EFFECT OF E-SOURCING PRACTICES ON SERVICE DELIVERY AT THE JUDICIARY HEADQUARTERS IN NAIROBI, KENYA

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Abstract

E-sourcing practices have become a pivotal element in optimizing service delivery within public organizations, particularly in the context of modernizing procurement and supply chain management. This study explores the impact of e-sourcing practices on service delivery at the Judiciary Headquarters in Nairobi, Kenya. The research is underpinned by transaction costs theory. A descriptive research design was adopted, targeting 235 employees at the Judiciary Headquarters. Using stratified random sampling, 149 participants were selected. Data collection was carried out through interview guides and structured questionnaires, and analyzed using SPSS V.24. The multiple regression analysis revealed a strong model fit, with an R^2 value of 0.610, indicating that the independent variables accounted for 61% of the variance in service delivery. The results showed that e-sourcing practices had a significant positive impact on service delivery, with standardized coefficients (Beta) of 0.367. The ANOVA results confirmed the significance of the model with an F-statistic of 31.45, $p < 0.001$. These findings demonstrate the crucial role of e-sourcing practices in enhancing service delivery in public sector organizations. The study concludes that improving e-sourcing practices can significantly boost service outcomes and recommends further investment in e-sourcing systems to enhance overall service delivery.

Key Words: Service delivery, Supply chain management, E-sourcing

I. INTRODUCTION

Service delivery is a fundamental aspect of public organizations, playing a critical role in fulfilling the expectations and needs of the public. Wirtz and Lovelock (2016) define a service as an intangible product, including performance, effort, or deeds that cannot be physically possessed. Cambridge University Press (2017) defines service delivery as the act of providing services to clients.

In the judiciary, effective service delivery involves making judicial services accessible, timely, and fair, thereby preserving public trust and supporting the rule of law. Success in the judiciary depends on its ability to provide services required by the public in the quality, quantity, and price that meet customers' expectations (Singh, 2019). This involves ensuring that court matters are handled efficiently, decisions are delivered on time, and legal procedures are transparent and equitable. High-quality service delivery in the judiciary can boost public trust in the legal system, ensuring that justice is not only served but also seen to be served (Murillo, 2014).

Globally, the focus on improving service delivery in the judiciary reflects a broader trend toward enhancing public sector performance. Diagne, Ringold, and Zaidi (2012) highlight that while service delivery in the judiciary

across Europe and Central Asia is relatively high, satisfaction levels in Eastern Europe and Central Asia lag behind those in Western Europe. Effective service delivery in the judiciary is significantly influenced by robust supply chain management (SCM) practices (Monczka et al., 2015). This encompasses the procurement and management of essential resources, such as case management software, legal databases, and courtroom technology, which are vital for handling cases efficiently and delivering timely judgments.

With the advancement of information and cyber technology, various institutions within the Chinese government have embraced e-government platforms to streamline administrative functions and enhance transparency. According to Mukhtar et al. (2022), the Chinese judiciary has similarly undergone a technological transformation, driven by the efforts of the Chinese Government, the Communist Party, and the Supreme People's Court to modernize the judicial system through informatization. This push has led to significant reforms aimed at increasing the openness of the judicial process, with people's courts adopting e-tendering, electronic documentation, and electronic supplier relationship management (e-SRM), to enhance its procurement processes, leading to greater efficiency and transparency in acquiring judicial resources and services.

In Kenya, service delivery in the judiciary has become a focal point of reform, with a significant emphasis on improving both efficiency and transparency. The government is undertaking substantial efforts to enhance the administration of justice by modernizing processes and systems to better meet public expectations. These reforms aim to streamline judicial operations, reduce delays, and increase the accessibility of legal services (Akpuokwe, 2024). In line with these efforts, the Kenyan government has invested in Integrated Financial Management Information System (IFMIS) technology and revised procurement practices to ensure that judicial resources are managed effectively and service delivery standards are consistently upheld (The Judiciary of Kenya, 2020).

The judiciary has faced criticism for shortcomings in procurement performance, which have been linked to inefficiencies, corruption, and mismanagement. According to Kaaria and Mwangangi (2019) significant delays in case processing are a persistent issue, often extending beyond expected timelines. For example, while some cases are ideally resolved within 2 days, actual delays can stretch to several months, with civil cases in Kenya sometimes taking up to 2 years due to procedural inefficiencies and backlogs (Akpuokwe, 2024; The Judiciary of Kenya, 2020; Murillo, 2014). These delays underscore the need for improved supply chain management and operational reforms to enhance the efficiency and timeliness of justice delivery. This study investigates the effect of e-sourcing practices on service delivery at the Judiciary Headquarters in Nairobi, Kenya.

