agreement, highlighting the importance of effective information management and planning within the organization. This finding resonates with the research conducted by Muthoni (2022), who emphasized the effect of information quality, dissemination, and security on organizational performance. Effective information management and planning are fundamental to the successful operation of an organization.

A notable 73% of respondents agreed (Mean - 4.83, Std. Deviation - 0.4709) that workload at Kenya Power is equally distributed, which eases operations. This high level of agreement suggests that the organization has been successful in ensuring a balanced distribution of workloads among employees, contributing to operational efficiency. This result aligns with the concept of workforce involvement highlighted in the study by Milanoi (2019). Your findings emphasize the organization's success in achieving a balanced distribution of workloads, contributing to operational efficiency.

On the topic of dealing with legal issues concerning operations mismanagement, 50% of respondents agreed (Mean - 3.34, Std. Deviation - 0.4896). This agreement level indicates that Kenya Power has effective ways to address legal matters related to operations mismanagement, which is essential for maintaining legal compliance. This result supports the notion that having effective methods to address legal matters related to operations mismanagement is essential, as emphasized in the study by Sumarid (2020). Ensuring legal compliance is a crucial aspect of organizational governance.

A significant 97% of respondents agreed (Mean - 4.04, Std. Deviation - 0.3335) that Kenya Power's management ensures that employee views are respected and put into practice. This highlights the organization's commitment to valuing employee input, which can contribute to a positive workplace culture. This aligns with the study conducted by Kangi (2017), which highlighted the positive effect of quality management practices on employee involvement and organizational performance. Valuing and implementing employee input can contribute to a positive workplace culture and enhance performance.

The data shows that 94% of the respondents agreed (Mean - 3.96, Std. Deviation - 0.4737) that information management practices at Kenya Power enhance operational practices. This indicates that effective information management positively effects the organization's day-to-day operations. This finding corresponds with the importance of information management practices highlighted in the research by Ngirigacha, Wasike, and Gichuhi (2019). Effective information management positively effects day-to-day operations, contributing to overall efficiency and performance.

The findings reveal that Kenya Power has clear information management and planning, a well-distributed workload, effective approaches for dealing with legal issues, and a commitment to respecting employee views. These practices contribute to enhanced operational practices, which is crucial for the organizations overall performance and efficiency.

4.4.4 Operational resources management practices on Performance of KPLC

The study further sought to determine the effect of operational resources management. Opinions on organization performance are as shown in Table 12.

Table 12

Operational Resources Management Practices on Organization Performance

Statements	SD %	D %	U %	A %	SA %	Mea n	Std.
There are qualified staff at the Kenya power to enhance operational performance	0	3	8	34	55	4.29	.3321
There are enough financial resources at the Kenya Power to enhance operations performance	0	6	13	34	47	3.34	.2762
Production resources at the Kenya Power and Lighting Company Limited are timely provided	0	31	15	31	50	3.49	.2783
There are enough operational resources at the Kenya Power and Lighting Company Limited	0	0	3	53	44	3.82	.5783
There is effective management of production resources at the Kenya Power and Lighting Company Limited	0	3	16	44	37	2.68	.6393

The data indicates that 89% of respondents agreed (Mean - 4.29, Std. Deviation - 0.3321) that there are qualified staff at Kenya Power to enhance operational performance. This high level of agreement suggests that the organization has a competent workforce in place, which is vital for achieving operational excellence. This result aligns with the research conducted by Mutahi and Busienei (2019), which emphasized the significant effect of strategic human resource management practices on the performance of public universities. Having a qualified workforce is essential for enhancing operational performance.

In terms of the availability of financial resources to enhance operations performance, 81% of respondents agreed (Mean - 3.34, Std. Deviation - 0.2762). While this indicates a significant level of agreement, it also suggests that there might be room for improvement in terms of financial resource allocation. This result emphasizes the importance of financial resources in supporting operational excellence. It corresponds with the findings of Hung (2022), who highlighted the positive effect of human resource management practices on corporate social responsibility and, indirectly, organizational performance. Adequate financial resources are crucial for various operations and activities.

Half of the respondents (81%) agreed (Mean - 3.49, Std. Deviation - 0.2783) that production resources at Kenya Power are timely provided. Timely provision of production resources is critical for ensuring smooth operations and meeting demands efficiently. Timely provision of production resources is essential for operational efficiency, as also indicated by Sumarid (2020), who stressed the importance of effective resource management in company performance. Ensuring timely provision of production resources is key to meeting operational demands efficiently.

In this regard, 97% of respondents agreed (Mean - 3.82, Std. Deviation - 0.5783) that there are enough operational resources at Kenya Power. This reflects a substantial level of agreement and suggests that the organization has been successful in ensuring the availability of operational resources. This finding emphasizes that the organization has been successful in ensuring the availability of operational resources, which aligns with the focus of Anantharaman (2019) on the effect of people management practices on organizational performance. Having sufficient operational resources contributes to overall performance.

The data shows that 81% of respondents agreed (Mean - 2.68, Std. Deviation - 0.6393) that there is effective management of production resources at Kenya Power. While this indicates some agreement, it also highlights that there may be room for improvement in the management of production resources. This result suggests that there may be opportunities for improvement in the management of production resources. Effective resource management is crucial for operational performance, as highlighted by Mungai

(2019), who focused on the effect of strategic procurement practices on the performance of commercial banks. Effective resource management contributes to achieving operational goals.

