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PROCUREMENT SKILLS AND CROSS-FUNCTIONAL COORDINATION IN TRANS NZOIA COUNTY GOVERNMENT, KENYA

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ABSTRACT

The main purpose of the study was to examine the influence of procurement skills and cross-functional coordination in Trans Nzoia County government, Kenya. The study was anchored on the resource-based view Theory. The study employed descriptive research design consisting of both quantitative and qualitative approaches. Target population was 85 respondents who were county merchants, top level, middle level and lower level management working in the finance, administration, ICT, human resource, county planning, audit and procurement departments as per the county human resource department records. The study utilized questionnaires to collect data. Both descriptive and inferential statistics were employed with the aid of the Statistical Package for Social Sciences (SPSS) version 29 software. Descriptive statistics such as mean, frequencies and standard deviation assisted in summarizing sample characteristics, while inferential statistics regression, correlations and ANOVA to establish relationships. The results indicated that strategic analytical skills had a higher, perfect and statistically significant correlation of r =.560; p<.01; while technical tactical skills at r =.571, p<.01 respectively. The regression results revealed that strategic analytical skills explained 43% while technical tactical skills explained 50.3% of the variations in cross-functional coordination in Trans Nzoia County government, Kenya. The study concluded that the variables had a positive and statistically significant effect on cross-functional coordination in the Trans Nzoia County governments in Kenya, which led to the recommendations that there was need that the procurement staff work well with the user department to ensure that the procurement department have good communication skills with users in order to maintain positive relationship with the users and that the department be supported by the county government in order to ensure that networking effectively improve the performance of the procurement department. The findings of the study were hoped to create insight among procurement departments and cross-functional coordination in county governments in Kenya. And lastly, the results contributed to academic discourse on procurement sector in general.

Keywords: *Cross functional coordination,* strategic analytical skills*, technical tactical skills, public procurement*

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INTRODUCTION

Public procurement is a function that assists the government in carrying out its responsibilities and attaining its goals (Matebese-Notshulwana, 2021). It involves a process of acquiring goods, works and services through public funds for the benefit of the majority of public users. Procurement has been regarded as the most promising functions that contribute to the national economic development of the county or country (Changalima *et al.,* 2021). According to global statistics, the world's total expenditures in public procurement accounted for more than 20% in 2022 and 30% in 2023 (Organization for Economic Co-operation and Development, 2024). In developing countries specifically in Kenya, public procurement expenditures account for more than 70% (Changalima, 2023). Considering the highest portion of government funds in procurement operations, attention has been paid to the management of procurement processes for the achievement of users' needs (Lyimo & Mrema, 2022). Thus, procurement practitioners have the responsibility of managing the procurement processes to ensure the timely and efficient acquisition of the right goods (Cornelius du Preez & Folinas, 2019).

Generally, the procurement process starts from identification of needs, selection and solicitation of sources, preparation and awards of contracts as well as management of contracts to their ends (Holma *et al.,* 2020). This indicates that public procurement not only focuses to deliver public goods but also on attaining value creation (Malacina *et al*., 2022). Not only that but also procurement value is enhanced when there is strategic alignment between functions (Patrucco *et al.,* 2019). The departmental functions are considered key factors to be taken into consideration in the public procurement process. That is to say, the productivity and efficiency of user departments rely on the effectiveness of procurement operations. Procurement professionals cannot work in isolation; they need to collaborate closely with users in each department to understand their needs and fulfill them on time (Tamarabra & Askia, 2020). This is because, the current procurement environment demands quality, timely delivery and an effective response, all of which require coordination among departments.

Cross-functional coordination means harmonization of all processes and functions within an organization from different units in order to create customer value (Tomaskova, 2018). It is more concerned with gaining and disseminating information, integrating knowledge, as well as responding to this information to achieve common objective. According to Ruiz-Alba *et al*., (2020), it is the responsibility of user department to liaise with procurement throughout the procurement process. Therefore, coordination in public procurement is vital (Uyarra *et al.,* 2019). Cross-functional coordination enables the achievement of common understanding, improves efficiency, creates new knowledge and improve performance acquisition which are both considered critical for the success of procurement operations in terms of delivering quality products within a reasonable time (Malacina *et al*., 2022).

