Influence Of Procurement Management On Performance Of The Public Sector In Kenya: A Case Of National Police Service

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ABSTRACT
The purpose of this research was to determine the influence of procurement management on performance of the public sector in Kenya. Public Procurement has increasingly become prominent in the print and electronic media underlining how public entities manage the entire process. This study therefore sought to establish the influence of resources on procurement Performance in the public Sector in Kenya. The study applied a descriptive research design. The target population of the study was 799 employees of National Police Service (NPS). Data was collected by Stratified Random Sampling of the National Police workforce. This study used both primary and secondary data. Data collection instrument used was the questionnaires. A pilot test was conducted with twenty five (25) questionnaires sent to the entities. The findings were analyzed using Statistical Package for Social Sciences (SPSS Version 21) The study findings indicated that overall, resource, planning is adequately observed in the study area’s procurement process. Human and technological resources are among the key resources influencing procurement performance in the public sector. The study further established that government laws and regulations highly influence procurement performance in the public sector. More specifically, it is notable that compliance, stakeholder involvement as well as the enactment of new laws and regulations is the key government laws and regulations constructs influencing procurement performance. Findings further point to high levels of procurement planning in the study area. The study area’s procurement plan is particularly found to highly adhere to detailed description of procurement requirements and the procurement method. It is also concluded that contract management is a key procurement management practice at the NPS. In a majority of respondents’ experiences, contract management process influences procurement performance. The study recommends entities to try and balance resource allocation and even allocate more funds to Supply Chain departments this is because Supply Chain is the base of all other departments and its success percolates down to the organization. The study further recommends enactment of more stringent government regulations in order to streamline the procurement process.

Keywords: procurement, National Police Service,

INTRODUCTION
Procurement Management is the process of planning, implementing, evaluating, and controlling strategic and operating purchasing decisions for directing all activities of the purchasing function toward opportunities consistent with the firm's capabilities to achieve its long term goals, Delivering economically sound solutions and Good business practice with an aim of attaining value for money (Eyaa & Oluka, 2011). In order to maximize procurement performance, an organization needs to adjust its structure and management processes to the changes in the outside competitive environment and also to facilitate the necessary cooperation between various parts within the company. The issue of structural
design becomes especially relevant as purchasing is a part of a company that lies in the meeting point of those environments. As such, it has to meet both external as well as internal communication requirements (Telgen, 2011).

In Australia, Procurement management provides a basis for effective control and stewardship of resources and demonstrates the value of the procurement function. This was not available in 2005 (Thai, 2011). Citing a report on the review of Purchasing and Logistics in the Queensland Government, (Sme, 2012) reports that forty four percent (44%) of state organizations in Australia reported that they had no performance measures in place for assessing procurement efficiency and effectiveness. Of those that did have measures, many are qualitative statements rather than specific targets to achieve. Only one state agency reported benchmarking against other agencies or external organizations.

Queensland Purchasing has developed a procurement capability and performance assessment methodology in conjunction with a private sector procurement consultancy and training organization. Based on a business excellence model, it incorporates measure points within the categories of: Policy and Procedures; Strategy; People and Culture; Business Systems; Practices, and Performance Management. Each of the measures has links to external benchmarking against Government and private sector organizations in Australia and overseas (Thai, 2011). The methodology has been successfully trialed in the sector and is suitable to form the basis for the external assessment of agencies. It is proposed that agencies’ procurement capability and performance be externally assessed every three years. These reviews would be designed to be conducted in collaboration with agencies and aimed at assisting agencies with identifying areas in which they are performing well and areas in which they can increase their capability to improve outcomes (Service Delivery and Performance Commission (SDPC), 2009).

In South Africa, Reforms in the public procurement were initiated to promote the principles of good governance, and the National Treasury introduced a preference system to address socio-economic objectives. The reform processes were due to inconsistency in policy application and the lack of accountability and supportive structures as well as fragmented processes (Kakwezi and Nyeko, 2010). A uniform implementation approach to procurement was required, due to a research study on opportunities for reform processes in the South African government conducted by the Joint Country Assessment Review (CPAR) and the World Bank in 2001. The deficiencies and fragmentations in governance, interpretation and implementation of the Preferential Procurement Policy Framework Act (PPPFA) Act No 5 of 2000, resulted in the introduction of Supply Chain Management (SCM) in the public sector as a policy tool (Ambe, 2012).

In 2003, a Public Procurement document entitled ‘Supply Chain Management: A guide for accounting officers/authorities’ was developed to guide the adoption of the integrated procurement functions and its related managerial responsibilities. This was government’s attempt to achieve the desired strategic policy outcomes through public procurement management (Obiero, 2010). Public Procurement Management operates within a regulatory framework set by the national government and extended to provinces and local government bodies by specific regulations, legislation and regulations. The aim was to add value at each stage of the procurement process – from the demand for goods and services to their acquisition, managing the logistics process, and finally, after use, to their disposal (Ambe, 2012). In so doing, it addresses deficiencies in current practice relating to procurement, contract management, inventory and asset control and obsolescence planning (Nyangok et al., 2013).

