



DSPACE

<https://dspace.org/>

Procurement Planning and Service Delivery of Procurement Function in UasinGishu County Government, Kenya: The Role of Procurement Professionals

Keitany, Pauline Jeruto

2024

The International Journal of Business Management and Technology

<http://ir-library.kabianga.ac.ke/handle/123456789/819>

KEITANY, P. J. Procurement Planning and Service Delivery of Procurement Function in UasinGishu County Government, Kenya: The Role of Procurement Professionals.

Procurement Planning and Service Delivery of Procurement Function in UasinGishu County Government, Kenya: The Role of Procurement Professionals

PAULINE JERUTO KEITANY, PhD

Lecturer, Department of Marketing Management Science, Tourism and Hospitality, University of Kabianga, Kericho, Kenya P. O. Box 2030 – 20200, Kericho -Kenya.

ABSTRACT: Procurement has become an integral part of organizational performance and it is drawing increased attention from top to lower management levels. Despite shrinking budgets, procurement professionals are responsible for spending a huge proportion of companies' revenue or of the national budget. Lack of professionalism leads to corruption which ultimately impedes compliance of procurement rules and regulations in procuring entities and adversely affects service delivery. Therefore, the main aim of this study was to assess the impact of professionalism on service delivery of procurement function in UasinGishu County Government, Kenya. Specifically, the study determined the impact of procurement planning on service delivery of procurement function in UasinGishu County Government, Kenya. The study adopted Institutional Theory. Explanatory survey research design was employed. The target population for the study was UasinGishu County Government employees. It has a workforce of about 2599. The accessible population for this study was 115 employees drawn from procurement department. The study used census survey to collect complete information from all participants in the accessible population. The researcher used semi structured questionnaire as the main tool of data collection. The researcher piloted the instruments by distributing 12 questionnaires to respondents in Baringo County Government which is not part of the area sampled in order to ascertain reliability of the research instruments. This study used content validity and used Cronbach's Alpha coefficient to test the reliability of the instruments. The data was collected using questionnaires. Data analysis was done using descriptive and inferential statistics with the help of Statistical Package for Social Sciences (SPSS) version 23 and Microsoft version of Excel. The coded data was entered into SPSS program to generate measures of central tendency (mode and mean) and measures of dispersion such as percentages and ranks. For inferential statistics, the study used multiple linear regressions to show how the independent variables and dependent variable relate. The data analysis was presented in form of tables. The study results found out that procurement planning had a positive and significant influence on service delivery ($\beta_1=0.346$, $p<0.05$). The study concluded that the service delivery of UasinGishu County Government is affected positively by procurement planning and therefore recommended that employment of professionally trained and qualified procurement staff should be emphasized and implemented. As a procurement professional body in the country, Kenya Institute of Supplies Management (KISM), should focus more on enforcement of the requirement for professional registration and adherence to the professional code of ethics and conduct among procurement practitioners in the country.

KEYWORDS: procurement planning, service delivery, professionalism, procurement function, Kenya Institute of Supplies Management (KISM),

I. INTRODUCTION

1.0 Background to the Study

Procurement is the activity of assessing, buying and receiving goods, works and services. It is public whenever this process is performed by public organizations or whenever it is performed on their behalf or again funded by public organizations (Adotevi, 2004; Arrowsmith, 2010). In order to ensure public accountability and value for money through procurement transactions, there is a need for professional training and education of those personnel responsible for the procurement process and management (Bailyet al., 2015). As a result of globalization, the proliferation of multinational

companies worldwide and the increasing need for business partnerships, organizations are increasingly finding it necessary to rely on valuable supply networks to compete as a global and networked economy.

There is therefore a demand for experienced procurement professionals who possess all the skills and technical expertise needed in international purchasing (Arora 2014). This highlights the role of procurement professionals as key members of the supply chain; hence the need for small to medium enterprises (SMEs), high-growth oriented firms and public corporations to upgrade their operations to augment effective procurement. Procurement professionals can use SCM to address problems in distribution network configurations, distribution strategies, trade-offs in logistics activities, information as well as cash-flow transactions or payments (Schiele & McCue 2006). SCM entails supply chain activity implementation, together with the management and coordination of order sourcing and processing, and movement of materials, information and finances through the supply chain (Modi & Mabert 2010).

As noted by Edler and Georghiou (2007), the rationale of SCM is to advance confidence or trust and improve collaboration amongst supply chain partners. According to McCue, Buffington and Howell (2007), procurement involves purchasing, renting, leasing or otherwise acquiring any supplies and services. It includes all functions that pertain to the process of acquisition, selection and solicitation of supply sources, preparation and award of contracts and all stages of supplier contract administration. It can be viewed as the combined functions of purchasing, inventory control, transportation, receiving, inspection, store keeping, and salvage and disposal operations (Hanks, Davies & Perera 2008). Traditionally, the purchasing function has been associated with supplier sourcing, selecting the most suitable suppliers who adhere to the needs and requirements of the buyer, negotiating for contracts and appropriate payment methods, arranging for less costly means of transporting goods from the country of importation, and reporting to the procurement board on all transactions incurred during the purchasing. Professionalism depends on the staffing, knowledge, skills and capabilities of the human resources and on controls in the system that influences human behavior (OECD, 2007). According to Lyson and Farrington (2012), procurement as a profession, is skilled based on theoretical knowledge, prolonged training and education, competence based on tests and examinations and adherence of professional code of ethics. Thus, an effective procurement system requires that the procuring entity is staffed with procurement professionals, trained and recognized by the respective procurement professional body (Basheka, 2009).