Statement of the Problem

Most procurement proceedings experience issues stemming from procurement skills deficiency that cause delays, independence of departments and conflicting goals (Plantinga *et al.,* 2020), which hinder efficiency and effectiveness in procurement (Elhag *et al.,* 2020). This has been caused by a lack of a structured communication framework, differences in departmental priorities, as well a lack of common understanding, (Kang *et al*., 2021). Therefore, managing interactions and creating a better understanding of user-needs requires sufficient skills and capabilities (Nguyen *et al.,* 2018). The required skills include, but not limited to, strategic analytical skills, technical tactical skills, interpersonal skills and networking skills, which are more related to human competence. Therefore, through these skills, practitioners obtain information from both internal and external

environments. With a cross-functional coordination strategy, they can respond to the derived information which enables the organization to achieve its objectives (Tomaskova, 2018).

According to Schütz *et al*., (2020), procurement value is determined when procurement professional knowledge and skills are combined with other functional processes, such as procurement coordination. Additionally, procurement objectives are achieved when department functions interact (Mukhtar & Azhar, 2020). Moreover, procurement success necessitates cross-functional coordination efforts and the integration of work, diverse ideas and diverse viewpoints across different functional divisions (Omoruyi & Ntshingila, 2021). Therefore, procurement skills are key drivers towards cross-functional coordination (Ruiz-Alba *et al.,* 2020).

Past studies have approached procurement coordination from various perspectives. For example, Mukhtar and Azhar (2020) examined how cross-functional coordination influences the value-creation and enhances the competitiveness of the supply chain. Ashenbaum *et al*. (2020) focused on the coordination between procurement and engineering in a competitive business environment and the impact of cross-functional coordination in moderating claims and disputes in procurement (Elhag *et al.,* 2020). Also, Breitling (2019) assessed the impact of cross-functional coordination between purchasing and logistics on supply chain performance. However, there is a gap in the literature regarding the exploration of procurement skills about coordination, especially, in the context of public procurement. Therefore, this study examined the influence of procurement skills on cross-functional coordination in Trans Nzoia County government, Kenya.

Objectives of the Study

The general objective of the study examined procurement skills and cross- functional coordination in Trans Nzoia County government, Kenya. The study was based on the following specific objectives;

- To assess the influence of strategic analytical skills and cross-functional coordination in Trans Nzoia County government, Kenya.
- To determine the influence of technical tactical skills and cross-functional coordination in Trans Nzoia County government, Kenya.

The study answered the following questions:

- What is the influence of strategic analytical skills on cross-functional coordination in Trans Nzoia County government, Kenya?
- How does technical tactical skills influence cross-functional coordination in Trans Nzoia County government, Kenya?

Scope of the Study

The study focused on the procurement skills and cross- functional coordination in Trans Nzoia County government, Kenya. The study was based on two independent variables of the study which were; strategic analytical skills and technical tactical skills on cross-functional coordination in Trans Nzoia County, Kenya.

LITERATURE REVIEW

Theoretical Review

Resource Based View (RBV) Theory

According to the RBV, an organization is considered to have resources and capabilities that enable it to execute its tasks (Barney, 1991). Resources are regarded as tangible or intangible resources owned by organizations that allow them to achieve their purposes (Kozlenkova et al., 2014). The theory believes that the resources and capabilities that are owned within an organization are valuable, rarity, imitability and organization, (how organizations operate and design for organizational performance) (Karia & Wong, 2013). RBV emphasizes that organizational performance depends on the integration of unique resources and competencies in terms of human, social and financial resources (Barney *et al*., 2021). Therefore, resource-based theory adds a range of capabilities that come from a complicated pattern of interaction and

coordination between resources (Changalima *et al*., 2023; Mahonda, 2022). In this notion, the ability to coordinate procurement activities is regarded as an intangible resource, such as strategic analytical skills, technical skills and interpersonal skills. This implies that internal coordination is required for procurement professionals to function well. This is because functional units that heavily rely on each other's resources are more prone to rely on coordination mechanisms. Furthermore, high resource interdependence can result in interactions between functions.