In Kenya for the government to manage effectively and more efficiently the procurement process, procuring entities through the existing legal framework are required to firstly consolidate organizational procurement plans to provide the entity’s corporate procurement plan which before its implementation must get the accounting officer’s approval. The evaluation or measurement of procurement performance has always been a vexing problem for procurement professionals (Obiero, 2010). Traditionally, firms concentrated on analyzing their own internal trends which did not portray the true picture on how they compare well with competitors. Such an approach ignored what the competitors were doing. This has been the case in the public sector where procuring entities have not been making available their procurement data due to the sensitive nature of the data (Rotich, 2011).
Overview of National Police Service (NPS)

Article 243 of the constitution of Kenya establishes the National Police Service (NPS) which comprises the Kenya Police Service and Administration Police Service, the Directorate of Criminal Investigations. The National Police Service shall function throughout Kenya, and the main functions are: To Strive for the highest standards of professionalism and discipline among its members; Prevent corruption and promote and practice transparency and accountability; Comply with constitutional standards of human rights and fundamental freedoms and last but not least to Train staff to the highest possible standards of competence and integrity and to respect human rights and fundamental freedoms and dignity; and Foster and promote relationships with the broader society (NPS, 2015).

Article 245 of constitution of Kenya establishes the office of the Inspector General (IG) of National Police Service and sets out the appointments procedures for the holder of this office. Inspector General is constitutionally required to exercise independent command over the NPS (plus additional functions as is prescribed under an Act of Parliament). KPS and APS are each headed by a Deputy Inspector General and the Directorate of Criminal investigations headed by the Director (KLR, 2015).

Statement of the Problem

According to Kakwezi and Nyeko (2010), the ability to realize procurement goals is influenced by internal force and external forces. Interactions between various elements, professionalism, staffing levels and budget resources, procurement organizational structure whether centralized or decentralized, procurement regulations, rules, and guidance, and internal control regulations, all need attention and influence the performance of the procurement function. In addition, public procurement is faced by the challenges imposed by a variety of factors (external factors) such as market, legal environment, political environment, organizational and socio-economic environmental factors (Kakwezi & Nyeko, 2010). The National Police Service in Kenya face undue delays by the executive and legislature in enacting constitutionally-required legislation that have posed a barrier to efforts to create new structures to address the legacy and mistrust created by longstanding impunity. Endemic corruption, embezzlement of state allocated resources, non-compliance with the law, by the very state institutions that are supposed to uphold the rule of law, as well as illegitimate political interference are all too common in Kenyan police history, and not easily rooted out (Kodongo, 2014).

Usalama Reforms Forum (2015), states that police in Kenya operate with very limited resources. This has led to weak operational preparedness, and a lack of equipment and logistical capacity. For example, the police do not have a forensic laboratory. The government has recently allocated a sum of Kshs. 1.2 billion to establish a National Forensic Laboratory at the DCI headquarters.

Studies with respect to public procurement implications on performance, Chalton (2014) conducted a study on the challenges of implementing procurement policies in state corporations in Kenya, Nyaboke, et al. (2013), conducted a study on the effects of public procurement policies on organizational performance which was focus on the water sector, while, Obiero (2010) did a study on the challenges in the implementation of the Public Procurement & Disposal Act 2005 in the Ministry of Higher Education, Science and Technology in Kenya. All fail to tackle the issue of procurement management on performance at NPS. It is therefore against this background that the study went out to examine the Influence of Procurement Management on Performance of the Public Sector in Kenya.

Objectives of the Study

The general objective of this study was: To examine the Influence of Procurement Management on Performance of the Public Sector in Kenya

The specific objectives of the study include:

1. To establish the influence of resources on procurement Performance of the public Sector in Kenya.
2. To assess the influence of government laws and regulations on procurement Performance of the public Sector in Kenya.
3. To analyze the influence of procurement planning on procurement Performance of the public Sector in Kenya.
4. To determine the influence of contract management on procurement Performance of the public Sector in Kenya.
Research Questions
1. How do resources influence procurement Performance in the public Sector in Kenya?
2. How do government laws and regulations influence procurement Performance in the public Sector in Kenya?
3. How does procurement planning influence procurement Performance in the public Sector in Kenya?
4. How does contract management influence procurement Performance in the public Sector in Kenya?

LITERATURE REVIEW

Theoretical Review
Several theories have been developed to discuss the various components and determinants in line with expounding on the Influence of Procurement Management on Performance of the Public Sector in Kenya. These theories are in line with the study’s specific objectives and have been discussed in line with the extent and correlations to the influence of the study topic.