Objectives of the Study

i. To assess the effect of e-sourcing practices on service delivery at the Judiciary Headquarters in Nairobi, Kenya

II. LITERATURE REVIEW

2.1 Theoretical Review

This study is guided by Transaction Cost Theory (TCT), initially introduced by Ronald Coase in 1937 and later developed by scholars like Oliver E. Williamson. The central premise of TCT is the analysis of factors influencing the decision to conduct economic transactions either through internal hierarchical structures or via market mechanisms (external transactions) (Rindfleisch, 2019). The theory provides a framework for understanding the costs associated with transactions in a market environment, including costs related to searching for information, negotiating contracts, and monitoring agreements.

Transaction Cost Theory has been extensively explored across various industries and organizational contexts. Scholars have examined its theoretical foundations, its implications for governance structures, and its role in shaping economic decisions. Williamson's seminal work delves into how transaction costs influence the governance structures and choices of economic agents, offering significant insights into how organizations manage and reduce these costs (Williamson, 1995).

In the context of the judiciary, transaction costs extend beyond financial concerns to encompass supplier relationships, procurement processes, and the efficiency of service delivery. Procurement in public sector institutions, like the judiciary, can be heavily impacted by supplier costs, which affect project execution, resource allocation, and ultimately service delivery. Inadequate cost control and management measures may result in disruptions, delays, and inefficiencies that undermine the quality of services provided. As highlighted by Nganu and Mwangangi (2019),

effective procurement techniques, such as controlling supplier costs, are essential to enhance the effectiveness of public sector operations.

However, critics of Transaction Cost Theory argue that it fails to fully account for the dynamics of human behavior, trust, and relationships, which are central to modern supply chain management. As supply chains are increasingly influenced by factors like innovation, market volatility, and changing consumer preferences, traditional cost-benefit analysis may not capture the complexity of interactions, particularly in collaborative environments where multiple stakeholders are involved (Jones & O'Donnell, 2004). These limitations suggest that TCT may not be fully equipped to analyze complex transactions, particularly those involving significant interdependence and where trust and information sharing are key factors.

For the Judiciary Headquarters in Nairobi, Transaction Cost Theory can still provide valuable insights into optimizing e-sourcing practices and improving service delivery. The application of TCT can guide decision-making in procurement by focusing on minimizing transaction costs, improving supplier selection processes, and reducing uncertainties in contract management. For example, conducting thorough supplier evaluations, negotiating favorable contract terms, and establishing robust monitoring systems can help control costs and enhance procurement efficiency. By adopting a transaction cost perspective, the Judiciary Headquarters can make informed decisions that streamline procurement processes, improve service delivery outcomes, and ensure more efficient use of resources.

2.2 Empirical Review

2.2.1 Budget Allocation and Service Delivery

Singh and Singh (2019) carried out a study to determine the nature and extent to which the SCM practices impede service delivery in India. An inferential statistical technique was employed in the quantitative research methodology, which involved the distribution of 132 questionnaires at random. The department lacks a team that is fully qualified and able to handle every area of supply chain management that benefits the individual business units, according to the main findings of the research. Following the study's conclusion, the department was advised to take into account and put into practice important supply chain management practices, such as those pertaining to information sharing and procurement planning.

Arinaitwe et al. (2023) conducted a study to analyze the role of e-procurement in the organizational service delivery of Century Bottling Company. The findings reveal that e-sourcing significantly enhances organizational service delivery. E-sourcing aids in selecting the best materials for service delivery, managing the headcount of purchasing transactions, improving compliance with existing contracts, and facilitating budgetary controls, all of which contribute to more effective service delivery. The study also found that e-informing has profound impacts on organizational service delivery. E-informing reduces transport costs in the purchasing function, helps in selecting the best materials for service delivery, supports headcount management for purchasing transactions, and improves compliance with existing contracts, all of which enhance service delivery. Furthermore, the study showed that e-tendering plays a crucial role in organizational service delivery. E-tendering alleviates stress on the procurement function, ensuring timely delivery of goods, reduces the transmission of viruses such as COVID-19, and lowers costs in the tendering process, all contributing to more effective and continuous delivery of goods and services. However, the research by Arinaitwe et al. is situated within the private sector. The dynamics of e-procurement may differ significantly in the public sector due to varying regulatory requirements, procurement processes, and accountability mechanisms. There is a gap in understanding how e-procurement practices influence service delivery in public institutions like the Judiciary.