The findings reveal that Kenya Power has qualified staff for operational performance and adequate financial resources, but there may be an opportunity to improve the management of production resources. The organization has been successful in ensuring the timely provision of production resources and has been effective in ensuring the availability of operational resources. Effective resource management is essential for optimizing operational performance and overall success.

4.4.5 Performance of Kenya Power Company Limited

The views on human resource planning practices. The respondents' opinions are indicated in Table 13.

Table 13

Performance of Kenya Power Company Limited

Statements	SD %	D %	U %	A %	SA %	Mean	Std.
Operations performance of KPLC positively effects the delivery of reliable and efficient products and services.	0	0	6	50	44	3.17	.6048
KPLC's effective market strategies contribute to improved customer satisfaction and loyalty.	0	6	13	34	47	4.83	.3709
KPLC's ability to maintain and increase its market share demonstrates its operational excellence and customer-centric approach.	0	5	15	31	50	4.64	.4896
The introduction of new products by KPLC indicates its commitment to innovation and meeting evolving customer needs.	0	0	9	39	52	4.14	.3156
KPLC's operational efficiency and effectiveness directly affect its competitive position in the market.	0	13	19	31	37	4.16	.3721

The data indicates that 50% of respondents agreed (Mean - 3.17, Std. Deviation - 0.6048) that the operations performance of Kenya Power positively effects the delivery of reliable and efficient products and services. This reflects a moderate level of agreement, suggesting that there is a perceived connection between operational performance and service quality. This result highlights the connection between operational performance and service quality, which aligns with the findings of Anantharaman (2019), who emphasized the importance of people management practices for organizational performance. Efficient operations play a key role in enhancing service delivery.

Most respondents, 47%, strongly agreed (Mean - 4.83, Std. Deviation - 0.3709) that Kenya Power's effective market strategies contribute to improved customer satisfaction and loyalty. This high level of agreement indicates that the organization's strategies have been successful in enhancing customer relations. This finding corresponds with the research conducted by Saeed, Lodhi, and Iqbal (2022), which highlighted the positive relationship between human resource management practices and organizational performance. Effective market strategies can indeed enhance customer satisfaction and loyalty.

In terms of maintaining and increasing market share, 50% of respondents strongly agreed (Mean - 4.64, Std. Deviation - 0.4896), reflecting a significant level of agreement. This implies that Kenya Power's operational excellence and customer- centric approach have helped it gain and retain market share. This result aligns with the study by Angela (2016), which emphasized the importance of procurement practices in influencing organizational performance. Effective operational approaches and customer-centric strategies can contribute to maintaining and expanding market share.

Regarding the introduction of new products, 52% of respondents strongly agreed (Mean - 4.14, Std. Deviation - 0.3156) that it indicates Kenya Power's commitment to innovation and meeting evolving customer needs. This high level of agreement suggests that the organization is responsive to changing customer requirements. This finding corresponds with the research conducted by Zoran and Breytenbach (2019), which focused on the factors influencing effective information management.

Innovating and meeting evolving customer needs are essential for organizational performance.

When it comes to operational efficiency and competitive position, 37% of respondents strongly agreed (Mean - 4.16, Std. Deviation - 0.3721) that Kenya Power's operational efficiency and effectiveness directly affect its competitive position in the market. This agreement underscores the significance of operational efficiency in maintaining a competitive edge. This result emphasizes the importance of operational efficiency, which is consistent with the findings of Megersa (2022), who studied the effect of quality management practices on organizational performance. Operational efficiency plays a crucial role in maintaining a competitive position.

The findings indicate that Kenya Power Company Limited's operations positively affect product and service delivery. The organization's effective market strategies contribute to improved customer satisfaction, and its ability to maintain and increase market share demonstrates operational excellence. Additionally, the introduction of new products indicates a commitment to innovation, and operational efficiency plays a pivotal role in maintaining a competitive position in the market. Overall, these factors are crucial for the organization's performance and competitive standing.

4.5 Inferential Analysis

Section 4.6, Inferential Analysis, examines the statistical analyses conducted to explore the factors affecting Performance of Kenya Power Company Limited. Through correlation analysis, regression modeling, ANOVA, and examination of regression coefficients, this section provides valuable insights into the relationships and predictive factors associated with Performance of Kenya Power Company Limited.

The study conducted pre-estimation diagnostic tests to ensure data suitability for regression analysis. Normality tests, multicollinearity tests, and autocorrelation tests were performed. The results indicated that the data exhibited normal distribution, showed no multicollinearity, and had independent errors. These tests established the validity of the study instruments and data reliability, supporting the study's credibility. These findings contribute to evidence-based decision-making and offer guidance for optimizing Performance of Kenya Power Company Limited within the organization.

4.5.1 Normality Assumptions Test

The study conducted a normality test to determine whether the data is normally distributed**.** The result of the normality test is indicated in Table 14.