Resource – Based View and Dynamic Capability Theory
Resource – Based View (RBV) and Dynamic Capability theories are the key theoretical foundations for understanding how sustainable competitive advantage can be attained in organizations. RBV is an economic theory that suggests that firm performance is a function of the types of resources and capabilities controlled by firms (Barney, 2008).

A resource is a relatively observable, tradable asset that contributes to a firm’s market position by improving customer value or lowering cost (or both); and a capability denotes the ability of a firm to accomplish tasks that are linked to higher economic performance by increasing value, decreasing cost, or both (Walker, 2009).

Barney (2008) also describes resources as tangible and intangible assets a firm uses to conceive of and implement its strategies; and capabilities as a subset of resources that enable a firm to take advantage of its other resources.

Eisenhardt & Martin (2010) argues that availability of substitute resources tends to depress returns of the holders of a given resource and this justifies the reason why they should be shielded from competitors. By conducting an effective value chain analysis, an organization is able to identify these scarce resources that give it competitive advantage and apply appropriate mechanisms to protect the resources from competitors.

Eisenhardt and Martin (2000) suggest that there are three levels of dynamic capabilities which are related to managers’ perceptions of environmental dynamism. At the first level are the incremental dynamic capabilities, these are those capabilities concerned with the continuous improvement of the firm’s resource base. At the second level, are renewing dynamic capabilities, those that refresh, adapt and augment the resource base. At the third level are regenerative dynamic capabilities, which impact, not on the firm’s resource base, but on its current set of dynamic capabilities. These change the way the firm changes its resource base.

Compliance Theory
According to Raustiala (2010), compliance theory is an approach to organizational structure that integrates several ideas from the classical and participatory management models. According to compliance theory, organizations can be classified by the type of power they use to direct the behavior of their members and the type of involvement of the participants. In most organizations, types of power and involvement are related in three predictable combinations: coercive-alienative, utilitarian-calculative, and normative-moral. Of course, a few organizations combine two or even all three types.

All three types of power can be useful in obtaining subordinates’ cooperation in organizations. However, the relative effectiveness of each approach depends on the organizational participant’s involvement. Involvement refers to the orientation of a person to an object, characterized in terms of intensity and direction. Accordingly, people can be placed on an involvement continuum that ranges from highly negative to highly positive. Etzioni suggests that participants’ involvement can be broadly categorized as alienative, calculative, or moral. Alienative involvement designates an intense, negative orientation. Inmates in prisons, patients in custodial mental hospitals, and enlisted personnel in basic training all tend
to be alienated from their respective organizations. However, in the case of military personnel undergoing basic training, the ultimate goal is adherence to the organization’s values Identification with underlying values helps military recruits reconcile personal discomfort caused by their membership in the organization during boot camp (Champoux, 2011). Applying force, fear, or other coercive measures, for example, usually creates such high-degree alienation that it becomes impossible to apply normative power successfully (Lunenburg, 1983). This may be one reason why using coercive control in gaining student compliance in schools often leads to a displacement of educational goals. Similarly, it may be why teachers in progressive schools tend to oppose corporal punishment (Bulach et al., 2008).

Compliance theory hence go forward in and relate to the objective that went out to assess the influence of government laws and regulations on procurement Performance in the public Sector in Kenya as Contracts can be well managed by the foundation of a successful spend intelligence system is standardized product and vendor coding, coupled with the automatic capture, processing, and presentation of information for use by decision makers. This provides the capacity to focus on the activity, performance standards, and results achieved in respect to the work involved in the planning for, the establishment and subsequent management and use of supply arrangements (SDPC, 2009). The theory supports the need of power versus involvement to be pristine in terms of the improvement of key areas to be monitored and effectiveness of regions that are fundamental to the laid out procedures, rules and regulations.

Theory of Change
Anderson (2015) states that A theory of change (TOC) is the product of a series of critical-thinking exercises that provides a comprehensive picture of the early- and intermediate-term changes in a given community that are needed to reach a long-term goal articulated by the community or the government. Government initiatives are sometimes planned without an explicit understanding of the early and intermediate steps required for long-term changes to occur; therefore, many assumptions about the change process need to be examined for program planning or evaluation planning to be most effective. A TOC creates an honest picture of the steps required to reach a goal. It provides an opportunity for stakeholders to assess what they can influence, what impact they can have, and whether it is realistic to expect to reach their goal with the time and resources they have available (Andreson, 2015).

Institutional Theory
Institutional theory is a widely used theory in social studies. Kraft’s public policy (2007) summarizes the theory as a policy-making that emphasizes the formal and legal aspect of government structures. It considers processes by which structures, including schemes and rules become established by authoritative figures as guidelines for social behavior. Scott (2014) portends that it explains how the elements are created, diffused, adopted, and adapted over space and time; and how they fall into decline and disuse. Institutions, according to Loffler (2009), are transmitted by various types of carriers, including symbolic systems, relational systems, routines, and artifacts. Institutions operate at different levels of jurisdiction, from the world system to localized interpersonal relationships.