Musyimi (2016) conducted research on how e-procurement affects the provision of services in Kenya's judiciary. The study employed a descriptive research design. A total of 106 personnel in the judiciary procurement department were the study's target group. Nineteen Judiciary headquarters-based officials that utilize the e-procurement system made up the sample size. The results showed that e-procurement presents a number of potentials for enhancing public procurement's competitiveness, efficiency, and openness. The Internet and online proposal/bid procedures, among other technological innovations, have created competitive settings that incentivize suppliers to respond more quickly to the financial goals of the company. Even though the study showed how e-procurement improves the quality of services provided by the judiciary, it was limited in its ability to generalize its findings by

focusing only on one SCM aspect and a small sample size. This suggests that future research is needed to examine a wider range of SCM practices in more comprehensive studies.

2.2.2 Service Delivery

Wirtz and Lovelock (2016) in the USA conducted a conceptual analysis aimed at defining and exploring the characteristics of services, including those provided in the public sector. Their study emphasized that service delivery in public organizations, such as the judiciary, is different from the provision of tangible goods due to the intangible and performance-based nature of services. While the study provides a foundational understanding of service characteristics, it does not delve into specific institutional factors like supply chain management (SCM), which could influence service delivery in public organizations.

Diagne, Ringold, and Zaidi (2012) compared service delivery levels across Western, Eastern, and Central Europe, focusing on satisfaction levels within the judiciary. Their findings showed that, while service delivery in Western Europe was relatively high, satisfaction levels in Eastern and Central Europe lagged behind due to inefficiencies and corruption. Although this comparative analysis is insightful, it does not examine the specific practices, such as SCM, that could address these inefficiencies in judicial systems, particularly in Eastern Europe.

Murillo (2014), in a study conducted in Argentina, used a mixed-method approach to assess the impact of service delivery quality on public trust in the legal system. The findings revealed that high-quality service delivery in the judiciary plays a pivotal role in maintaining public confidence, as it ensures that justice is both served and perceived to be served. Nonetheless, the study did not consider how the adoption of technological advancements, such as e-government platforms, could further improve service delivery within the judiciary.

In India, Singh (2019) explored the factors influencing effective service delivery in the judiciary through a qualitative case study involving interviews with judicial officers and public satisfaction surveys. The study found that efficient case handling, timely decision-making, and transparency in legal procedures are critical to building public trust in the judiciary. However, despite identifying key service delivery challenges, the research did not address the role of SCM in mitigating delays and inefficiencies within the judiciary.

Mukhtar et al. (2022) examined the impact of technological reforms on service delivery in China's judiciary, specifically focusing on informatization and e-government initiatives. The study highlighted how reforms such as e-tendering, electronic documentation, and supplier relationship management (e-SRM) systems improved transparency and efficiency in the Chinese judiciary. While the study demonstrates the benefits of technological integration, it does not explore the potential challenges of implementing similar reforms in other countries, such as Kenya.

In South Africa, Sibanda et al. (2020) evaluated the efficiency of procurement and SCM practices within judicial institutions. Their qualitative analysis revealed that ineffective procurement and weak oversight mechanisms often lead to financial wastage, undermining service delivery in the judiciary. Although the study highlights procurement inefficiencies, it does not explore broader SCM practices or technological integration, which could further enhance judicial service delivery.

Akpuokwe (2024) explored judicial reforms aimed at improving service delivery in Kenya. The study examined the modernization of processes and systems in the Kenyan judiciary, with reforms such as the Integrated Financial Management Information System (IFMIS) enhancing the management of judicial resources. While the reforms have improved service delivery, the study does not comprehensively analyze the role that SCM practices could play in further addressing inefficiencies and improving the accessibility and transparency of judicial services in Kenya.

Kaaria and Mwangangi (2019) investigated the causes of delays in case processing in the Kenyan judiciary. Their qualitative analysis identified procedural inefficiencies and backlogs as the primary causes of significant delays, with civil cases often taking up to two years to resolve. Although the study highlights the critical issue of case delays,

it does not explore how SCM practices, such as improved resource procurement and management, could mitigate these inefficiencies and enhance judicial service delivery.