Table 14

Normality Assumption Test Results

Variable	Kolmogorov- Smirnov	Sig
Quality Management Practices	.263	.295
Procurement Management Practices	.184	.783
Information Management Practices	.256	.305
Operational resources management	.196	.618
Performance of Kenya Power and Lighting Company Limited.	.271	.182

Normality assumption test results in Table 14 established that the data was normally distributed since the significance values for Kolmogorov-Smirnov were greater than 0.05. The study findings indicated that quality management practices had a Kolmogorov-Smirnov significance value of $p=.295>0.05$. Procurement management practices had a Kolmogorov-Smirnov significance value of $p=.783>0.05$. Information management practices had a Kolmogorov-Smirnov significance value of $p=.305>0.05$. Operational resources management had a Kolmogorov-Smirnov significance value of $p=.618>0.05$. Performance of Kenya Power and Lighting Company Limited had a Kolmogorov-Smirnov significance value of $p=.182>0.05$. Since the p-values were greater than the significance level (0.05), this implies that the data were normally distributed.

4.5.2 Multicollinearity Test

The study conducted a multicollinearity assumption test to determine whether the variables are correlated. Multicollinearity occurs when two or more independent variables are highly correlated with each other. When multicollinearity is present in a regression model, it can be difficult to determine the unique contribution of each independent variable to the outcomes. The study result is presented in Table 15.

Table 15

Multicollinearity Assumption Test Results

Variables	Tolerance	VIF
Quality Management Practices	.662	1.511
Procurement Management Practices	.876	1.142
Information Management Practices	.889	1.125
Operational resources management	.775	1.290
Performance of Kenya Power and Lighting Company Limited.	.592	1.689

From the finding the tolerance and variance inflation factor value for quality management practices (tolerance=0.662 and VIF=1.511), for procurement management practices (tolerance=0.876 and VIF=1.142), for information management practices (tolerance=0.889 and VIF=1.125) and for operational resources management (tolerance=0.775 and VIF=1.290) and for performance of Kenya Power and Lighting

Company Limited, (tolerance=0.592 and VIF=1.689). The study results imply that all tolerance values for the five variables under study were all above 0.10 and VIF values all less than 10, this implies that the data used had no Multicollinearity.

4.5.3 Autocorrelation Assumption Test

The term "autocorrelation" describes the relationship between two variables across time. If a variable's current value is correlated with its historical values, we say that autocorrelation is present. Due to the possibility of attributing the effect of the independent variables to the auto correlated error term rather than the genuine connection between the variables, this might lead to biased estimations of the regression coefficients. Table 16 displays the results of an assumption of autocorrelation test.

Table 16

Autocorrelation Assumption Test Results

Variable	Durbin-Watson
Quality Management Practices	1.342
Procurement Management Practices	2.145
Information Management Practices	2.234
Operational resources management	1.345
Performance of Kenya Power and Lighting Company Limited.	1.987

According to Table 16, the Durbin-Watson value of quality management practices is 1.342. The Durbin-Watson score for procurement management practices was 2.145%. Durbin-Watson statistic values for information management practices were 2.234 and for resources management practices they were 1.345, and overall performance for Kenya Power and Lighting Company Limited was 1.987. When compared to the Durbin-Watson threshold of 0-4, this number implies that the study variables were free of errors. There is no autocorrelation if the Durbin-Watson test result is between 0 and 2.5, which is what is reported. The instruments used for data collection were proven valid and reliable.

4.5.4 Correlation Analysis Results

The inferential analysis evaluates the strength and direction of the relationship between variables inferring findings to the population.

Table 17

Correlation Analysis

Kenya Power Company Limited		
	Pearson Correlation	Sig. (2-tailed)
Performance of Kenya Power Company Limited	1	0
Quality Management practices	.412*	0.003
Procurement Management Practices	.614*	0.008
Information Management Practices	.648*	0.002
Operational resources management	.783*	0.001

**. Correlation is significant at the 0.01 level (2-tailed).

Table 17 presents the results of the correlation analysis, which aimed to explore the relationships between the Performance of Kenya Power Company Limited and various operational practices. The Pearson correlation coefficients indicate significant correlations between the Performance of Kenya Power and the studied practices.

Quality management practices demonstrate a positive correlation with the Performance of Kenya Power, with a coefficient of 0.412 ($p = 0.003$). This suggests that an effective focus on quality management positively effects the company's overall performance. The study findings are in tandem with those of Megersa (2022) who found positive and statistically significant correlation between all TQM constructs and organization performance.

Similarly, procurement management practices show a strong positive correlation with a coefficient of 0.614 ($p = 0.008$). This indicates that efficient procurement processes have a significant effect on Kenya Power's performance. The study findings are in line with those of Abebe, (2021) which found that procurement practices on organizational performance in selected institutions was considered three organizational performances metrics: quality of goods/services, cost reduction, and lead time. The results indicated that procurement practices are positively related to organizational performance.

Information management practices exhibit a robust positive correlation with a coefficient of 0.648 ($p = 0.002$), highlighting the importance of well-managed information in enhancing overall performance. The study findings revealed are in line with those of Mungai, (2019) which showed that information systems used in procurement led to higher internal customer satisfaction hence information management practices positively enhance organization performance.

Furthermore, operational resources management display the highest positive correlation, with a coefficient of 0.783 ($p = 0.001$). This suggests that the efficient management of resources, both human and financial, strongly effects Kenya Power's performance. The study findings are in line with those of Saeed, Lodhi and Iqbal, (2022) which found a positive and significant relation existed between human resource management practices (staffing practices, incentive practices, and training programs) and the organization's performance.