Conceptual Framework

A conceptual framework as a diagrammatic presentation of the relationship that exist among study variables. The conceptual framework was as shown below:

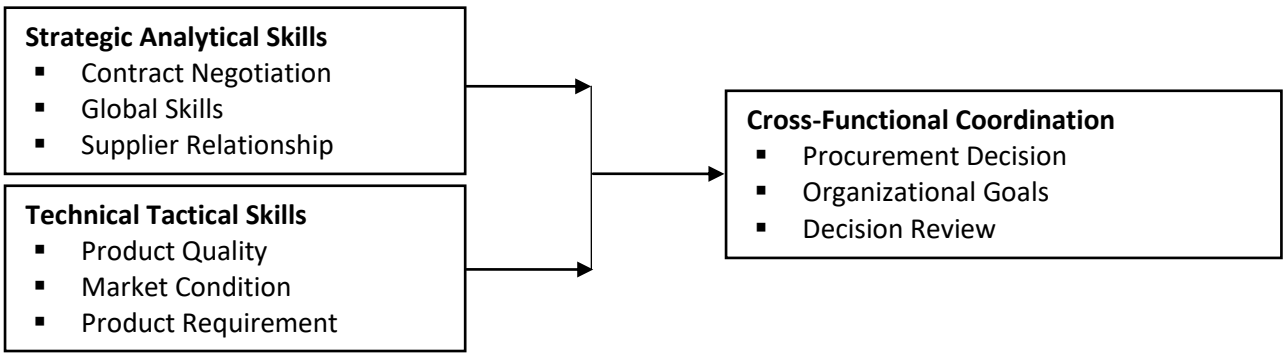

Figure 1: Conceptual Framework

Strategic Analytical Skills and Cross-Functional Coordination

Strategic analytical skills are vital skills needed in procurement operations to analyze complex procurement situations and develop creative solutions (Cho *et al*., 2019). With strategic skills in place, procurement managers can mitigate the risks associated with procurement operations (Mwagike & Changalima, 2022), save costs and foster collaboration (Rane *et al*., 2020). This is because, in the dynamic and ever-evolving world of procurement, the ability to effectively manage strategic skills and coordination is paramount for achieving procurement success (Allal-Chérif *et al.,* 2021). Therefore, procurement plays a strategic role in managing cross-functional relationships to ensure quality and prompt delivery (Cornelius du Preez & Folinas, 2019). The notion may be considered relevant even for the development of procurement employees in different contexts (Bunea, 2021).

Various authors have studied strategic analytical methods using various parameters (Cho *et al*., 2019; Mwagike & Changalima, 2022; Santos & Cabral, 2022; Schütz *et al*., 2020). It has been observed that procurement professionals with negotiation ability to provide the best deal in the organization, but also provide an easy way of properly implementing the specifications provided in the contract, thus reducing conflict between functions (Mwagike & Changalima, 2022). Santos and Cabral (2022) focused on assessing cross-functional collaboration in the buyer-supplier relationship aspect and found that procurement capability, such as relationship management with stakeholders, influences collaborative trust with suppliers in complex procurement. Evidence in public procurement contexts is missing on the link between strategic analytical skills and cross-functional coordination, given the importance of strategic analytical skills towards organizational outcomes.

Technical Tactical Skills and Cross-Functional Coordination

Technical tactical skills or purchasing technical knowledge refer to the specific abilities and

knowledge required to effectively carry out tactical procurement activities (Bals et al., 2019). These skills are focused on knowledge and practices that enable procurers to meet organizational objectives (Omoruyi & Ntshingila, 2021). They include knowledge of the product required, market conditions, every product that should be purchased, the quality required and the manufacturing process (Cho et al., 2019; Elias & Changalima, 2023). The possession of these skills bridges the gap between departments, promotes collaboration and ensures that procurement activities are well-coordinated with other functions, unfortunately enhancing overall organizational performance (Mahamadu et al., 2018; Omoruyi & Ntshingila, 2021). Furthermore, Omoruyi and Ntshingila (2021) emphasize that technical skills are important antecedents for effective public procurement management.