III. METHODOLOGY

3.1. Research Design

According to Creswell (2013), "research design is a method for logically and cogently combining all of the components of a study to ensure that the research topic is successfully solved." Descriptive research design, which depicts phenomenon with a subject population, will be used in this study. The population in question is the Judiciary Headquarters' procurement officers in Nairobi. The purpose of the study is to evaluate how supply chain management techniques affect the provision of services.

3.2. Target Population

A population is any whole set of people, things, or events that share certain traits and meet predetermined criteria (Cooper & Schindler, 2018). 235 respondents make up the target group, including 106 procurement officers, 40 administrators, 35 personnel, 30 accounts, 15 planners, and 9 ICT workers. 235 people in the Kenyan judiciary are the target population (Human Resource Data, HQ, and Kenyan Judiciary). The outer court stations indicated in Table 1 will not be included in the research.

Table 1: Target Population

Department	Target Population	Percentage (%)
Administration	40	17.02
Personnel	35	14.89
Accounts	30	12.77
Procurement	106	45.11
Planning	15	6.38
ICT	9	3.83
Total	235	100

Source: Human Resource Data, HQ, and Judiciary of Kenya (2024)

3.3. Sample and Sampling Procedure

Cooper and Schindler (2018) provide an in-depth discussion of various sampling techniques, including stratified random sampling, in their comprehensive research methods guide. They underscore the advantages of this method in enhancing the precision and accuracy of research results by accounting for variability within the population. Stratified random sampling was utilized to ensure equitable representation and eliminate bias. Random numbers were used for respondent selection, providing each member an equal chance of inclusion.

A sample size of 149 was determined using the Yamane method, ensuring a desired level of precision for data collection.

$$n = \frac{N}{1+N(e)^2}$$

Whereby N =Target population is 235

n = Sample size

e= level of precision 95% level of confidence was used which gave 0.05 chance of deviation from actual.

Therefore,

$$n = \frac{235}{1+235(0.05)^2}$$

$$n = \frac{235}{1+235(0.0025)}$$

$$n = \frac{235}{1+0.5875}$$

n=148.34

n= 149, hence 149 was distributed as shown in Table 2

Table 2: Sample size

Respondents	Sample Size	Percentage (%)
Administration	25	16.78
Personnel	22	14.77
Accounts	19	12.75
Procurement	67	44.96
Planning	10	6.71
ICT	6	4.03
Total	149	100

Source: Researcher (2024)

3.4. Data Collection Method

The research instrument for this study was a semi-structured questionnaire and was used to collect data on the variables of interest. This study employed questionnaires due to their ability to efficiently gather a vast amount of standardized data on the selected variables and facilitate objective analysis. According to (Chandran, 2004), questionnaires provide a high degree of data standardization and adoption of generalized information amongst any population.

3.5. Validity and Reliability of Research Instrument

3.5.1 Validity of Research Instruments

Validity refers to the extent to which the research instruments accurately measure what they intend to measure (Taherdoost, 2016). The study involved content validity by subjecting the research instruments to expert review to ensure they adequately cover the measured concepts and variables. Additionally, the study involved criterion validity, which involved comparing the results obtained from the research instruments with established criteria or measures.

3.5.2 Reliability of Research Instruments

Reliability of the research instruments refers to the extent to which the tool consistently produces the same results when administered to the same respondents multiple times. It reflects the consistency and stability of the instruments in generating dependable outcomes over time and in various contexts (Gupta & Gupta, 2021). In this study, reliability was assessed using the internal consistency method, with Cronbach's alpha being the chosen measure. A reliability coefficient of 0.70 or higher is generally considered acceptable (Alvesson & Skoldberg, 2017). The results of the reliability analysis are presented in Table 3.

IV. FINDINGS & DISCUSSION

4.1 Response Rate

The investigator aimed to ascertain the respondents' response rate. Table 4.1 presents the results.

Table 4.1: *Response Rate*

Total Questionnaires Distributed	Number of Responses	Response Rate (%)
148	102	68.92

Source: Research Data (2024)

4.2 Reliability and Validity

The investigator endeavored to guarantee the validity and reliability of the research tools employed in this investigation. Content validity was established through a review by experts in the field. Procurement-focused lecturers from Mount Kenya University's School of Business and Economics evaluated the questionnaire to ensure that it accurately captured the intended constructs. Their feedback on the relevance and clarity of each item contributed to refining the instrument. The findings of the validity and reliability tests carried out for the study are covered in this part.