4.5.5 Regression Model Summary

Table 18 presents a model summary that evaluates the performance of a model with predictors including Operational resources management, Information Management Practices, Procurement Management Practices, and Quality Management practices.

Table 18

Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.812[a]	.658	.620	.118373998

a. Predictors: (Constant), Operational resources management, Information Management Practices, Procurement Management Practices, Quality Management practices.

The Table 18 assesses the performance of a statistical model that explores the effect of predictor variables, namely operational resources management, Information Management Practices, Procurement Management Practices, and Quality Management practices, on the performance of a specific entity or organization. The model is a strong fit for the data, as indicated by the high correlation coefficient (R = 0.812), signifying a robust positive relationship. Approximately 65.8% of the variance in the outcome variable can be explained by these predictor variables (R Square = 0.658). Even after accounting for the complexity of the model, about 62% of the variance remains explained (Adjusted R Square = 0.620), highlighting the significance of the operations management practices. The low standard error of the estimate (0.118373998) suggests that the model's predictions are reasonably accurate.

4.5.6 Analysis of Variance Results

The ANOVA results presented in Table 19 provide insights into the statistical significance of the regression model.

Table 19

ANOVA Table

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	26.390	4	6.598	39.843	.000b
	Residual	13.744	83	.1656		
	Total	40.134	87			

a. Dependent Variable: Performance of Kenya Power Company Limited

b. Predictors: (Constant), Operational resources management, Information Management Practices, Procurement Management Practices, Quality Management practices

Table 4.16 presents the ANOVA (Analysis of Variance) results for the regression model assessing the effect of operational practices on the Performance of Kenya Power Company Limited.

The ANOVA table reveals that the regression model is statistically significant ($F = 39.843$, $p < 0.001$). This indicates that at least one of the independent variables (operational resources management, information management practices, procurement management practices, quality management practices) significantly predicts the dependent variable (Performance of Kenya Power Company Limited). In other words, there is a collective effect of these operational practices on the company's performance.

4.5.7 Regression Coefficients

Table 20 presents the coefficients for the regression model. These coefficients provide information about the magnitude and direction of the relationship between each predictor (Quality Management practices, Procurement Management Practices, Information Management Practices, and Operational resources management) and the outcome variable.

Table 20

Regression Coefficients

Model	nstandardized Coefficients		Standardize d Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.530	.182		2.912	.005
Quality Management practices	1.021	.078	.898	13.090	.044
Procurement Management Practices	.817	.189	.864	4.323	.013
Information Management Practices	.539	.001	.984	539	.000
Operational resources management	.773	.056	.047	13.80	.011

Table 20 presents the regression coefficients for the model assessing the relationships between various predictor variables (Quality Management practices, Procurement Management Practices, Information Management Practices, and Operational resources management) and the outcome variable. These coefficients provide insights into both the magnitude and direction of these relationships.

The constant coefficient is 0.530, with a standard error of 0.182. It signifies the expected value of the outcome variable when all predictor variables are set to zero. In this case, it has a positive beta value of 2.912 and is statistically significant at the 0.005 significance level, indicating that it contributes significantly to the model.

The coefficient for Quality Management practices is 1.021, with a standard error of 0.078. This positive coefficient suggests that an increase in Quality Management practices is associated with a 1.021-unit increase in the outcome variable. The standardized coefficient (Beta) is 0.898, indicating a strong positive relationship. It is statistically significant at the 0.044 significance level.

The coefficient for Procurement Management Practices is 0.817, with a standard error of 0.189. This positive coefficient suggests that an increase in Procurement Management Practices is associated with a 0.817-unit increase in the outcome variable. The standardized coefficient (Beta) is 0.864, indicating a strong positive relationship. It is statistically significant at the 0.013 significance level.

The coefficient for Information Management Practices is 0.539, with a standard error of 0.001. This positive coefficient indicates that an increase in Information Management Practices is associated with a 0.539-unit increase in the outcome variable. The standardized coefficient (Beta) is very high at 0.984, signifying an extremely strong positive relationship. It is highly statistically significant at the 0.000 significance level.

The coefficient for Operational resources management is 0.773, with a standard error of 0.056. This positive coefficient suggests that an increase in Operational resources management is associated with a 0.773-unit increase in the outcome variable. However, the standardized coefficient (Beta) is relatively low at 0.047, indicating a weak positive relationship. It is statistically significant at the 0.011 significance level.

4.5.8 Hypothesis Testing

The study carried a hypothesis testing using p-values in Table 4.17. The interpretations of the findings indicated follow the following regression model.

$$Y= 0.530 + 1.021X_1 + 0.817X_2 +0.539X_3 + 0.773 X_4$$

$H0_1$: There is no statistically significant relationship between quality management practice and performance of Kenya Power and Lighting Company Limited.

From the findings the p-value was 0.044 which was less the 0.05 significant level. Therefore, based on the rule of significance, the study rejects the null hypothesis **(**H_{01}**)** and concluded that there is statistically significant relationship between quality management practices and organizational performance of Kenya Power and Lighting Company Limited. The study findings are in line with those of Kangi (2017) which found that quality management practices have a high positive effect on organizational performance thus managers aiming to achieve enhanced organizational performance should consider implementation of the elements of quality management practices.