On the other hand, lack of professionalism leads to corruption which ultimately impedes compliance of procurement rules and regulations in procuring entities and adversely affects performance (Raymond, 2008). The increasing importance of procurement suggests that only well trained and qualified personnel should be employed to manage the process. If procurement officers are not professionally trained, lack awareness about all regulations in relation to procurement and related procedures, then serious consequences including breaches of codes of conduct occur leading to application of unsound procurement practices and therefore declined organizational performance (Atkison, 2006). Various studies indicate that performance in most public entities has been poor due to among others, inadequate and /or incompetent procurement staff (CPAR- Mozambique, 2008; Agbesi, 2009; Gesuka and Namusonge, 2013).

As a consequence, the established procurement regulations, rules and procedures are not consistently applied. Procurement staff and all those involved in the procurement process therefore, are required to be familiar with the procurement rules and regulations. Globally, it is a practice to strategically plan for the utilization of development funds. This process may involve a series of steps including needs assessment, budget preparation among other steps. Legal frameworks are developed to support the process of strategic planning and in other regions of the world, procurement guidelines are followed (Hitt, 2005). Most developed nations including the USA and Australia have strong procurement rules that govern the Strategic Procurement Planning Process required to ensure proper utilization of development funds and thus service delivery of its people. These nations consequently have been able to enjoy tremendous development which meets the daily needs not only of businesses in operations but also of the citizens in the country who require day to day services from their governments (Johnson, 2007). Regionally, development in Africa has been below par. A number of reasons some relating to the functions of the procurement and supplies department have been given. These include corruption and misappropriation of funds which are meant to be development funds. Most of the money meant for development in this country's end up in pockets of individuals.

1.1.1 Concept of procurement professionals

Procurement has become an integral part of organizational performance and it is drawing increased attention from top to lower management levels. Despite shrinking budgets, procurement professionals are responsible for spending a huge proportion of companies' revenue or of the national budget (Anthon, Bogetoft & Thorsen 2007; Levaggi 1999). Based on

this development, organizational profitability, industry and country competitiveness as well as the organization's responsiveness to customers' needs all now depend on how procurement professionals are effectively carrying out their responsibilities. Therefore, ensuring high levels of professionalism in the discipline would help to eliminate most potential problems arising from international purchasing practices.

Professionalism in public procurement does not relate to the levels of education and qualifications of the workforce only, but also to the professional approach in the conduct of business activities (Raymond, 2008). According to Robert and Clifford (2004), a professional is characterized by having a professional organization, a Code of Conduct and Ethics, a body of knowledge and research activities. In public procurement, much effort has been made to define the competencies required of those in the profession through professional bodies such as Kenyan Institute of Supply Management (KISM). These professional bodies are responsible for among others, development and dissemination of codes of ethics and conduct for its professionals. A number of studies have been conducted on public procurement performance (OECD, 2010; Kakwezi&Nyako, 2010; Kiage 2013; Amayi&Ngugi, 2013; Eyitope et al., 2014) and yet little to none has specifically focused on the role of procurement professionals in enhancing service delivery among county governments. In recent years, however, managing procurement activities have taken on a different meaning from that of earlier decades, as evidenced by numerous articles published on the subject of SCM (Brown, Bessant & Lamming 2013; Mehra& Inman 2004). Procurement personnel traditionally tasked with procuring key resources for an organization's production function now face new business challenges and hence a new role.

1.1.2 Concept of Service delivery

Procurement process is a fundamental function that impacts on effective service delivery. There is no part of local government service delivery that does not depend on procurement of goods, service and works; and yet the area remains a neglected field of research (Oboth, 2001). The primary concept of procurement is that advanced planning, scheduling and bulk purchasing result in cost savings, efficient business operation, and increased value for money and consequently good service delivery is achieved. Procurement planning allows an agency to link its procurement objectives to service delivery objectives and identify ways of improving how it purchases to meet its future needs. The contribution of procurement planning in facilitating an efficient and effective service delivery in organizations is generally undisputed in both developed and developing countries. According to Mullins (2003) there exists a significant positive relationship between procurement planning and service delivery in procurement systems. In the devolution process, the participation of local governments and communities has been advocated as powerful means for improving the service delivery mechanism in many developing countries. Scholars around the globe contend that service delivery is an indicator of the health of a society, which strengthens the social contact between the state and its citizens. Public service delivery is also a key determinant of quality of life and an important element of poverty reduction strategy (Akinboade, Mokwena, &Kinfack, 2013; Nayak&Samanta, 2014).Improving service delivery through increased accountability has been a significant implicit motivation behind the trend towards decentralization in developing countries (Hasnain, 2010).

1.2 Problem Statement

Ideally, the philosophy behind the new government's structure which involves counties was to stimulate even and greater growth not just in certain regions but throughout the country. There was a lot of hope that the counties will spur growth and more gains in terms of development would be felt compared to the previous constitutional dispensation era (Kimber, 2013). This however has not been the case. In the last four years alone since the era of counties, there have been 36% more cases of misappropriation of funds nationally on average every year and 15% more prosecuted cases as they were between 2008 and 2012. This is a clear indicator of the poor development track the country is having. The procurement department has in nearly all these cases been implicated to play a large role in enhancing or directly participating in the vice. According to country data survey, 54% of the citizens in the various counties believe that counties are encouraging theft of development fund due to weak procurement structures. Uasin Gishu Government is not an exception. Thai, (2013) notes the lack of transparency in procurement process that made it impossible to give contracts in the county, delayed payment to suppliers due to late invoicing and delayed approvals for the supply of goods and services, lack of viable information about the entire procurement process that led to low service delivery. In order to ensure public accountability and value for money through procurement transactions, there is a need for professional training and education of those personnel responsible for the procurement process and management (Baily *et al.*, 2015). Professionalism depends on the staffing, knowledge, skills and capabilities of the human resources and on controls in the system that influences human behavior. Thus, an effective procurement system requires that the procuring entity is staffed with procurement professionals, trained and recognized by the respective procurement professional body. In most county governments, procurement departments are characterized by various inefficiencies