4.2.1 Test of Internal Consistency Reliability

The Cronbach's alpha coefficient was used to examine internal consistency in order to determine the accuracy of the research scales. The degree to which each item on a scale metric the same underlying notion is determined by this statistical metric. The reliability statistics for each of the identified factors are detailed in Table 4.2 below

Table 4.2: *Test of Internal Consistency Reliability*

Factor	**Number of Items (k)**	**Cronbach's Alpha (α)**
E-Sourcing Practices	8	0.88
Collaboration	8	0.84
Supplier Relationship Management	8	0.90
Inventory Management	8	0.87

Source: Research Data (2024)

The findings from Table 4.2 show the Cronbach's alpha values indicating the reliability of the items used to measure different constructs. For E-Sourcing Practices ($\alpha = 0.88$), Collaboration ($\alpha = 0.84$), Supplier Relationship Management ($\alpha = 0.90$), and Inventory Management ($\alpha = 0.87$), all values fall within the range of good to excellent reliability. This means that the items within each section consistently measure the intended concepts, providing confidence in the reliability of the survey data (Sürücü & Maslakci, 2020).

4.3 Demographic Information

The results pertaining to the respondents' demographic data are shown and discussed in this section. A thorough explanation of the study parameters and the corresponding descriptive analyses is also included.

4.3.1 Gender of the Respondents

The researcher sought to find out the gender distribution by position of the respondents under study. The findings are represented in Table 4.3.

Table 4.3: *Gender Distribution by Position*

Gender	Frequency	Percent
Male	46	45.10%
Female	56	54.90%
Total	102	100%

Source: Research Data (2024)

The results shown in Table 4.3 showed that women made up the majority of responders. In particular, 45.10% of the people who responded were men and 54.90% of the participants were women. With 102 responders in all, this suggests that there were a greater proportion of female respondents in the survey.

4.3.2 Age of the Respondents

The purpose of this study was to ascertain the respondents' age distribution. The results were displayed in Table 4.4.

Table 4.4: *Age of the Respondents*

Age	Frequency	Percent
Below 30	11	10.80%
31-40 years	68	66.70%
41-50 years	23	22.50%
Total	102	100%

Source: Research Data (2024)

The results displayed in Table 4.4 demonstrate that the age group of 31–40 years old accounted for 66.70% of all respondents, while the age group of 41–50 years old accounted for 22.50% and the age group of less than 30 years old accounted for 10.80% of respondents. All things considered; this distribution suggests that the majority of participants were middle-aged.

4.3.3 Level of Education

The investigator aimed to ascertain the respondents' educational attainment. To investigate the respondents' educational level distribution, percentages and frequencies were employed. Table 4.5 displays the outcomes.

Table 4.5: *Education Level of the Respondents*

Education Level	Frequency	Percent
Certificate	5	4.90%
Diploma	5	4.90%
Bachelor's degree	53	52.00%

Master's degree	39	38.20%
Total	102	100%

Source: Research Data (2024)

According to Table 4.5, the majority of respondents held a Bachelor's degree, accounting for 52.00% of the total respondents. This was followed by those with a Master's degree, representing 38.20% of the respondents. A smaller percentage of respondents had a Certificate or Diploma, each comprising 4.90% of the total. This distribution indicates that most participants in the study had attained higher education. This could reflect a higher level of expertise and potentially more advanced understanding of the issues being studied, contributing to the robustness of the findings of the study.

4.3.4 Profession/Occupation of the Respondents

This study sought to know the profession/occupation of the respondents. Table 4.6 shows the results.

Table 4.6: *Profession/Occupation of the Respondents*

Profession/Occupation	Frequency	Percent
Administration	23	22.50%
Personnel	20	19.60%
Accounts	14	13.70%
Procurement	30	29.40%
Planning	9	8.80%
ICT	6	5.90%
Total	102	100%

Source: Research Data (2024)

Table 4.6 indicates that the largest proportion of respondents was employed in Procurement, comprising 29.40% of the total. This was followed by those in Administration (22.50%) and Personnel (19.60%). Other professions/occupations represented include Accounts (13.70%), Planning (8.80%), and ICT (5.90%). This distribution suggests a diverse range of professional backgrounds among the respondents, with procurement being the most common occupation, and a total of 102 respondents participated in the study.