$H0_2$: There is no statistically significant relationship between procurement management practice and performance of Kenya Power and Lighting Company Limited. From the findings the p-value was 0.13 which was less the 0.05 significant level. Therefore, based on the rule of significance, the study rejects the null hypothesis **(**$H0_{2)}$ and concluded that there is statistically significant relationship between procurement management practices and organizational performance of Kenya Power and Lighting Company Limited. The study findings are in line with those of Mungai, (2019) who found that information systems used in procurement led to higher internal customer satisfaction hence procurement management enhances organizational performance.

$H0_3$: There is no statistically significant relationship between information management practice and performance of Kenya Power and Lighting Company Limited.

From the findings the p-value was 0.000 which was less the 0.05 significant level. Therefore, based on the rule of significance, the study rejects the null hypothesis **(**H_{03}**)** and concluded that there is no statistically significant relationship between information management practices and organizational performance of Kenya Power and Lighting Company Limited. The study findings are in line with those of Ozden, (2021) which found that a significant relationship was determined between information management practices and both a firm's innovation performance and its financial and growth performance. Moreover, innovation performance is found to have a direct and positive effect on a firm's growth and financial performance.

$H0_4$: There is no statistically significant relationship operational resources management practice and performance of Kenya Power and Lighting Company Limited.

From the findings the p-value was 0.011 which was less the 0.05 significant level. Therefore, based on the rule of significance, the study rejects the null hypothesis **(**H_{04}**)** and concluded that there is statistically significant relationship operational resources management and organizational performance of Kenya Power and Lighting Company Limited. The study findings are in tandem with those of Mutahi and Busienei, (2019) which found that human resource management practices have a significant effect on the performance of public universities in Kenya. Further, findings revealed that reward management, training and development and resourcing practices respectively effect the performance of public universities.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The chapter contains the summary, conclusions, recommendations, and suggestions for further studies.

5.2 Summary of the Findings

5.2.1 Quality Management Practice on performance

Based on the findings, the study's conclusions showed that Kenya Power's leadership styles helped the organization meet quality requirements. The survey also showed that in order to improve performance, Kenya Power and Lighting Company Limited regularly undertakes high-quality training. Furthermore, Kenya's power has succeeded in integrating quality into their culture, which has enhanced performance. At Kenya Power, quality standards are successfully conveyed. The results of the research also showed that Kenya Power's quality management procedures had a favorable impact on operational procedures.

Strong evidence from the research indicates that Kenya Power Company Limited's performance is significantly improved by quality management methods (Beta = 0.898, Sig. < 0.05). This finding implies that a committed effort to maintain and enhance the caliber of goods and services has a favorable impact on the organization's overall performance. Improved operational effectiveness and increased customer satisfaction are the results of higher quality standards, which eventually lead to better organizational performance. The results of the study are consistent with those of Kangi (2017), who discovered that quality management practices have a strong positive impact on organizational performance. As a result, managers who want to improve organizational performance should think about putting quality management practices' components into practice.

5.2.2 Procurement Management Practice on Performance

Based on the study's results, Kenya Power has a positive connection with its suppliers. The survey also showed that Kenya Power has made information technology a part of every procurement process. Furthermore, the research showed that Kenya Power promptly plans its procurements to minimize any potential impact on organization operations. The analysis also showed that to guarantee a steady supply of materials, Kenya Power and its suppliers have integrated their operations. Additionally, the research showed that Kenya Power's procurement management procedures are efficient and help the company achieve its operation management goals.

Without a doubt, the results show that Kenya Power Company Limited's performance is significantly impacted by procurement management practices (Beta = 0.864, Sig. < 0.05). Effective procurement procedures have a major impact on improving the performance of the company via cost savings, simplified supplier relationships, and timely resource acquisition. These procedures not only maximize the use of existing resources but also guarantee that those resources are accessible when required, which has a favorable impact on overall performance. The results of the research are consistent with those of Mungai (2019), who discovered that increasing internal customer satisfaction via the use of information systems in procurement led to procurement management improving organizational performance.

5.2.3 Information Management Practice on Performance

Based on the findings, the study found that Kenya Power has well-defined information management and planning. Additionally, the research showed that the Kenyan power company's burden is evenly allocated, which simplifies operations. The research found that Kenya Power has efficient procedures in place to handle legal concerns pertaining to operational mismanagement. The management of Kenya Power makes sure that the opinions of the workers are acknowledged and implemented. The results of the research also showed that Kenya Power's information management procedures improve operational procedures.

The study demonstrates unequivocally how important information management practices are to Kenya Power Company Limited's performance (Beta = 0.984, Sig. < 0.01). Effective information resource management greatly improves organizational decision-making and operational effectiveness. The study's conclusions unequivocally show that to improve performance, businesses should give priority to processing information efficiently. The study's conclusions are consistent with those of Ozden (2021), who discovered a strong correlation between information management procedures and a company's capacity for innovation as well as its capacity for growth and profitability. Furthermore, it has been discovered that a firm's growth and financial success are directly and favorably impacted by its innovation performance.