Previous studies have elucidated how technical purchasing skills influence performance in the restaurant industry (Belo et al., 2020; Cho et al., 2019; Elias & Changalima, 2023). According to Belo et al. (2020), organizations that purchase technical knowledge can develop better procurement strategies, such as coordination strategies, as an opportunity to enhance procurement performance. This is because the achievement of procurement objectives relies on networks and good relationships among functions, that is, purchasing knowledge becomes valuable when combined with other functions (Schütz et al., 2020). However, despite the importance of purchasing technical knowledge toward organizational strategy, little attention has been paid to the link between technical knowledge and cross-functional coordination.

Research Design

The study used a cross-sectional survey research design. The research design allowed the study to gather data at once; i.e over days/weeks, to answer the research questions (Tinali, 2022). This design used the correlation coefficient statistic to measure the strength and direction of the linear relationship between the variables involved.

Target Population

The target population for this study was 85 respondents who were the county merchants (Suppliers), top level, middle level and lower level management working in the finance, administration, ICT, human resource, county planning, audit and procurement departments (Human Resource Department Records, 2024).

Sampling Frame

Sampling frame is the list of all the items or objects in a research population where the sample will be drawn for the study (Kothari, 2019). With the help of the county human resource department, the sampling frame was as shown in table 1 below;

Table 1: Sampling Frame

Department	No of Respondents
Human Resource	5
Procurement	35
Finance	6
Internal Audit	10
Suppliers	10
ICT	11
County Planning	4
Administration	4
TOTAL	**85**

Sample Size and Sampling Technique

The purpose of sampling is to understand some features or attributes of the whole population based on the characteristics of the sample. The study used census method because the target population of 85 respondents was small and reachable for data collection (Babbie, 2022).

Data Collection Instrument

The data collection tool was a structured Likert scale questionnaire that collected qualitative as well as quantitative responses from the respondents. The questionnaire comprised of parts seeking to gather necessary data on the respondents. The data included, background information, and questions that obtained information associated with the five-research objectives with each part addressing a specific objective. In total, the instrument took each respondent approximately 10 minutes to effectively fill.

According to Likert (1932), a likert-scale is on a five-point scale with the lowest scale representing strongly disagree (SD) while the highest scale is strongly agree (SA). Questionnaires were preferred for this study because they enabled data to be collected with investigation ease and economical way of data accumulation. This also allowed the researcher to collect both qualitative and quantitative data on the research objectives.

Data Analysis and Presentation

This study was quantitative in nature and deployed quantitative or statistical data analysis techniques. To facilitate the analysis, the data collected was fed into the SPSS version 29. The data was examined statistically with the descriptive and inferential analyses.

RESULT

Descriptive Statistics

The study collected data using likert-scale questionnaires. From the analysis of the data, the study applied the descriptive statistical tools; mean and standard deviation is explaining the findings. The mean values were interpreted within the following margins: mean values greater than 4.20 meant strongest agreement; agreement 3.50 – 4.19; disagreement 2.50 – 3.49; strongest disagreement 1.50 – 2.49 and less than 1.49 mean implied undecided responses.

Cross-Functional Co-ordination in Trans Nzoia County Government, Kenya.