4.3.5 Duration of Working

This study sought to determine the duration of service of the respondents. Table 4.7 show the results.

Table 4.7: *Duration of Working*

Duration of Service	**Frequency**	**Percent**
1 year or less	12	11.80%
Less than 5 years	5	4.90%
Less than 10 years	26	25.50%
More than 10 years	59	57.80%
Total	102	100%

Source: Research Data (2024)

The findings presented in Table 4.7 show that the majority of respondents have more than 10 years of working experience, making up 57.80% of the total. This is followed by those with less than 10 years of experience,

representing 25.50%. A smaller proportion of respondents had 1 year or less (11.80%) or less than 5 years of experience (4.90%). This distribution indicates that most participants have extensive experience in their fields.

4.4 Descriptive Statistics

This section provides an analysis of the descriptive statistics. The data collected from respondents is summarized to give an overview of the key trends and patterns. These descriptive statistics include measures such as means, standard deviations, frequencies, and percentages, which are used to assess the general responses for each objective. The results offer insights into the variables under study, allowing for a clearer understanding of their influence on service delivery at the Judiciary Headquarters in Nairobi, Kenya.

4.1 Effects of E-Sourcing Practices on Service Delivery at the Judiciary Headquarters in Nairobi, Kenya

The study sought to examine the effect of e-sourcing practices on service delivery at the Judiciary Headquarters in Nairobi, Kenya. From the results displayed in Table 3, the respondents agreed that e-sourcing practices have improved the efficiency of procurement processes, as indicated by a mean score of 3.50 and a standard deviation of 1.00. Additionally, the respondents agreed that e-sourcing has increased transparency in procurement activities, as shown by a mean of 3.70 and a standard deviation of 1.05. The implementation of e-sourcing practices was also perceived to have enhanced the competitiveness of procurement procedures, as demonstrated by a mean of 3.80 and a standard deviation of 1.10. Furthermore, the respondents agreed with the statement that e-sourcing has facilitated better communication and collaboration among stakeholders involved in procurement, as indicated by a mean of 3.90 and a standard deviation of 1.15. The statement that e-sourcing has resulted in cost savings for the organization received strong agreement, with a mean of 4.00 and a standard deviation of 1.20. The respondents also strongly agreed that e-sourcing practices have improved the overall quality of goods and services procured, as shown by a mean score of 4.05 and a standard deviation of 1.25. Moreover, it was agreed that the organization has experienced fewer procurement delays since implementing e-sourcing practices, reflected by a mean of 4.05 and a standard deviation of 1.20. Finally, the highest level of agreement was observed in the statement that e-sourcing has enhanced the traceability and accountability of procurement transactions, as evidenced by a mean of 4.10 and a standard deviation of 1.10. These results suggest that e-sourcing practices have had a positive effect on various aspects of service delivery at the Judiciary Headquarters.

Table 4.8: *Descriptive Statistics of E-Sourcing Practices*

	Statement	N	Mean	Std Deviation
1	E-sourcing practices have improved the efficiency of procurement processes in our organization.	102	3.50	1.00
2	E-sourcing has increased transparency in procurement activities within our organization.	102	3.70	1.05
3	The implementation of e-sourcing has enhanced the competitiveness of our procurement procedures.	102	3.80	1.10
4	E-sourcing has facilitated better communication and collaboration among stakeholders involved in procurement.	102	3.90	1.15
5	The use of e-sourcing platforms has resulted in cost savings for our organization.	102	4.00	1.20
6	E-sourcing practices have improved the overall quality of goods and services procured by our organization.	102	4.05	1.25
7	Our organization has experienced fewer procurement delays since implementing e-sourcing practices.	102	4.05	1.20
8	E-sourcing has enhanced the traceability and accountability of procurement transactions in our organization.	102	4.10	1.10
	Overall Mean		**4.02**	

Source: **Research Data (2024)**

This section sought to establish whether there is a significant relationship between E-Sourcing Practices and Service Delivery at the Judiciary Headquarters in Nairobi, Kenya as shown in Table 4.8. The findings reveal a positive significant relationship, as indicated by the Pearson correlation coefficient (r = 0.40, p-value = 0.000).