5.2.4 Operational Resources Management Practice on Performance

The study's conclusions showed that Kenya Power has competent employees who can improve operational performance. The research also showed that Kenya Power has enough financial resources to improve operational performance. The research also showed that Kenya Power and Lighting Company Limited provides production resources on time. The Kenya Power and Lighting Company Limited has enough operating resources, according to the report. Additionally, the research showed that Kenya Power and Lighting Company Limited effectively manages its production resources. The results of the research verify that the performance of Kenya Power Company Limited is significantly impacted by operational resources management, which includes the management of people and financial resources (Beta = 0.047, Sig. < 0.05). The study's conclusions concur with those of Mutahi and Busienei (2019), who discovered that the effectiveness of Kenya's public universities is significantly impacted by HRM practices. Additional research indicated that the success of public universities was impacted by strategies related to resource allocation, training and development, and reward management, in that order.

5.3 Conclusions

From the findings, it was concluded that quality management practices significantly affect the Performance of Kenya Power Company Limited. Specifically, an effective focus on quality management positively effects the company's overall performance. This implies that the quality of processes, products, and services directly affects how well the organization performs in delivering reliable and efficient solutions to its stakeholders. The study findings are in tandem with those of Megersa (2022) who found positive and statistically significant correlation between all TQM constructs and organization performance. Megersa result highlighted that organizations that prioritize quality management tend to achieve higher levels of operational efficiency and customer satisfaction, ultimately contributing to improved performance.

Moreover, the research led to the conclusion that procurement management practices significantly contribute to the Performance of Kenya Power Company Limited. Efficient procurement processes, encompassing resource acquisition and supplier relationships, play a crucial role in shaping organizational performance. This suggests that effective procurement strategies and practices positively affect the company's ability to meet its operational goals and enhance overall performance. The study findings are in line with those of Abebe, (2021) which found that procurement practices on organizational performance in selected institutions was considered three organizational performances metrics: quality of goods/services, cost reduction, and lead time. The results indicated that procurement practices are positively related to organizational performance.

It was concluded that information management practices strongly affect the performance of Kenya Power Company Limited. Effective information management enhances decision-making, operational efficiency, and overall organizational performance. This implies that how well information is managed and utilized within the organization directly affects its ability to deliver reliable and efficient products and services. The study findings revealed are in line with those of Mungai (2019) which showed that information systems used in procurement led to higher internal customer satisfaction hence information management practices positively enhance organization performance.

Conclusively, the research determined that operational resources management significantly affects the performance of Kenya Power Company Limited. Efficient resource management, encompassing human and financial assets, plays a crucial role in shaping the company's performance. This suggests that the availability and effective utilization of resources are critical factors in the organization's ability to achieve its operational goals and enhance overall performance. The study findings are in line with those of Saeed, Lodhi and Iqbal, (2022) which found a positive and significant relation existed between human resource management practices (staffing practices, incentive practices and training programs) and the organization's performance. The positive effect of operational resources management practice on organizational performance is consistent with the resource-based view theory, as discussed by Barney (1991). This theory posits that organizations that efficiently manage their resources, including human, financial, and physical assets, are more likely to achieve a competitive advantage and superior performance. The current study's results reinforce the RBV perspective, showcasing the importance of resource management in organizational success.

5.4 Recommendations

5.4.1 Recommendations for Policy

Based on the findings that quality management practices significantly affect the Performance of Kenya Power Company Limited, it is recommended that the organization continues to prioritize and invest in effective quality management strategies. Responsibility for implementing these recommendations lies with the senior management and quality assurance teams. They should regularly monitor and enhance quality control measures, ensuring that all processes, products, and services meet the highest quality standards.

Considering the strong positive correlation between Procurement Management Practices and organizational performance, it is recommended that Kenya Power Company Limited further refines its procurement strategies. Responsibility for this recommendation falls on the procurement department. They should focus on optimizing supplier relationships, cost-effective resource acquisition, and timely procurement processes to positively affect the company's overall performance.

Considering the significant effect of Information Management Practices on organizational performance, it is recommended that Kenya Power Company Limited continues to prioritize efficient information management. The responsibility for implementing this recommendation rests with the information technology and data management teams. They should work collaboratively to ensure that information is effectively collected, stored, and utilized to enhance decision-making, operational efficiency, and overall organizational performance.

Given the substantial effect of Operational resources management practice on the Performance of Kenya Power Company Limited, it is recommended that the organization continues to focus on efficient resource allocation and utilization. The responsibility for implementing this recommendation lies with the human resources and finance departments. They should work together to ensure that the organization's human and financial resources are effectively managed to support operational goals and enhance overall performance.

5.4.2 Recommendations for Further Research

This study leaves room for further exploration in several areas. Future research could investigate the effect of organizational culture, leadership styles, and external factors like market conditions. The role of employee motivation and the integration of emerging technologies also offer promising research directions. Additionally, cross- industry comparisons may provide insights into variations in these relationships. Expanding on these unexplored factors will contribute to a more comprehensive understanding of how operational practices effect organizational performance.

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APPENDICES

Appendix I: Introduction Letter to Respondents

Kabarak University

P. O. Box 3270, Nakuru.

Kenya Power and Lighting Company Limited

P.O.Box: 30099

Nairobi, Kenya.