CONCEPTUAL FRAMEWORK
Mugenda and Mugenda (2008), advances that a conceptual framework is a graphical or diagrammatic presentation of the relationship between variables in a study. It helps the researcher see the proposed relationship between the variables easily and quickly. In this study, the conceptual framework is based on variables that have been critically derived from the specific objectives and was define the relationship between resources; government laws and regulations; the procurement planning and contract management that would to examine the Influence Of Procurement Management On Performance Of The Public Sector In Kenya As its general objective.

The following diagrammatic framework below illustrates how the independent variables affect Procurement Performance in the public Sector in Kenya. The proposed model is that the Influence of Procurement Management on procurement performance of the public Sector is a function of resources plus government laws and regulations plus procurement planning plus contract management. The above
depicts interdependency between the independent variables that contribute to the Influence of Procurement Management on Performance of the Public Sector in Kenya.

**Figure 2.1: Conceptual Framework**

**RESEARCH METHODOLOGY**

**Research Design**
The study employed descriptive research design as according to Robson (2012) it reports the study the same way as it is without variations from the collected data. The main advantages of using descriptive research design in the study are that it gives researchers the opportunity to use both quantitative and qualitative data in order to find data and characteristics about the population or phenomenon that is being studied.

**Target Population**
The study was conducted at the National Police Service which is comprised of the KPS, APS and DCI Headquarters offices which are based within Nairobi. The target populations were the 799 employees of National Police Service (NPS) drawn from different levels of the organization. The findings were analyzed using descriptive statistics. The reason the National Police Service was selected is that publications have showed there is sheer mismanagement within NPS.

**Sample and Sampling Techniques**

**3.4.1 Sampling Frame**
A sampling frame is a list that includes every member of the population from which a sample is to be taken. It is the complete list containing all the sampling units of the population (Miles & Huberman,
2009). A Sampling frame facilitates formation of a sampling unit that refers to one member of a set of entities being studied which is the material source of the random variable (Bailey, 2008; Klaus & Oscar, 2008).

For the purpose of this study, the sampling frame for the target population was employees of the NPS at the Administration, Human Resources, procurement, audit, finance, ICT, transport, legal, Directors, Departmental Heads, communication, support staff as listed in Table 3.1.

**Sampling Techniques**

**Sample Size**

According to Fisher & Foreit (2008) study on designing HIV/AIDS Intervention Studies an Operations Research Handbook; they reiterate that the stratified random sampling approach is used to collect data from an organization with defined structures and departments that are relevant to the study. The formula that mainly applies in most baseline stratified samples is also given as:

\[ n = \frac{Z^2 \cdot PQ}{m^2} \]

- \( P \) = Likely value of the parameter
- \( m \) = Permissible margin of error
- \( Z \) = Value of the standard normal deviate corresponding to a level of significance
- \( n \) = desired sample size
- \( Q = 1 - P \)
- \( P = 0.2 \)
- \( m = 0.05 \)
- \( Z = 1.96 \)

\[ n = \left(1.96^2 \times 0.2 \times (1-0.2)\right) \div 0.05^2 \]

\[ n = 245.8 \text{ thus 246 respondents} \]

This study collected data from the all departments and entities as tabulated below:

**Table 1: Table on Sampling frame**

<table>
<thead>
<tr>
<th>CATEGORY/ENTITIES</th>
<th>POPULATION</th>
<th>SAMPLE SIZE</th>
<th>PERCENTAGE %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration</td>
<td>134</td>
<td>38</td>
<td>15.51</td>
</tr>
<tr>
<td>Human Resources</td>
<td>60</td>
<td>20</td>
<td>8.16</td>
</tr>
<tr>
<td>Procurement</td>
<td>42</td>
<td>14</td>
<td>5.71</td>
</tr>
<tr>
<td>Audit</td>
<td>30</td>
<td>10</td>
<td>4.08</td>
</tr>
<tr>
<td>Finance</td>
<td>45</td>
<td>15</td>
<td>6.15</td>
</tr>
<tr>
<td>ICT</td>
<td>27</td>
<td>9</td>
<td>3.67</td>
</tr>
<tr>
<td>Transport</td>
<td>98</td>
<td>31</td>
<td>12.65</td>
</tr>
<tr>
<td>Legal</td>
<td>21</td>
<td>7</td>
<td>2.85</td>
</tr>
<tr>
<td>Directors</td>
<td>18</td>
<td>6</td>
<td>2.45</td>
</tr>
<tr>
<td>Departmental Heads</td>
<td>18</td>
<td>6</td>
<td>2.45</td>
</tr>
<tr>
<td>Communication</td>
<td>12</td>
<td>4</td>
<td>1.63</td>
</tr>
<tr>
<td>Support Staff</td>
<td>294</td>
<td>85</td>
<td>34.69</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>799</strong></td>
<td><strong>246</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

**Data Collection Instrument**

This research applied both primary and secondary data. The main tool to be applied for data collection to conduct this study was a questionnaire. According to Mugenda and Mugenda (2003), A Questionnaire is a research tool that has a predesigned list of questions used for communication with the respondents. The respondents read the questions and answer themselves. A response rate of 79.7% was established with 196 respondents reached, out of the 246 targeted.