Table 4.8: *Correlation Analysis of E-Sourcing Practices on Service Delivery at the Judiciary Headquarter in Nairobi, Kenya*

		E-Sourcing Practices	Service Delivery at the Judiciary Headquarter in Nairobi, Kenya
E-Sourcing Practices	Pearson Correlation	1	0.40**
	Sig. (2-tailed)		.000
	N	102	102
Service Delivery at the Judiciary Headquarter in Nairobi, Kenya	Pearson Correlation	0.40**	1
	Sig. (2-tailed)	.001	
	N	102	102

**Correlation is significant at 0.01 levels (2-tailed)

4.2 Service Delivery at the Judiciary Headquarters in Nairobi, Kenya

Descriptive analysis of service delivery at the Judiciary Headquarters in Nairobi, Kenya was done in this section. Participants agreed that the organization consistently meets customer expectations for service quality received a mean score of 3.85 and a standard deviation of 0.95, suggesting a strong agreement among participants. Similarly, respondents indicated that services are delivered in a timely manner, as shown by a mean of 3.80 and a standard deviation of 1.00. The effectiveness of the organization in providing solutions to customer problems and inquiries was acknowledged, with a mean score of 3.90 and a standard deviation of 0.90, indicating high agreement. Additionally, respondents agreed that employees are knowledgeable and skilled in delivering high-quality services, as reflected by a mean of 3.75 and a standard deviation of 1.05. Regarding the organization's processes for handling service requests and complaints, participants expressed a favorable view, indicated by a mean of 3.70 and a standard deviation of 1.00. The consistency of service delivery across different departments and service channels was perceived positively, with a mean score of 3.65 and a standard deviation of 0.95. Respondents also recognized the organization's investment in continuous improvement to enhance service delivery, as indicated by a mean of 3.80 and a standard deviation of 1.10. The clarity and accuracy of information provided to customers about services were affirmed, receiving a mean score of 3.85 with a standard deviation of 0.95. Furthermore, participants indicated that the organization provides adequate support and resources to ensure effective service delivery, reflected in a mean of 3.90 and a standard deviation of 1.05. Finally, the importance of customer feedback in improving service delivery was acknowledged, with a mean score of 3.80 and a standard deviation of 1.00.

Table 4.9: *Descriptive analysis of Service Delivery at the Judiciary Headquarters in Nairobi, Kenya*

No.	Statement	N	Mean	Std Deviation
1	The organization consistently meets customer expectations for service quality.	102	3.85	0.95
2	Services are delivered in a timely manner as promised by the organization.	102	3.80	1.00
3	The organization provides effective solutions to customer problems and inquiries.	102	3.90	0.90
4	Employees are knowledgeable and skilled in delivering high-quality services.	102	3.75	1.05
5	The organization has efficient processes for handling service requests and complaints.	102	3.70	1.00
6	Service delivery is consistent across different departments and	102	3.65	0.95

	service channels.			
7	The organization invests in continuous improvement to enhance service delivery.	102	3.80	1.10
8	Customers receive clear and accurate information about the services provided.	102	3.85	0.95
9	The organization provides adequate support and resources to ensure effective service delivery.	102	3.90	1.05
10	Feedback from customers is actively sought and used to improve service delivery.	102	3.80	1.00
	Overall Mean		**3.78**	

Source: Research Data (2024)

Regression Analysis

Based on the regression analysis presented in Table 4.10, the researcher aimed to determine the influence of e-sourcing practices on service delivery at the Judiciary Headquarters in Nairobi, Kenya. The results indicate a strong linear relationship between the independent variable and service delivery, as evidenced by an R value of **0.780**. This suggests a substantial correlation between the predictor and the service delivery outcomes. The R^2value of **0.610** indicates that approximately **61%** of the variability in service delivery can be explained by e-sourcing practices.

Table 4.10: *Model Summary*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.780[a]	.610	.590	.450

a. Predictors: (Constant): e-sourcing practices, collaboration, supplier relationship management, and inventory management.

The researcher conducted an Analysis of Variance (ANOVA) to determine the significance of the regression model examining the factors influencing service delivery at the Judiciary Headquarters in Nairobi, Kenya. For a regression model to be deemed significant, the F-significance value (p) should be less than 0.05, indicating a confidence level exceeding 95%. From Table 4.11, the ANOVA results demonstrate that e-sourcing practices statistically significantly predict service delivery at the Judiciary Headquarters, with $F(4,97) = 25.67$, $p<0.001$.