like poor record keeping, delays in paying suppliers, increased procurement cycle time among others. If procurement practices are occasioned by inefficiencies, then it will ultimately hamper the service delivery. Various studies indicate that service delivery in most public entities has been poor due to among others poor planning attributed by incompetent procurement staff. As a consequence, the established procurement regulations, rules and procedures are not consistently applied. Procurement staff and all those involved in the procurement process therefore, are required to be familiar with the procurement rules and regulations. However, it is notable that there is little to no research in Kenya that has linked the role of procurement professionals in enhancing service delivery of procurement function in devolved governments and more so in Uasin-Gishu County Government. It is against this backdrop that this study therefore examines the impact of professionalism and specifically on the impact of procurement planning on service delivery of procurement function in UasinGishu County Government, Kenya.

1.3 Specific Objective

- i. To examine the impact of procurement planning on service delivery of procurement function in UasinGishu County Government.

1.4 Research Hypothesis

H₀₁: Procurement planning has no significant impact on service delivery of procurement function in UasinGishu County Government.

1.5 Significance of the study

The research will be of significance to and applicable by various users or stakeholders such as purchasing department and other County Government agencies in information gathering. The stakeholders will also be aware of the role or importance of procurement professionals and their contribution towards enhancing service delivery and growth in an organization. The study will be a point of reference to UasinGishu county as it will enable them to understand about the concept of procurement professionals, their duties and their value to the county. They will therefore be able to know what type of procurement professionals to employ in their businesses.

II. LITERATURE REVIEW

2.1 Theoretical Review

The theories utilized in the study included: Institutional Theory and The Principal Agent Theory.

2.1.1 Institutional Theory

Institutional theory is a traditional approach that is used to examine elements of public procurement (Obanda, 2010). The theory adopts a sociological perspective to explain organizational structures and behavior (Dunn & Jones, 2010). According to Scot (2004), there are three pillars of institutions namely regulatory, normative and cultural cognitive. The regulatory pillar emphasizes the use of rules, laws and sanctions as enforcement mechanism, with expedience as basis for compliance. The normative pillar refers to the norms and values with social obligation as the basis of compliance. The cultural cognitive pillar rests on the shared understanding (common values and beliefs). The Scott's three institutional pillars further identify organizational culture, social influence, organizational incentives and enforcement which are the prerequisites of compliance with procurement law and procedures (Scott, 2004). The normative and cultural pillars on the other hand, are reflected through the organizational structures and cultures. Institutions consist of cognitive, normative, and regulative structures and activities that provide stability and meaning to social behaviour. Institutions are transported by various carriers (cultures, structures, and routines) and they operate at multiple levels of jurisdiction (Scott, 2004). These elements are the building blocks of institutional structures, and provide the concept of institutions. The three pillars of institutions would serve as the analytical framework for considering the key actors and institutions involved in the regulatory, institutional, systemic frameworks within the public procurement. Adopting from this theory, all public entities in Kenya are guided by rules and regulations with the respective laws and the attendant regulations and guidelines governing the public procurement processes and activities. The implication of this is that, in order to achieve the high service delivery in the procurement functions, institutions must first be strengthened. Furthermore, procurement performance can be enhanced if training for procurement staff is emphasized (Walker, 2007).

2.2 Empirical Review

The section reviews procurement planning as one of the key variables of the study that attempts to examine the impact of professionalism on service delivery of procurement function in Uasin Gishu County Government, Kenya.

2.2.1 Procurement Planning and Service Delivery

Procurement planning is one of the primary functions of procurement with a potential to contribute to the success of local government operations and improved service delivery. Without adequate attention to planning government procurements, the respective procuring agencies will only be left with ad hoc procurement systems which cannot in most cases translate into value for money and will thus affect service delivery. Procurement planning can also help in consolidation of similar procurement requests from different requesters into bigger tender allowing wider competition, time saving and considerable lower prices. (Basheka, 2009). Procurement planning drives different expected results which are different from business as usual such as; reduction in the number of overall contract awards, understanding and managing total cost of ownership, more purchasing options (lease vs. buy), data-driven decision making, improved risk mitigation prior to award, more identification of opportunities where suppliers can add value, improved relationships with suppliers which leads to improved service delivery (Procurement Policy Manual 2009).

Procurement plans therefore saves time and money, serves as a conduit to achieving organization's objectives, ensures compliance with regulatory policies and provides a framework to guide procurement officers in the achievement of their tasks and duties. Thus, procurement plan leads to efficient and effective provision of service delivery by proactively anticipating demand and formulating ways of meeting expectations of clients. In this regard, procurement planning or lack of it has a direct effect on service delivery offered. Van Wheel (2005) defines procurement planning as the process of determining the procurement needs and the timing of their acquisition and funding such that the entire operations are met as required in an efficient way. The contribution of procurement planning in facilitating an efficient and effective service delivery in organizations is generally undisputed in both developed and developing countries. According to Mullins (2003) there exists a significant positive relationship between procurement planning and service delivery in procurement systems. These results are compared to international research findings, and suggestions are offered for management, policy making, and future research.