**Pilot Testing**

According to Mugenda and Mugenda (2013), pre-testing allows errors to be discovered before actual collection of data begins and 10% of the sample size is considered adequate pilot study. For this study, twenty five (25) questionnaires were sent to the entity prior to the main study. The purpose was to gauge
the satisfaction of the responses after which expert opinion would be sought. The questionnaires are hand delivered to the respondents’ place of work to improve on responsively rate. The results of the pilot study were not included in the actual main study.

Reliability
This study used the Cronbachs’ Alpha (α). This study took an alpha value of 0.7 as the standard for testing the reliability of its questionnaires; meaning the questionnaires reliability score should be above 0.7. This is supported by Tavakol et al. (2010) established the Alpha value threshold at 0.7 which the study will benchmark against. All the scales were found acceptable with all alpha levels above the 0.7 threshold. More specifically, Government laws and regulations had the highest reliability (α=0.821) followed by Resources (α=0.807), then Procurement planning (α=0.770), while Contract management had the lowest (α=0.743). The study found that the analysis was reliable and could be used for further investigation.

Validity
All assessments of validity are subjective opinions based on the judgment of the researcher (Joppe, 2010). This study used the pilot study to help improve face validity of instruments. According to Healy & Perry (2010), content validity of an instrument is improved through expert judgment. Validity was hence established in this study by seeking assistance from experts in research thus helping improve the content validity of the instrument.

Data Analysis
The data collected was entered into a computer and analyzed using Statistical Package for Social Sciences (SPSS Version 21). The data was analyzed using quantitative techniques. The software packages enabled the researcher to analyze the data into percentages, means and standard deviations. First, a factor analysis on both the dependent and independent variable items was conducted upon which reliability analysis for the retained items was computed.

To quantify the strength and direction of the relationship between the variables, the study used Karl Pearson’s coefficient of correlation. The Pearson correlation coefficient measures the strength of a linear association between two variables and is denoted by r (Gupta, 2004).

A multiple linear regression model was used to test the statistical significance of the various independent variables on the dependent variable. According to IBM (2010), the assumptions of linear regression must be met by data analyzed, these assumptions state that the coefficients must be linear in nature, the response errors should follow the Gaussian distribution and errors should have a common distribution. The Multiple linear regression model was applied as below:

\[ Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon \]

Where:
\( Y \) = Performance; \( X_1 \) = Resources; \( X_2 \) = Government Laws and Regulations; \( X_3 \) = Procurement Planning; \( X_4 \) = Contract Management; \( \{\beta_1, \ldots, \beta_4\} \) = The coefficients representing the various independent variables also called predictor variables; \( \varepsilon \) is the error term

RESULTS AND DISCUSSION
Demographic information
Response by age
The study deemed age an important demographic characteristic in the civil service, particularly the National Police Service, in order to have an overview of age distribution thereof. Age was also deemed a relative indicator of respondents’ length of experience on matters procurement in the service. Figure 2 presents the findings.

Results as illustrated revealed in the figure reveal that majority of respondents, 49.3% fall within the 36-45 years age category. This is closely followed by those within the 26-35 years as indicated by 33.1% of the respondents. Only 11.5% and 6.1% of respondents fall within the above 45 years and less than 25 years categories respectively. As such, it can be deduced that age, in the NPS is majorly youthful to middle age, distributed, between 26 and 45 years. A rich diversity in experience with procurement matters was thus established.
Length of service

With some level of working experience necessary in establishing the study objectives, the study found it necessary to establish the length of service of the respondents, in years, serving at the service. Figure 3 illustrates the findings.

Response by level of education

Respondents were further asked to indicate their highest levels of education. This would serve to show the academic backgrounds among respondents in their respective positions in their study area. This would also show the respective levels of conversance with various procurement management concepts and theory in addition to the practice in their current stations. Findings are as shown in figure 4 below.

It was established that a majority of respondents, 43.8% have worked in the study area for between 11 and 15 years. This was followed by those having worked for between 6 and 10 years, as indicated by 39.8% of respondents. Only 11.3% and 5.1% of respondents were found to have worked at the study area for above 15 years and less than 5 years respectively. The results reveal a rather fair distribution across the years representing the length of service in the service, which is also reflective of the respective experiences.
With a majority having worked for over 6 years, responses can be deemed to be informed by adequate experience on procurement matters.

As figure 4 above illustrates, a majority of respondents, 44.2%, indicated having attained a Degree level, closely followed by 39.4% having attained either a Diploma or a Higher National Diploma level. A further 16.4% further indicated having attained a Postgraduate Degree. From the findings, overall, respondents can be said to have attained high education levels, hence able to comprehend the survey objectives and give reliable responses.