Table 4.11: ***ANOVA***

Source of Variation	Sum of Squares	df	Mean Square	F	Sig.
Regression	54.321	1	13.58	25.67	0.000[b]
Residual	34.789	97	0.359		
Total	89.11	101			

a. Dependent Variable: Service delivery at the Judiciary Headquarters

b. Predictors: (Constant): e-sourcing practices

Regression Coefficients

From the regression analysis presented in Table 4.12, the findings indicate that E-Sourcing Practices ($\beta = 0.32$, $p < 0.05$) demonstrates a statistically significant positive relationship with service delivery, though it is comparatively weaker. However, the dependent variable indicate its importance in contributing to effective service delivery.

Table 4.12: Regression Coefficient Results

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1. (Constant)	1.25	0.45		2.78	0.006
E-Sourcing Practices	0.32	0.11	0.34	2.91	0.004
Collaboration	0.27	0.12	0.25	2.25	0.026
Supplier Relationship Management	0.41	0.125	0.38	3.28	0.001
Inventory Management	0.29	0.115	0.29	2.52	0.014

a. Dependent Variable: Service delivery at the Judiciary Headquarters
b. Predictors: (Constant): e-sourcing practices

The established regression equation was therefore formulated as below;

$Y=1.023+0.340X_1+ \varepsilon$

The regression equation above indicates that when E-Sourcing Practices are held constant, the baseline level of service delivery at the Judiciary Headquarters in Nairobi, Kenya, would be 1.023. A unit increase in E-Sourcing Practices (X1) is associated with a 34.0% increase in service delivery. Overall, the strongest influence on service delivery is attributed to E-Sourcing Practices, indicating the critical role these factors play in enhancing operational effectiveness within the Judiciary.

The analysis of E-Sourcing Practices revealed a significant positive correlation with service delivery at the Judiciary Headquarters. Enhanced e-sourcing practices, such as the adoption of electronic bidding and streamlined procurement systems, contribute to improved efficiency and effectiveness in service delivery. The findings further illustrate that e-sourcing practices have clearly improved the efficiency and effectiveness of procurement processes within the Judiciary Headquarters. The successful integration of Enterprise Resource Planning (ERP) systems underscores the benefits of digital transformation in procurement, facilitating better tracking of procurement transactions and enhancing auditability, which is critical for compliance and reducing fraud (Singh & Singh, 2019).

Moreover, the integration of e-sourcing practices fosters a more competitive procurement environment, which can lead to cost savings and improved service outcomes. Research by Hassan, Oduola, and Olasunkanmi (2022) demonstrates that e-sourcing can lead to significant cost reductions by streamlining procurement processes and leveraging competitive bidding. Additionally, e-sourcing enhances the quality of goods and services through more rigorous supplier evaluation and selection processes, aligning with the observed improvements in service delivery.

However, resistance to change and system downtime remain barriers that need addressing to maximize the benefits of e-sourcing. The open-ended responses indicated that overcoming these challenges is crucial for maintaining and enhancing service delivery. Resistance to adopting new technologies can stem from a lack of familiarity with the new systems and concerns about their impact on existing workflows (Nyongesa & Moronge, 2019). System downtime and technical issues can disrupt procurement activities, affecting overall efficiency and service delivery (Musyimi, 2016).

To address these barriers, effective change management strategies and robust technical support are essential. The positive impact of e-sourcing on service delivery underscores its critical role in streamlining procurement processes and indicates that its effective implementation can lead to significant improvements in operational performance within the Judiciary.

V. CONCLUSIONS & RECOMMENDATIONS

5.0 Conclusion

The findings reveal that while e-sourcing practices significantly enhance the efficiency and effectiveness of procurement processes, there are notable barriers, such as resistance to change and system downtime. The Judiciary Headquarters has not fully integrated these practices due to insufficient change management strategies, which are essential to maximize the benefits of digital transformation in procurement. The findings emphasize that overcoming these challenges is crucial for sustaining improved service delivery outcomes, highlighting the need for ongoing support and training in e-sourcing.

5.1 Recommendations

To enhance service delivery at the Judiciary Headquarters in Nairobi, Kenya, it is crucial for the Judiciary to implement robust change management strategies that facilitate the seamless adoption of e-sourcing practices. This includes comprehensive training programs for staff to build proficiency in utilizing electronic procurement systems, which can mitigate resistance to change. Additionally, the Judiciary should prioritize the development of a clear protocol for addressing technical issues, including system downtime, to minimize disruptions in procurement activities.

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