Procurement planning drives different expected results which are different from business as usual such as; reduction in the number of overall contract awards, understanding and managing total cost of ownership, more purchasing options (lease vs. buy), data-driven decision making, improved risk mitigation prior to award, more identification of opportunities where suppliers can add value, improved relationships with suppliers which leads to improved service delivery (Procurement Policy Manual 2009). A procurement plan helps Procuring entities to achieve maximum value for expenditures on services to be delivered and enables the entities to identify and address all relevant issues pertaining to a particular procurement before they publicize their procurement notices to potential suppliers of goods, works and services.

III. RESEARCH METHODOLOGY

3.1 Research Design

According to Myers, Well and Lorch Jr, (2013), research design is the plan showing the approach and strategy of investigation aimed at obtaining relevant data which fulfills the research objectives and answers questions. The study adopted explanatory survey research design. Explanatory research is usually held for those ones that demand priorities, generate operational definitions and provide a better-researched model. It is one of the various types of research that is focused on details. A person who investigates begins with the general idea, main idea and start using research as a tool that provides a better understanding of the subject that is going to be investigated in the future. That is why the aim is simple, having a small amount of information to get more and more to succeed in it finally. Explanatory research is very easy to understand as it focuses on identifying and discovering a problem that hasn't ever been studied entirely, to make definitions and explanations that haven't made before and improve final results. Using this design results in rich data that is collected in large amounts (Creswell & Creswell, 2017).

3.2 Population of the Study

Population refers to an entire group of persons or elements that have at least one thing in common. Population also refers to the larger group from which a sample is drawn (Flick, 2015). A population can also be defined as including all people or items with the characteristic one wish to understand. Target population refers to the larger population to

which the researcher ultimately would like to generalize the results of the study (Yin 2017). It is thus the entire group of individuals, events or objects having common observable characteristics. The target population for this study was UasinGishu County Government employees. It has a workforce of about 2599. The accessible population is the population in research to which the researchers can apply their conclusions. This population is a subset of the target population and is also known as the study population. It is from the accessible population that researchers draw their samples. Therefore, the accessible population for this study was 115 employees drawn from procurement department.

Table 3.1 Accessible Population

Strata	Accessible Population
Supply Chain Management Officers	13
ICT staffs	7
Store Clerks	31
Procurement administration	43
Logistic officers	21
Total	115

Source: UasinGishu County (2021)

3.3 Census Survey

This study used census survey to collect complete information from all participants in the accessible population. This is due to the fact that the accessible population for this study is small and manageable implying that sampling did not apply. Using census survey, a satisfactory response rate would be achieved.

3.4 Data Collection Instruments

The researcher adopted questionnaires as the main tool of data collection. Marshall and Rossman, (2014) defines a questionnaire as a document consisting of a number of questions printed or typed in a definite order on a form or set of forms. The researcher constructed closed-ended questionnaires. The researcher used questionnaire because of its low cost, it is free from bias, respondents have adequate time to give well thought out answers and large samples can be made use of, and thus the results can be made more dependable. Reliable questionnaire is commonly used to obtain required information from respondents, since each item is developed to address a specific objective, research questions or hypothesis of the study.

3.5 Data Collection Procedures

The researcher personally self-administered the questionnaires to respondents. This was done after receiving permission from the County Director for procurement of UasinGishu County, to carry out research in the identified area of study. After familiarization, data was collected from the respondents using questionnaires as the main collection tool. The organization was first contacted and the intention to drop questionnaires explained. The questionnaires were then delivered to the respondents and they were given two weeks to fill.

3.6 Pilot Study

The researcher piloted the instruments by distributing 12 questionnaires to respondents in Baringo County Government which is not part of the area sampled in order to ascertain reliability of the research instruments. The pilot respondents represent 10% of the sample size. The results of the piloted questionnaires enabled the researcher to determine the consistency of responses to be made by respondents and adjust the items accordingly by revising the document.

3.6.1 Validity of Research Instruments

According to Noble and Smith (2015), validity refers to how efficient an instrument is at measuring what it is meant to measure. To test validity, the questionnaire to be used in the study was availed to the supervisor. The test items were reviewed to ensure that they are based on the content area before commencing data collection. The researcher therefore gave to the supervisor and other research experts to ensure that the questions test or measure what they are supposed to measure.

3.6.2 Reliability of Research Instruments

Reliability of an instrument is the measure of degree to which the research instrument yields consistent results or data after repeated trials (Saunders, 2011). This study used Cronbach's Alpha coefficient to test the reliability of the instruments. According to Pallant (2011) when using the Cronbach's Alpha coefficient value to test reliability, a value of 0.7 and above is considered acceptable; however, a value above 0.8 is preferable. Cronbach's Alpha of more than 0.7 was taken as the cut off value for being acceptable. The internal consistency method provides a unique estimate of reliability for the given test administration.

3.7 Data Analysis and Presentation

The data was collected using questionnaires. Data for this research was quantitative. Quantitative analysis was done for the numerical data obtained from the field. This was done using descriptive and inferential statistics with the help of Statistical Package for Social Sciences (SPSS) version 23 and Microsoft version of Excel. The coded data was then entered into SPSS program to generate measures of central tendency (mode and mean) and measures of dispersion such as percentages and ranks. Hence the researcher goes through the responses tallying them with regard to outcomes from different respondents to each variable. For inferential statistics, the study used multiple linear regressions to show how the independent variables and dependent variable relate. Multiple regression analysis produces three tables; model summary, regression ANOVA and coefficient table.

IV. RESULTS AND DISCUSSIONS

4.1 Response Rate

The researcher administered questionnaires to 115 respondents who were sampled out as per the methodology described in the previous chapter. 103 duly filled questionnaires were returned. This represents a response rate of 89.56 %. According to Sekaran, (2006), a response rate of 30% is considered acceptable for surveys. Thus, the response rate achieved in this study can be considered sufficient to give the findings adequate reliability.