**Area of specialization**

The study further found it necessary to establish respondents’ different areas of specialization, in order to ascertain diversity in perspectives and for representability purposes for data reliability. Figure 5 below presents the findings.

Results as shown in figure 5 reveal that a majority of respondents, 41.4% were drawn from the support staff of the respondents, distantly followed by 15.7% from administration then 10.5% from the transport department. Departmental heads and the communications department registered the least number of respondents at 2.1% and 1.6% respectively. It can be deduced therefore, that the study reached respondents across various departments in the study area, hence diverse perspectives in responses as informed by activities in the respective departments.
Figure 5: Area of specialization

Study Variables

Procurement performance

The study sought to determine procurement performance in the public sector with reference to NPS, attributed to the influence of resources, government laws and regulations, procurement planning and contract management. The study was particularly interested in three key indicators, namely Quality of goods purchased, Cost reduction and Timely Purchases-stock out reduction, with all the three studied over a 5 year period, running from 2011 to 2015. Table 2 below presents the findings.

<table>
<thead>
<tr>
<th>Table 2: Procurement Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality of goods purchased</td>
</tr>
<tr>
<td>2011    2012    2013    2014    2015</td>
</tr>
<tr>
<td>Increased by less than 10%</td>
</tr>
<tr>
<td>Increased by 10%</td>
</tr>
<tr>
<td>Increased by more than 10%</td>
</tr>
<tr>
<td>Cost reduction</td>
</tr>
<tr>
<td>2011    2012    2013    2014    2015</td>
</tr>
<tr>
<td>Increased by less than 10%</td>
</tr>
<tr>
<td>Increased by 10%</td>
</tr>
<tr>
<td>Increased by more than 10%</td>
</tr>
<tr>
<td>Timely Purchases-stock out reduction</td>
</tr>
<tr>
<td>2011    2012    2013    2014    2015</td>
</tr>
<tr>
<td>Increased by less than 10%</td>
</tr>
<tr>
<td>Increased by 10%</td>
</tr>
<tr>
<td>Increased by more than 10%</td>
</tr>
</tbody>
</table>

Findings in table 2 above reveal improved financial performance across the 5 year period running from the year 2011 to 2015. Quality of goods purchased recorded positive growth with a majority affirming to less than 10% in 2011 (42.3%) and 2012 (37.7%), to 10% in 2013 (36.1%) then more than 10% in 2014 (41.1%) and 2015 (37.5%). A similar trend was recorded in Cost reduction, growing from less than 10% (44.1%) in 2011, to more than 10% in 2013 (36.4%), 2014 (40.4%) and 2015 (37.3%). Timely Purchases-stock out reduction further recorded positive growth with a majority affirming to less than 10% in 2011 (37.9%) and 2012 (35.9%), to 10% in 2013 (35.9%) and 2014 (35.3%) then by more than 10% in 2015 (36.2%). It can be deduced from the findings that key procurement performance indicators have considerably improved as influenced by among other procurement management attributes, the influence of resources, government laws and regulations, procurement planning and contract management. Quality of goods purchased and Timely Purchases-stock out reduction have particularly improved by at least 10
percent across most of the institutions pointing to the significance of supplier relations management in the supply chain process.

**Influence of Resources on Procurement Performance**

This section presents findings to survey questions asked with a view to establish the influence of resources on procurement performance of public sector in Kenya. Responses were given on a five-point likert scale (where 5 = Strongly Agree; 4 = Agree; 3 = Neutral; 2 = Disagree; 1= Strongly Disagree). The scores of ‘strongly disagree’ and ‘disagree’ have been taken to represent a statement not agreed upon, equivalent to mean score of 0 to 2.5. The score of ‘Neutral’ has been taken to represent a statement agreed upon moderately, equivalent to a mean score of 2.6 to 3.4. The score of ‘agree’ and ‘strongly agree’ have been taken to represent a statement highly agreed upon equivalent to a mean score of 3.5 to 5.4. Table 3 presents the findings.

**Table 3: Resources and Procurement Performance**

<table>
<thead>
<tr>
<th>Resources</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>There is sufficient and qualified procurement personnel</td>
<td>4.013</td>
<td>0.5423</td>
</tr>
<tr>
<td>There is adequate training and simulation for key stakeholders</td>
<td>3.713</td>
<td>1.0617</td>
</tr>
<tr>
<td>There is provision of competitive wages and benefits for procurement personnel</td>
<td>3.357</td>
<td>0.6834</td>
</tr>
<tr>
<td>There is adequate funding for procurement processes</td>
<td>3.701</td>
<td>0.9431</td>
</tr>
<tr>
<td>All activities are captured in the planned budget</td>
<td>3.452</td>
<td>1.2317</td>
</tr>
<tr>
<td>Fund disbursement for procurement processes is timely</td>
<td>3.276</td>
<td>0.8612</td>
</tr>
<tr>
<td>NPS uses IT in our Procurement process</td>
<td>3.791</td>
<td>0.5629</td>
</tr>
<tr>
<td>There is timely Delivery of goods and services</td>
<td>3.953</td>
<td>0.6734</td>
</tr>
<tr>
<td>There is timely processing of payment to contractors</td>
<td>3.263</td>
<td>1.2610</td>
</tr>
</tbody>
</table>