The study dependent variable was Cross-functional co-ordination in Trans Nzoia County Government, Kenya. The analysis findings extracted on the basis of the descriptive statistics were as presented below;

Table 2: Cross-Functional Co-ordination in Trans Nzoia County Government

Items	N	Mean	S.D.
There is always a joint agreement on procurement decisions	81	4.62587	.74789
We engage constructively in debate pertaining the goal of the organization	81	4.19871	.75201
There is always an open and transparent procurement operation for establishing a common goal	81	4.02546	.82651
We establish a regular process for reviewing jointly agreed decisions	81	4.31247	.75842
Average		**4.29063**	**.77121**

There was evidence of the respondents' strong agreement with the statement on whether there was always a joint agreement on procurement decisions with a mean of 4.62587 and a standard deviation of .74789. The responses on the statement on whether they engaged constructively in debate pertaining the goal of the organization generated a mean of 4.19871 and a standard deviation of .75201 being an indication that the respondents strongly agreed with the statement. The respondents' feedback on the third statement as to whether there was always an open and

transparent procurement operation for establishing a common goal at a mean of 4.02546, and standard deviations of .82651. And finally, as to whether they established a regular process for reviewing jointly agreed decisions, the respondents strongly agreed with the statement at 4.31247 mean .75842 and standard deviation. From the respondents' reactions on the dependent variable, the respondents strongly agreed with the statements at an average mean of 4.29063 at a standard deviation of .77121.

Strategic Analytical Skills and Cross-functional coordination

On the influence of strategic analytical skills on Cross-functional coordination in Trans Nzoia County government, Kenya, the findings were as presented below;

Table 3: Strategic Analytical Skills and Cross-functional Coordination

Statement	N	Mean	S.D
Procurement department can manage time and meet your demand	81	3.87113	.97608
The procurement department is aware of the main supplier of the product required	81	3.94052	.96817
The procurement department can follow global skills in procurement	81	4.00341	.84236
The procurement department is able to develop supplier relationship	81	4.17092	.79663
AVERAGE		**3.99650**	**.89581**

The results indicated that the respondents were in agreement with the statement on whether the procurement department can manage time and meet their demand with a mean of 3.87113 and a standard deviation of .97608. The statement on whether the respondents believed the procurement department was aware of the main supplier of the product required, returned a verdict in agreement with a mean of 3.94052 and a standard deviation of .96817. The respondents were further in agreement on whether the procurement department can follow global skills in procurement at means 4.00341 and standard deviations of .84236. Finally, the respondents agreed that the procurement department was able to develop supplier relationship at a mean of 4.17092 at a standard deviation of .79663. The respondents, on aggregate, were in agreement that strategic analytical skills significantly influenced cross-function coordination in Trans Nzoia County government, Kenya at a mean of 3.99650 and a standard deviation of .89581.

Technical Tactical Skills and Cross-Function Coordination

On the influence of technical tactical skills on cross-function coordination in Trans Nzoia County government, Kenya, the findings were as presented below;

Table 4: Technical Tactical Skills and Cross-functional Coordination

Statement	N	Mean	S.D
The procurement department is familiar with the quality requirement of the products	81	3.53101	1.60101
Procurement staffs continue to develop their professions	81	2.87356	1.73516
Procurement staff have good understanding of every product that should be purchased	81	4.01572	1.06248
Procurement staff are knowledgeable about the market condition of the required product	81	3.99394	1.12196
AVERAGE		**3.60356**	**1.38015**

The respondents agreed that the procurement department is familiar with the quality requirement of the products, with a mean of 3.53101 and a standard deviation of 1.60101. The statement as to

whether the procurement staff continue to develop their professions, received a disapproval with mean of 2.87356 and a standard deviation of 1.73516. The respondents were in agreement that procurement staff have good understanding of every product that should be purchased at mean 4.01572, and standard deviations of 1.06248. Finally, the respondents were in agreement that procurement staff are knowledgeable about the market condition of the required product at 3.99394 mean and 1.12196 standard deviation. The overall average was that the respondents agreed that technical analytical skills influenced cross-functional coordination in Trans Nzoia county government at an average mean of 3.60356 and a standard deviation of 1.38015.