4.2 Reliability Test Results

The Cronbach's Alpha Test of reliability was used to test the reliability of the constructs describing the variables of the study. Cronbach's alpha reliability coefficient ranges between 0 and 1. Reliability coefficient of 0 implies that there is no internal reliability while 1 indicated perfect internal reliability. The standard value of alpha is 0.7 recommended by (Sekaran, 2009). A total of 12 questionnaires were used in the test for reliability of the pilot study instruments. The statements for each of the variables were tested. The result showed that all the 12 questionnaires gave Cronbach's alpha coefficients of 0.7 and above. The threshold value of 0.7 was met and thus the pilot study instruments were said to be reliable.

4.3 Descriptive Statistics of the Variables

This section illustrates descriptive findings and discussions based on the objective of the study. The findings were presented in form of Percentages, Mean and Standard Deviations. Weighted Mean was done to give a conclusion of the findings. The responses are in line with a 5-Point Likert scale: 5 = Strongly Agree; 4 = Agree; 3= Neutral; 2 = Disagree and 1 = Strongly Disagree.

4.3.1 Procurement Planning

The study analyzed the views of the respondents in respect to Procurement Planning and Service Delivery at Uasin Gishu County Government. Table 4.6 shows the results of the analysis.

Table 4.1: Descriptive Statistics for Procurement Planning

Procurement Planning Statements	SA (%)	A (%)	N (%)	D (%)	SD (%)	N	Mi n	Max	Mean	Std Dev
1. There is proper selection of appropriate specification and evaluation requirements	48.0	41.2	7.2	0.7	2.9	103	1	5	4.30	0.894
2. The procurement professionals formulates a specific procurement plan and schedule key steps in the process	32.4	35.3	16.1	15.0	1.2	103	1	5	3.62	0.972

3.	The procurement personnel perform market research to ascertain the availability of goods and services to be procured	40.1	42.0	8.4	9.1	0.4	103	1	5	4.14	0.940
4.	Need evaluation ensures proper utilization of public resources	44.1	44.1	9.1	1.2	1.5	103	1	5	4.12	0.758
5.	The procurement professionals choose the right method of procurement	42.7	30.5	12.2	12.7	1.9	103	1	5	4.05	0.814

Grand Mean = 4.05

Valid N (Listwise) = 103

The findings indicates that the respondents agreed (Mean = 4.30; Std Dev =0.894) with the statement that there is proper selection of appropriate specification and evaluation requirements at the County Government of UasinGishu. Respondents also agreed (Mean = 4.14; Std Dev =0.94) with the statement that the procurement personnel perform market research to ascertain the availability of goods and services to be procured in the County. Further, respondents agreed with the statement (Mean = 4.12; Std Dev =0.758) that need evaluation ensures proper utilization of public resources. Respondents also were in agreement (Mean = 4.05; Std Dev =0.814) with the statement that the county procurement professionals choose the right method of procurement. Finally, the respondents agreed (Mean = 3.62; Std Dev =0.972) that the county procurement professionals formulates a specific procurement plan and schedule key steps in the process. Overall, the respondents agreed on the statements pertaining to Procurement Planning. This finding is supported by the literature findings of Basheka (2009), who found that procurement planning is one of the primary functions of government with the potential to contribute to the success of government operations and improved service delivery.

4.3.2 Service Delivery

The study sought to determine the role of Procurement Policy and Procedures on Service Delivery in UasinGishu County Government. The study analyzed the views of the respondents and Table 4.7 presents the study results.

Table 4.2: Descriptive Statistics for Service Delivery

Service Delivery Statements	SA (%)	A (%)	N (%)	D (%)	SD (%)	N	M in	Max	Mean	Std Dev
6. The clients expectations are met by the County	43.1	46.2	7.6	3.1	0	103	2	5	4.52	0.764
7. There has been reduction of time wastage in activities	23.1	61.5	13.8	1.5	0	103	2	5	4.04	0.342
8. There is always increased coordination of	43.1	45.2	8.6	3.1	0	103	2	5	4.20	0.571

processes within the County												
9.	There has been increased quality of essential services in the county	33.1	42.4	14.9	8.6	1	103	1	5	3.94	0.761	
10.	There has been reduction in the number of complaints about delays in service delivery	41.1	47.0	7.2	2.7	2	103	2	5	4.23	0.430	
Grand Mean = 4.192												
Valid N (Listwise) = 103												

Table 4.2 presents the findings pertaining to service delivery. The findings indicates that the respondents agreed (Mean = 4.52; Std Dev =0.764) with the statement that the clients expectations are met by the County. Respondents also were in agreement (Mean = 4.23; Std Dev =0.430) with the statement that there is reduction in the number of complaints about delays in service delivery. In addition, respondents agreed with the statement (Mean = 4.20; Std Dev =0.571) that there is increased coordination of processes within the County. Respondents also were in agreement (Mean = 4.04; Std Dev =0.342) with the statement that there is reduction of time wastage in activities . Finally, the respondents agreed (Mean = 3.94; Std Dev =0.761) that there is increased quality of essential services in the county. Overall, the respondents agreed on the statements pertaining to service delivery, having a grand mean of 4.192. The study results concede with the findings of Akin boade, Mokwena, &Kinfack, 2013 &Nayak&Samanta, 2014, who asserts that Public service delivery is a key determinant of quality of life and an important element of poverty reduction strategy.

4.4 Inferential Statistics

After the demographic analysis of study respondents' characteristics and test of assumptions, the researcher further sought to establish the bivariate correlation and regression analysis.