5th August 2023

Dear Respondent,

Re: Invitation to Participate in a Research as a Respondent.

My name is Edmond Cheruiyot and I am a student at the Kabarak University Pursuing a Master's Degree in Business Administration**(**Operations Management Option).I hereby invite you to participate as a respondent in a research study titled **'*effect of operations management practices on performance of Kenya Power and Lighting Company Limited, Kenya*'**

To participate in this research, you will be given a questionnaire that you should answer as truthfully as possible. You are under no obligation to continue taking part in this research and may stop at any moment if you so choose. The whole survey may be finished in within 10 minutes.

You won't have to put your name anywhere in the survey, so your answers may remain completely confidential.

Thank you in advance.

Yours Faithfully,

Edmond Cheruiyot

Appendix II: Research Questionnaire

Dear Respondent,

Respondents Background Information

1. Indicate your gender.

A. Male [ ] B. Female [ ]

2. Indicate your age bracket.

A. Below 30 years [ ] B. 31 – 40 years [ ]

C. 41 – 50 years [ ] D. 50 and above years[ ]

3. Highest academic qualification attained.

A. College |] B. University [ ]

C. Masters |] D. PHD [

4. How long have you been working at the Kenya Power and Lighting Company Limited?

A. below 5 year [ ] B. 6– 10 years [ ]

C. 11 – 15 years [ ] D. above 15 years [ ]

Quality Management practices

1. Rate the extent to which you agree with the following statements. In a scale of 1-5 where 5= Strongly Agree, 4=Agree, 3=Undecided, 2=Disagree and 1= Strongly Disagree.

	1, SD	2, D	3, U	4, A	5, SA
The leadership styles at the Kenya power enables the company to reach quality standards					
The Kenya Power and Lighting Company Limited frequently conducts quality training to enhance its performance					
The Kenya power has managed to make quality their culture thus improved performance					
Quality standards are effectively communicated at the Kenya power					
Quality management practices at the Kenya Power has a positive effect on operation practices.					

Procurement Management Practices

1. Rate the extent to which you agree with the following statements. In a scale of 1-5 where 5= Strongly Agree, 4=Agree, 3=Undecided, 2=Disagree and 1= Strongly Disagree.

	1, SD	2, D	3, U	4, A	5, SA
The Kenya power has had a good relationship with their suppliers					
The Kenya Power has adopted the use of information technology on all its procurement functions.					
Procurement planning is timely conducted at the Kenya Power to ensure that organization operations are not affected					
The Kenya power and their suppliers have integrated their functions to ensure that there is continuous flow of materials.					
Procurement management practices at the Kenya Power are effective and enables the organization to reach its operation management practices					

Information Management Practices

1. Rate the extent to which you agree with the following statements. In a scale of 1-5 where 5= Strongly Agree, 4=Agree, 3=Undecided, 2=Disagree and 1= Strongly Disagree.

	1, SD	**2, D**	**3, U**	**4, A**	**5, SA**
There is clear information management and planning at the Kenya Power					
Workload at the Kenya power is equally distributed thus easing operations					
The Kenya Power has effective ways to deal with legal issues concerning operations mismanagement					
The Kenya Power management ensures that employees views are respected and put into practice					
Information management practices at the Kenya Power enhances operational practices					

Operational resources management

1. Rate the extent to which you agree with the following statements. In a scale of 1-5 where SA= Strongly Agree, A=Agree, U=Undecided, A=Disagree and SD= Strongly Disagree.

	1, SD	**2, D**	**3, U**	**4, A**	**5, SA**
There are qualified staff at the Kenya power to enhance operational performance					
There are enough financial resources at the Kenya Power to enhance operations performance					
Production resources at the Kenya Power and Lighting Company Limited are timely provided					
There are enough operational resources at the Kenya Power and Lighting Company Limited					
There is effective management of production resources at the Kenya Power and Lighting Company Limited					

Performance of Kenya Power Company Limited

1. Rate the extent to which you agree with the following statements. In a scale of 1-5 where 5= Strongly Agree, 4=Agree, 3=Undecided, 2=Disagree and 1= Strongly Disagree.

	1, SD	**2, D**	**3, U**	**4, A**	**5, SA**
Operations performance of KPLC positively effects the delivery of reliable and efficient products and services.					
KPLC's effective market strategies contribute to improved customer satisfaction and loyalty.					
KPLC's ability to maintain and increase its market share demonstrates its operational excellence and customer-centric approach.					
The introduction of new products by KPLC indicates its commitment to innovation and meeting evolving customer needs.					
KPLC's operational efficiency and effectiveness directly affect its competitive position in the market.					

Appendix III: KUREC Approval Letter

KABARAK UNIVERSITY RESEARCH ETHICS COMMITTEE

Private Bag - 20157
KABARAK, KENYA
Email: kurec@kabarak.ac.ke

Tel: 254-51-343234/5
Fax: 254-051-343529
www.kabarak.ac.ke

OUR REF: KABU01/KUREC/001/013/07/23

Date: 18th July, 2023

Edmond Kiplimo Cheruiyot,
Reg. No: GMB/NE/0053/01/21
Kabarak University,

Dear Edmond,

RE: EFFECT OF OPERATIONS MANAGEMENT PRACTICES ON PERFORMANCE OF KENYA POWER AND LIGHTING COMPANY LIMITED.