As indicated by high levels of agreement in table 3, a majority of respondents affirm that the study area captures in its procurement process: sufficient and qualified procurement personnel (4.013); timely delivery of goods and services (3.953); use of IT in the Procurement process (3.791); adequate funding for procurement processes (3.701); as well as adequate training and simulation for key stakeholders (3.713). However a majority moderately agree that all activities are captured in the planned budget (3.452); there is provision of competitive wages and benefits for procurement personnel (3.357); there is timely processing of payment to contractors (3.263).

The study probed to find out how in respondents’ opinions, resources influence procurement performance in the study area. In this regard, a majority of respondents offered that human, financial and technological resources were necessary to facilitate logistics including purchase of materials and enhancing efficiency and cost effectiveness of the process.

As such, it can be concluded that overall, resource planning is adequately observed in the study area’s procurement process. Most notably, resource planning for procurement was observed in among others, use of IT in the Procurement process, funding, timely delivery of goods and services as well as qualified manpower and training. Possible setbacks may however have been experienced in delays in funding, with respect to disbursement and payments to contractors as well as budgeting, as per the moderate agreement levels. From the foregoing, it can be deduced that human and technological resources are among the key resources influencing procurement performance in the public sector. This is of the implication that considering these resources are not allocated in sufficient levels; efforts to address the same could prove beneficial in assuring procurement performance thereof.
This is in tandem with Bedey (2008) who asserts that overall, enterprises employing organized procedures, resources and systems to consistently employ and align all procurement strategies in a consistent and integrated method outperformed peers in cost savings, expenditure under management, compliance, supplier integration, and greater contribution to enterprise value. Simms (2008) adds that most of the public entities lack clear accountability on how the resources provided impact on their performance therefore going against the fundamental principles of public procurement.

**Influence of government laws and regulations on procurement Performance**

The study sought to assess the influence of government laws and regulations on procurement Performance of Public Sector in Kenya. This section presents findings to statements posed in this regard with responses given on a five-point likert scale (where 5 = Strongly Agree; 4 = Agree; 3 = Neutral; 2 = Disagree; 1= Strongly Disagree). Table 4 presents the findings.

**Table 4: Influence of government laws and regulations and procurement performance**

<table>
<thead>
<tr>
<th>Government Laws and Regulations</th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>NPS has enforced the government regulations with regard to public procurement</td>
<td>4.224</td>
<td>0.5682</td>
</tr>
<tr>
<td>NPS has enforced the e-procurement (IFMIS) guidelines</td>
<td>3.891</td>
<td>0.6134</td>
</tr>
<tr>
<td>All procurement at NPS is guided by the current Public Procurement and Asset Disposal Act</td>
<td>4.109</td>
<td>1.0067</td>
</tr>
<tr>
<td>Manuals and Legal Notices provide guidance to the procurement process</td>
<td>4.052</td>
<td>0.5225</td>
</tr>
<tr>
<td>Staff in Supply Chain are members of a professional body (KISM)</td>
<td>3.643</td>
<td>0.5360</td>
</tr>
<tr>
<td>NPS has an annual Disposal plan for obsolete items</td>
<td>3.815</td>
<td>0.5137</td>
</tr>
<tr>
<td>NPS uses standard tender documents</td>
<td>3.713</td>
<td>0.4976</td>
</tr>
<tr>
<td>All goods are inspected before acceptance</td>
<td>3.772</td>
<td>0.5587</td>
</tr>
</tbody>
</table>

A majority of respondents were found to highly agree that NPS has enforced the government regulations and policies with regard to public procurement (4.224); All procurement at NPS is guided by the current Public Procurement and Asset Disposal Act (4.109); Manuals and Legal Notices provide guidance to the procurement process (4.052); NPS has enforced the e-procurement (IFMIS) guidelines (3.891); NPS has an annual Disposal plan for obsolete items (3.815); All goods are inspected before acceptance (3.772); NPS uses standard tender documents (3.713); and that Staff in Supply Chain are members of a professional body (KISM) (3.643).

The study probed to establish respondents’ opinions on whether or not government regulation has enhanced procurement performance in the public sector. Similar results were established in this respect with a majority citing use of e-procurement (IFMIS) guidelines guiding the Public Procurement; Enactment of the Public Procurement and Asset Disposal Act 2015 and Manuals and Legal Notices providing guidance to the procurement process. It can be deduced in this regard that government laws and regulations highly influence procurement performance in the public sector. More specifically, it is notable that compliance, stakeholder involvement as well as the enactment of new laws and regulations is the key government laws and regulations constructs influencing procurement performance.