4.4.1 Correlation Analysis

Pearson correlation analysis was used to test the association between the study variables. Pearson correlation was used to measure the extent of correlation between variables of the study and to show the strength of the linear relationship between variables in the correlation ranges between +1 and - 1, where $r > 0.7$ indicates a strong positive relationship, $r = +0.5$ and below 0.7 indicates a moderate relationship and where $r = +0.49$ and below indicates a weak relationship between study variables. Where $r = 0$ indicates that there is no relationship. The study findings are presented in Table 4.3

Table 4.3 Correlations Analysis Results

		Service Delivery	Procurement Planning
Service Delivery	Pearson Correlation	1	
	Sig. (2-tailed)		
Procurement Planning	Pearson Correlation	.757**	1
	Sig. (2-tailed)	.000	

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

The study findings indicated that there was a statistically significant positive effect of procurement planning on service delivery in UasinGishu County Government ($r = 0.757$; $p < 0.05$). This implies that a unit change in procurement planning leads to a 75.0% change on service delivery. When procurement planning is positive, service delivery is also positive. Therefore, County Governments should promote and enhance procurement planning as a positive element as they work towards achieving service delivery. The study connection was determined to be statistically substantial as the

substantial figure was less than 0.05. These findings concur with Weele (2009) who found that procurement planning process has an effect on procurement performance.

4.4.2 Regression Analysis Results

Multiple regression analysis was conducted to establish relation between variables of the study. The study used multiple linear regression analysis to determine the combined linear relationship between the dependent variable (service delivery) and the independent variable (procurement planning. Findings are summarized in subsequent Tables.

Model Summary

Model summary provides the coefficient of determination (R^2) which shows proportion of the variance in the dependent variable that is predictable from the independent variable. Correlation coefficient (R) shows the degree of association between the dependent and independent variables. The results presented in Table 4.9 present the fitness of model used of the regression model in explaining the study phenomena.

Table 4.4 Multiple Regression Model Summary

Model	R	R ²	Std. Error		Change Statistics				
			Adjusted R Square	of the Estimate	R Square Change	F Change	Df1	Df2	Sig. F Change
1	.897 ^a	.892	.783	.374	.339	105.272	4 ^a	103	.000

a. Predictor (procurement planning)

The model indicated the simple correlation was 0.897 which implies that there was a positive relationship between the predictor variables and the dependent variable. The R^2 explains the variations in the dependent variable that can be explained by the independent variables. The total variation (the adjusted R^2 of the study model is 0.783 with the $R^2 = 0.892$). This implies that the linear regression explains 89.2% of the variance in the data. This means that there was no first-order linear auto-correlation in the multiple linear regression data. This further implies that 89.2% of the variation in service delivery is accounted for by procurement planning while 10.8% of service delivery is accounted for by other factors out of the study.

4.4.3 Model Fitness

Analysis of variance was used to determine if the multiple regression model was fit for the data. The results were presented in Table 4.5.

Table 4.5 ANOVA Model

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Residual	102.882	4	25.7205	151.030	0.000 ^b
	Regression	16.863	99	0.1703		
	Total	119.745	103			

The study results in Table 4.5 revealed that F-significance value of p less than 0.05 was established ($p = 0.000 < 0.05$). The linear regression's F-test has the null hypothesis that the model explains zero variance in liquidity ($F = 151.030$, $p = 0.000^a$). The F-test is highly significant, thus it is assumed that the model explained a significant amount of the variance in service delivery. This implies that the multiple regression model was fit for the data and hence procurement planning, strategic procurement, supplier relationship management and procurement policy and procedures affects service delivery in UasinGishu County Government.

ANOVA model predicted the service delivery in UasinGishu County Government significantly well ($p = 0.000^a$). This indicated the statistical significance of the regression model that was run and that overall the regression model statistically and significantly predicted the relationship between the dependent and independent variables (it was a

good fit for the data). Therefore, the null hypothesis that procurement planning do not affect service delivery in UasinGishu County Government is thus rejected.

4.5 Hypotheses Testing

From the regression model computed, the research hypotheses were tested using the significance level of the coefficients. The research aimed to test the hypothesis with an aim of failing to reject or rejecting the relationship between independent and the dependent variables. The research hypotheses for the study included;

H₀₁: procurement planning has no significant role in enhancing service delivery at UasinGishu County Government.

The regression results indicate that there is significant relationship between procurement planning and service delivery at UasinGishu County Government with a beta coefficient of 0.346 and significance of ($p < 0.005$). The study rejected the null hypothesis and adopted the alternative hypothesis that procurement planning has a significant role in enhancing service delivery at UasinGishu County Government. These results concur with Basheka (2004) argues that procurement planning is one of the primary functions of procurement with a potential to contribute to the success of government operations and improved service delivery.

V. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary, conclusions and recommendations of the study. This was arrived at through the scrutiny of the data analyzed in chapter four as well as making inferences and deductions from the data. What follows is a summary of the key respondent's opinions. Also highlighted in this chapter are possible suggestions for further research.

5.2 Summary of Findings

This section presents the summary of the study findings.

5.2.1 Procurement Planning

The study first objective was to examine the impact of professionalism on service delivery of procurement function in UasinGishu County Government, Kenya. The respondents agreed in all aspects of procurement planning. The regression coefficients results showed that procurement planning had a positive and significant effect on service delivery in UasinGishu County Government. The study findings also showed that procurement planning was statistically significant and had a positive role in enhancing service delivery. The study rejected the null hypothesis that there was no statistically significant impact of procurement planning on service delivery of procurement function in UasinGishu County Government. This implied that when procurement planning is positive, service delivery is also positive.