Inferential Statistics

Correlation Analysis

The findings on the correlation among variables was extracted in a Pearson correlation matrix as shown below:

Table 5: Correlation Matrix

		Strategic Analytical Skills	Technical Tactical Skills	Cross-Functional Coordination
Strategic Analytical Skills	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	81		
Technical Tactical Skills	Pearson Correlation	.716*	1	
	Sig. (2-tailed)	.012		
	N	81	81	
Cross-Functional Coordination	Pearson Correlation	.560**	.571*	1
	Sig. (2-tailed)	.012	.011	
	N	81	81	81

Correlation is significant at .01 level (2-tailed)

The study reported a statistically significant correlation between the independent variables and the dependent variable. The correlation matrix table indicated that there was a significant relationship between cross-functional coordination in Trans Nzoia County government, Kenya and the independent variables (strategic analytical skills and technical tactical skills). In a descending order, the findings indicated that technical tactical skills had a higher perfect and statistically significant correlation of r =.571; p<.01; while strategic analytical skills, at r =.560, p<.01. The findings concur with the study of Anin *et al*., (2021) and Chenini *et al.* (2021) that managing time, speed to market, and quicker responses becomes a mirror image of managing quality and improves coordination. The independent variables were hence used to predict the dependent variable accordingly.

Goodness of Fit

The study used the F-statistic (ANOVA) to measure the goodness of fit of the model. The ANOVA results were extracted from the analyzed data and presented as shown below;

Table 6: ANOVA

Model		Sum of Squares	df	Mean Square	f	Sig.
1	Regression	24.259	2	12.1295	9.3368	.001[b]
	Residual	101.327	78	1.2991		
	Total	125.586	80			

a. Dependent variable: Cross-functional coordination

Predictors: (Constant); strategic analytical skills and technical tactical skills.

From the ANOVA table above, the regression model was statistically significant and hence used to predict the dependent variable. To find out the influence of independent variables on Cross-functional coordination in Trans Nzoia County, Kenya, the results aided in fitting a regression model to the data and it was found to be statistically significant (F (2, 78) = 9.3368, p-value = .001).

Model Summary

The coefficient of determination R-Square) was used as a measure of explanatory power of the independent variables in explaining the dependent variable.

Table 7: Model Summary

Model	R	R-Square	Adj. R-Square	Std. Error of Estimate
1	.838[a]	.702	.700	.21175

a. Predictors: (Constant), strategic analytical skills and technical tactical skills.

The model summary results revealed that the coefficient of determination (R^2) was .702 of cross-functional coordination in Trans Nzoia County government, Kenya, which implied that the independent variables (strategic analytical skills, technical tactical skills) explained 70.2% of the dependent variable (Cross-functional coordination in Trans Nzoia County government, Kenya). The R-Square value showed that there was a positive correlation between the independent variables and the dependent variable. The R-square of .702 showed that independent variables in exclusion of the constant, explained the change in cross-functional coordination in Trans Nzoia County government, Kenya, by 70.2%, the remaining percentage to 100% (i.e. 29.8%) was be explained by other factors not in this study.

Simple Regression for Strategic Analytical Skills and Cross-Functional Coordination

The study used the simple linear regression model to measure the relationship between strategic analytical skills and cross-functional coordination in Trans Nzoia County government, Kenya and the results presented as indicated in the table below;

Table 8: Regression Coefficients for Strategic Analytical Skills

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		β	Std. Error	βeta		
1	(Constant)	13.539	.013		3.255	.000[b]
	Strategic Analytical Skills	.430	.029	.427	3.426	.002

a. Dependent Variable: Cross-Functional Coordination

The relationship between the strategic analytical skills variable and cross-functional coordination in Trans Nzoia County government, Kenya, revealed a least positive beta coefficient of .430 with a p-value of .002 which was less than the .05 significance level and a constant of 13.539 and p-value = .000<.05. It was concluded that the constant as well as strategic analytical skills significantly contributed to the model and was therefore considered statistically viable to employ the model to provide relevant and required information for the prediction of the dependent variable (Cross-Functional Coordination in Trans Nzoia County Government, Kenya) from strategic analytical skills data. The regression equation was then presented as follows;

$$\mathbf{Y = 13.539 + .430X_1}$$

Where:

Y Cross-Functional Coordination in Trans Nzoia County Government, Kenya

X_1 Strategic Analytical Skills

Simple Regression for Technical Tactical Skills and Cross-Functional Coordination

The study used the simple linear regression model to measure the relationship between technical tactical skills and Cross-Functional Coordination in Trans Nzoia County Government, Kenya and the results presented as indicated in the table below;

Table 9: Regression Coefficients for Technical Tactical Skills

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		β	Std. Error	βeta		
1	(Constant)	13.539	.013		3.255	.000[b]
	Technical Tactical Skills	.503	.030	.501	4.969	.002

a. Dependent Variable: Cross-Functional Coordination

The table above presented the relationship between the variable technical tactical skills and Cross-Functional Coordination in Trans Nzoia County Government, Kenya, with the third highest positive beta coefficient value of .503 with a p-value =0.002<0.05 and a constant of 13.539 with a p-value=.000<.0.05. The study concluded that both the constant and the technical tactical skills contributed significantly to the model. The model was therefore accepted for use in providing needed information to predict Cross-Functional Coordination in Trans Nzoia County Government, Kenya, from technical tactical skills data. The regression equation was then presented as follows;

$$\mathbf{Y = 13.539 + .503X_2}$$

Where:

Y Cross-Functional Coordination in Trans Nzoia County Government, Kenya

X_2 Technical Tactical Skills

Multiple Regression Analysis

The study then adopted a multiple regression model to measure the relationship among the variables (Takwi *et al.,* 2020). The multiple regression model below was a combined model from the simple regression models per variable above.

Table 10: Regression Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		β	Std. Error	βeta		
1	(Constant)	13.539	.013		3.255	.000[a]
	Strategic Analytical Skills	.430	.029	.427	3.426	.003
	Technical Tactical Skills	.503	.030	.501	4.969	.002

a. P<.05, 95% Confidence level, N=81

The independent variables in the study fully explained the dependent variable (Cross-functional coordination in Trans Nzoia County Government, Kenya). The following regression equation was established from the analysis:

$$\mathbf{Y= 13.539 + .430X_1 + .503X_2}$$

The regression analysis table above indicated that strategic analytical skills with a p-value of .030 was a less influential variable of the study to the dependent variable. The table further revealed that, holding other variables constant, cross-functional coordination in Trans Nzoia County government, had a constant or intercept value of 13.539. The regression results also indicated that a single unit increase in strategic analytical skills would lead to an increase in cross-functional coordination in Trans Nzoia County government, Kenya by a .430 factor. According to Chenini et al. (2021), the model was concluded to be important

for purposes of the study in providing relevant information for the forecasting of the cross-functional coordination in Trans Nzoia County government, Kenya, from the study independent variables.

CONCLUSION AND RECOMMENDATIONS

From the research analysis results, Cross-functional coordination in Trans Nzoia County government, Kenya was significantly and statistically influenced by the strategic analytical skills variable. The results reflected a positive correlation between strategic analytical skills and Cross-functional coordination in Trans Nzoia County government, Kenya. The correlation was the lowest in the influence to the dependent variable compared to other variables in the study.

From the study findings, the researcher concluded that the results revealed a positive and statistically significant relationship between the technical tactical skills variable and Cross-functional coordination in Trans Nzoia County government, Kenya. This relationship was the third highest of all the four independent variables.

The following recommendations were made with regard to the gaps identified from the data analysis results/findings:

The research findings and conclusions on this variable indicated a generally positive verdict on Cross-functional coordination in Trans Nzoia County government, Kenya. It was therefore recommended that: that the Trans Nzoia County government manages its operations well to reflect positively on their cross-function coordination. This was because the respondents were less convinced on whether their strategic analytical skills supported the operations in the county and also on whether they believed their strategic analytical skills contributed to the improvement of county operations.

The findings on this variable returned the third highest positive verdict, on the influence on Cross-functional coordination in Trans Nzoia County government, Kenya. From these weight of the influence of this variable to the dependent variable, the researcher recommended that the respondents ensure that their technical tactical skills are well sharpened for the benefit of the county's service to citizens.

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