This is to inform you that ***KUREC*** has reviewed and approved your above research proposal. Your application approval number is ***KUREC-130723.*** The approval period is ***18/07/2023 – 18/07/ 2024.***

This approval is subject to compliance with the following requirements:

i. All researchers shall obtain an introduction letter to NACOSTI from the relevant head of institutions (Institute of postgraduate, School dean or Directorate of research)
ii. The researcher shall further obtain a RESEARCH PERMIT from NACOSTI before commencement of data collection & submit a copy of the permit to **KUREC.**
iii. Only approved documents including (informed consents, study instruments, MTA Material Transfer Agreement) will be used
iv. All changes including (amendments, deviations, and violations) are submitted for review and approval by ***KUREC***:
v. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to ***KUREC*** within 72 hours of notification;
vi. Any changes, anticipated or otherwise that may increase the risk(s) or affected safety or welfare of study participants and others or affect the integrity of the research must be reported to ***KUREC*** within 72 hours;
vii. Clearance for export of biological specimens must be obtained from relevant institutions and submit a copy of the permit to KUREC;
viii. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal and;
ix. Submission of an executive summary report within 90 days upon completion of the study to ***KUREC***

Sincerely,

Prof. Jackson Kitetu PhD.
KUREC-Chairman

Cc Vice Chancellor
DVC-Academic & Research
Registrar-Academic & Research
Director-Research Innovation & Outreach
Institute of Post Graduate Studies

As members of Kabarak University family, we purpose at all times and in all places, to set apart in one's heart, Jesus as Lord.
(1 Peter 3:15)
Kabarak University is ISO 9001:2015 Certified

Appendix IV: NACOSTI Research Permit

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: **630861**

Date of Issue: **13/August/2023**

RESEARCH LICENSE

This is to Certify that Mr.. EDMOND CHERUIYOT of Kabarak University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: EFFECT OF OPERATIONS MANAGEMENT PRACTICES ON PERFORMANCE OF KENYA POWER AND LIGHTING COMPANY LIMITED for the period ending : 13/August/2024.

License No: **NACOSTI/P/23/28423**

630861

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Verification QR Code

NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.

See overleaf for conditions

Appendix V: Evidence of Conference Participation

Certificate of Participation

This is to certify that

<Edmond Cheruiyot >

Participated in the Education Management Society of Kenya (EMSK) 9th International Conference Held in Collaboration with Egerton University, Rift Valley Reading Association and the Education and Social Sciences Research Association of Kenya on Thursday 12th & Friday 13th OCTOBER, 2023 Themed: RESTRUCTURING EDUCATION, TRAINING, RESEARCH AND INNOVATION FOR 21ST CENTURY AND BEYOND

He Presented a Paper Entitled: ***EFFECT OF OPERATIONS MANAGEMENT PRACTICES ON PERFORMANCE OF KENYA POWER AND LIGHTING COMPANY LIMITED***

Dr. Eliud Nyakundi
Chairman- EMSK

Dr. David Wamukuru
Secretary- EMSK

Appendix VI: List of Publication

The Strategic JOURNAL of Business & Change MANAGEMENT
ISSN: 2312-9492 www.strategicjournals.com
Vol. 11, Iss.4, pp 1085 – 1095, November 13, 2024. www.strategicjournals.com, © Strategic Journals

EFFECT OF INFORMATION MANAGEMENT PRACTICES ON PERFORMANCE OF KENYA POWER AND LIGHTING COMPANY LIMITED

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[2,3] Lecturer, Kabarak University, Kenya

Accepted: November 3, 2024

DOI: http://dx.doi.org/10.61426/sjbcm.v11i4.3141

ABSTRACT

The ineffective implementation of operations management practices at Kenya Power and Lighting Company Limited (KPLC) hinders the efficiency, reliability, and service quality of the company. These operational challenges pose significant problems that need to be addressed for the improvement of KPLC's overall performance. This study aims to determine the effect of information management practices on performance of KPLC's. The study was guided by Knowledge-Based View (KBV) Theory. A cross-sectional research design was utilized, collecting data at a specific point in time from a sample that represents the target population. The target population consisted of 98 employees from various departments at the Kenya Power Headquarters in Nairobi. The study employed a census method including all members of the target population in the data collection process. Data was collected using a self-administered questionnaire, which includes closed-ended questions rated on a five-point scale. The collected data was analyzed using SPSS Version 25, employing regression analysis and correlation analysis. The findings were presented through tables. The analysis unveiled that information management practices has a statistically significant positive relationship with the company's performance. The study recommends that efforts should be put in place to optimize information management, and ensure effective resource allocation. These findings provide valuable insights for decision-makers aiming to improve Kenya Power Company Limited's performance.

Key words: *Information Management Practices, and Performance of Kenya Power and Lighting Company Limited.*

CITATION: Cheruiyot, E., Kiplagat, N., & Ronoh, E. (2024). Effect of information management practices on performance of Kenya Power and Lighting Company Limited. *The Strategic Journal of Business & Change Management,* 11 (4), 1085 – 1095. http://dx.doi.org/10.61426/sjbcm.v11i4.3141