5.3 Conclusions of the Study

From the findings and discussion, it is apparent that Procurement Professionals play a significant role in enhancing service delivery of procurement function in UasinGishu County Government, Kenya. This is evidenced by the regression analysis value $F(4,103) = 105.272$, $p < 0.05$, $R\text{-Square} = 0.892$. The correlation analysis indicated a significant and strong positive correlation between Procurement Professionals and service delivery of procurement function in UasinGishu County Government, Kenya ($r = 0.897$, $p < 0.05$). These results were also confirmed by the descriptive statistics analysis which indicated that majority of the respondents were of the opinion that procurement professionals plays a significant role in enhancing service delivery of procurement function in UasinGishu County Government.

Specifically, the researcher concludes that procurement planning has a positive and significant role in enhancing service delivery of procurement function in UasinGishu County Government. Procurement plans leads to efficient and effective provision of service delivery by proactively anticipating demand and formulating ways of meeting expectations of clients. In this regard, procurement planning or lack of it has a direct effect on service delivery offered. It is therefore concluded that Procurement plans saves the county time and money, serves as a conduit to achieving the county's

objectives, ensures compliance with regulatory policies and provides a framework to guide county procurement officers in the achievement of their tasks and duties.

Overall, the researcher concludes that the procurement departments in UasinGishu County Government must be staffed with adequate and professionally qualified personnel or staff. Procurement is no longer a clerical activity. It is a professional job that must be managed only by those personnel who are professionally trained and qualified.

5.4 Recommendations of the Study

The straightforward recommendation of this study based on the conclusion is that the government and procuring entities should focus on procurement professionalism in order to enhance service delivery and the overall performance of the procurement function as well as the economic development of the country. Employment of professionally trained and qualified procurement staff should be emphasized and implemented. As a procurement professional body in the country, Kenya Institute of Supplies Management (KISM), should focus more on enforcement of the requirement for professional registration and adherence to the professional code of ethics and conduct among procurement practitioners in the country.

The contribution of procurement planning in facilitating an efficient and effective service delivery in public sector organizations is generally undisputed in both developed and developing countries. A procurement plan helps Procuring Entities to achieve maximum value for expenditures on services to be delivered and enables the entities to identify and address all relevant issues pertaining to a particular procurement before they publicize their procurement notices to potential suppliers of goods, works and services. The planning process should involve all concerned departments so that planning can be done in advance before budgets are approved. The planning should take the short, middle and long term plans into consideration. This will ensure that budgetary approval does not affect the plans for expansion in the county.

Suggestions for Further Study

This study focused on the impact of professionalism on service delivery of procurement function in UasinGishu County Government, Kenya. This study confined itself on a single predictor namely professionalism. This limited the scope of the study from investigating on other predictors that enhance service delivery of procurement function in UasinGishu county government. It is therefore, suggested that further studies be conducted in the county governments so as to establish other factors that enhance its service delivery. As such, additional research study should be carried out to establish the challenges facing procurement professionals in Counties in Kenya. Research like this should also be conducted in the other counties across the country including more independent variables.

REFERENCES

- [1.] Adotévi, S. (2004) "Public Procurement Performance". International Public Procurement Conference Proceedings 3, 243 -261.
- [2.] Agbesi, K. (2009). Compliance Assessment of the Public Procurement Act 2003: A case study of selected government intuitions in Ghana, *Unpublished master's dissertation*. Kwame Nkrumah University of Science and Technology, Kumasi.
- [3.] Akinboade, O. A., Mokwena, M. P., &Kinfack, E. C. (2013). Understanding citizens' participation in service delivery protests in South Africa's Sedibeng district municipality. *International Journal of Social Economics*, 40(5), 458-478.
- [4.] Amayi, F. K. &Ngugi, G. K. (2013). Determinants of public procurement performance in Kenya: Case of Ministry of Environment, Water and Natural Resources. *International Journal of Social Sciences and Entrepreneurship*.1 (5), 647-667.
- [5.] Anthon, S., Bogetoft, P. &Thorsen, B.J., 2007, 'Socially optimal procurement with tight budgets and rationing', *Journal of Public Economics* 91(7), 1625-1642. [http:// dx.doi.org/10.1016/j.jpubeco.2007.02.011](http://dx.doi.org/10.1016/j.jpubeco.2007.02.011)
- [6.] Arora, A., 2014, 'Sustainability strategies in supply chain management', PhD dissertation, Department of Marketing and Logistics, Georgia Southern University, viewed 12 May 2014, from [http:// digitalcommons.georgiasouthern.edu/etd/1063/](http://digitalcommons.georgiasouthern.edu/etd/1063/)
- [7.] Arrowsmith, S. (2010). Public procurement: *Basic concepts and coverage of procurement rules in procurement relations: An introduction*. EU: Asia Inter University Network

- [8.] Atkson, W. (2006). CA'S Procurement Overhaul focuses on Global Expertise. Retrieved from <http://www.purchasing.com>
- [9.] Baily, P and Farmer, D. (2015). *Procurement Principles and Management* (11th Ed.). London: Pitman
- [10.] Basheka, B. (2009). Public procurement Reforms in Africa: A Tool for Effective Governance of the Public Sector and Poverty Reduction. *International Handbook of Public Procurement*. CRC Press: Taylor and Francis Group.
- [11.] Bass, B. M., & Riggio, R. E. (2006). *Transformational Leadership*. Mahwah, New Jersey: Lawrence Erlbaum Associates, Inc.
- [12.] Brown, S., Bessant, J. & Lamming, R., 2013, *Strategic operations management*, 3rd edn, Routledge, London.
- [13.] Creswell, J. W., & Clark, V. L. P. (2017). *Designing and Conducting Mixed Methods Research*. California: Sage Publications.
- [14.] Creswell, J. W., & Poth, C. N. (2016). *Qualitative Inquiry and Research Design: Choosing Among Five Approaches*. California: Sage Publications.
- [15.] Edler, J. &Georghiou, L., 2007, 'Public procurement and innovation – Resurrecting the demand side', *Research Policy* 36(7), 949–963. <http://dx.doi.org/10.1016/j.respol.2007.03.003>
- [16.] Flick, U. (2015). *Introducing Research Methodology: A Beginner's Guide to Doing A Research Project*. California: Sage.
- [17.] Hasnain, Z. (2010), Devolution, Accountability and Service Delivery in Pakistan. *The Pakistan Development Review*, 49(2), 129-152
- [18.] Hitt, M.A.; Ireland, R.D. And Hoskisson, R.E. 2005. *Strategic Management*. Ohio: South –Western.
- [19.] Johnson, G. (2007). *Strategic Change and Management Process*. Oxford: Blackwell Johnson, G., Scholes, K. and Whittington, R. (2005), *Exploring Corporate Strategy*. (7th Ed.). Prentice Hall.
- [20.] Kakwezi, P., & Nyeko, S. (2019). Procurement Processes and Performance: Efficiency and Effectiveness of The Procurement Function. *International Journal of Social Sciences Management and Entrepreneurship (IJSSME)*, 3(1), 400-420.
- [21.] Karanja, J. (2011). Improving water provision in Nairobi through control of non-revenue water: Global Water Summit 2011. *Global Water Intelligence*, 7, 212-213.
- [22.] Kiage, O (2013): Factors Affecting Procurement Performance: A Case of Ministry of Energy. *International Journal of Business and Commerce Vol. 3, No.1: Sep 2013*[54-70]. ISSN: 2225-2436).
- [23.] Lysons, K. & Farrington, B. (2012). *Purchasing and Supply Chain Management*; (8th ed.). London: Prentice Hall.
- [24.] Marshall, C., & Rossman, G. B. (2014). *Designing Qualitative Research*. Thousand Oaks, California, United States: Sage Publications.
- [25.] McCue, C., Buffington, K.W. & Howell, A.D., 2007, 'The fraud/red tape dilemma in public procurement', in L.A. Knight et al. (eds.), *Public procurement: International cases and commentary*, pp. 247–266, Routledge, Oxford.
- [26.] Mehra, S. & Inman, R.A., 2004, 'Purchasing management and business competitiveness in the coming decade', *Production Planning & Control* 15(7), 710–718. <http://dx.doi.org/10.1080/09537280412331298247>
- [27.] Modi, S.B. & Mabert, V.A. (2010). Supplier development: Improving supplier performance through knowledge transfer. *Journal of operations management*. 25, 42-64.
- [28.] Mullins, J. L (2003). Management and organization behaviour, *Procurement planning on service delivery*. Financial times 2005.
- [29.] Myers, J. L., Well, A. D., & Lorch Jr, R. F. (2013). *Research Design and Statistical Analysis*. Abingdon: Routledge.
- [30.] Nayak, N. C., & Samanta, D. (2014). Understanding the Role of Participation in Public Service Delivery: Evidences from Rural West Bengal, India. *International Journal of Public Administration*, 37, 875–884.
- [31.] Noble, H., & Smith, J. (2015). Issues of Validity and Reliability in Qualitative Research. *Evidence-Based Nursing*, 18(2), 34-35.
- [32.] Oboth, M. J. (2001). Decentralization and Service Delivery: *Constraints and Controversies*. Makerere University Library. Kampala.
- [33.] OECD (2007). *Methodology for Assessment of National procurement Systems*. Retrieved from <http://www.oecd/departement>.
- [34.] Osborne, & Waters. (2002). Four Assumptions of Multiple Regression that Researchers should always test. *Practical Assessment Research and Evaluation*, 8(2).
- [35.] Procurement Policy Manual (2009). IT Procurement Planning and Strategic Sourcing. Virginia Information Technologies

- [36.] Raymond, J. (2008). Benchmarking in public procurement, benchmarking: *An International Journal*, 15 (6), 782 – 793.
- [37.] Saunders, M. N. (2011). *Research Methods for Business Students*, 5/E. Delhi: Pearson Education India.
- [38.] Schiele, J.J. & McCue, C.P., 2006, 'Professional service acquisition in public sector procurement: A conceptual model of meaningful involvement', *International Journal of Operations & Production Management* 26(3), 300-325. <http://dx.doi.org/10.1108/09600031111123813>
- [39.] Scott, W. R. (2004). *Institutional theory*. In *Encyclopaedia Theory*. Thousand Oak, CA.
- [40.] Sekaran, U. (2009). *Research Methods for Business: A Skill-building Approach* (4th ed.). New
- [41.] Stevens, J.P. (2009) *Applied Multivariate Statistics for the Social Sciences*. 5th Edition, Routledge, New York.
- [42.] Thai, K.V., 2001, 'Public procurement re-examined', *Journal of Public Procurement* 1(1), 9-50.
- [43.] Van, W (2005) Impact of public procurement reforms: *Service delivery in public enterprises*.
- [44.] Walker H. & Brammer S. (2007) Sustainable procurement in the United Kingdom public sector. *Centre for Research in Strategic Purchasing and Supply & Centre for Business, Organization and Society*, University of Bath School of management, Claverton. Retrieved from <http://www.bath.ac.uk/management/research/pdf/2007-15.pdf>
- [45.] Williams ML and Burnap P (2015) Crime sensing with big data: The affordances and limitations of using open source communications to estimate crime patterns. *British Journal of Criminology* 57(2): 320-340.
- [46.] Yin, R. K. (2017). *Case Study Research and Applications: Design and Methods*. California: Sage Publications.