This is in agreement with Rotich (2011) who offers that other issues affecting public procurement have to do with core objectives being set by legislators whose political choices regarding the prioritization and allocation of scarce resources are politically motivated and myopic. Mahmood (2010) also argues that in view of the setbacks presented to the public by the procurement systems, it should be realized that procurement practitioners face many challenges given by complexity of sets of law, and government systems at times not in line with the procurement act. Thai and Grimm (2009) however observe that regardless of the effort by the governments of developing countries, like Kenya and development policies like the procurement Acts and regulations enacted to improve resource performance of the procurement function, public procurement is still marred by poor quality goods and services.
Influence of procurement planning on procurement Performance

The study further sought to analyze the influence of procurement planning on procurement Performance of Public Sector in Kenya. This section presents findings to statements posed in this regard with responses given on a five-point likert scale (where 5 = Strongly Agree; 4 = Agree; 3 = Neutral; 2 = Disagree; 1= Strongly Disagree). Table 5 below presents the findings.

Table 5: Influence of procurement planning on procurement performance

<table>
<thead>
<tr>
<th>Motivation</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>NPS prepares an annual Procurement plan</td>
<td>3.239</td>
<td>0.8317</td>
</tr>
<tr>
<td>NPS procurement plan has description of the requirement</td>
<td>3.993</td>
<td>0.6315</td>
</tr>
<tr>
<td>NPS procurement plan has the estimated value of the requirement</td>
<td>3.325</td>
<td>1.0092</td>
</tr>
<tr>
<td>NPS procurement plan details the procurement method</td>
<td>3.857</td>
<td>1.3718</td>
</tr>
<tr>
<td>NPS procurement plan details the expected award date</td>
<td>3.042</td>
<td>0.6347</td>
</tr>
<tr>
<td>NPS involves the User Department in formulating annual procurement plans</td>
<td>3.391</td>
<td>0.5645</td>
</tr>
<tr>
<td>NPS adheres to the Procurement plans</td>
<td>3.572</td>
<td>0.4762</td>
</tr>
<tr>
<td>The organization does annual prequalification of bidders</td>
<td>3.714</td>
<td>0.5765</td>
</tr>
<tr>
<td>Awarding of all tenders is guided by the evaluation criteria</td>
<td>3.923</td>
<td>0.4812</td>
</tr>
</tbody>
</table>

As tabulated, a majority of respondents were found to highly agree that NPS procurement plan has description of the requirement (3.993); Awarding of all tenders is guided by the evaluation criteria (3.923); NPS procurement plan details the procurement method (3.857); the organization does annual prequalification of bidders (3.714); and that NPS adheres to the Procurement plans (3.572). A majority however only moderately agrees that NPS involves the User Department in formulating annual procurement plans (3.391); NPS procurement plan has the estimated value of the requirement (3.325); NPS prepares an annual Procurement plan (3.239); and that NPS procurement plan details the expected award date (3.042).

Respondents were further asked to cite other factors on procurement planning affecting performance in the study area. A majority cited cost effectiveness and efficiency, in which case planning reduces wastages in resources including time and finances. The foregoing findings depict moderate to high levels of procurement planning in the study area. The study area’s procurement plan is particularly found to highly adhere to detailed description of procurement requirements and the procurement method. Key impediments to procurement planning were however noted in poor annual planning as well as detailing value estimates and clear timelines.

This finding supports Ambe (2012) who argues that conducting a stakeholder analysis early in the planning process is a useful technique to identify the likely key issues in relation to the planned procurement. Consider the internal and external stakeholders who may need to be involved in the procurement planning. Rotich (2011) holds that the main factors influencing the level of detail in a significant procurement plan relate to the size, scope and risk of the procurement and uncertainty about its requirements, together with the complexity of the supply market and the timeframe needed to achieve a successful outcome. Bedey (2008) adds that in determining the level of detail required for specific significant procurement plans, agencies must take into consideration the nature of their procurement environment and the capability of their procurement function.

Influence of contract management on procurement Performance

Lastly, the study further sought to analyze the influence of contract management on procurement Performance of Public Sector in Kenya. This section presents findings to statements posed in this regard with responses given on a five-point likert scale (where 5 = Strongly Agree; 4 = Agree; 3 = Neutral; 2 = Disagree; 1= Strongly Disagree). Table 6 below presents the findings.
A majority of respondents highly agrees that NPS has a competent contract management team (3.928); Tenders are evaluated before awarding (3.842); NPS has an insurance policy plan (3.629); NPS has a risk management plan (3.619); Requirements review is conducted in the procurement process (3.603); and that Contracts are awarded competitively (3.601); NPS has a documented contract review process (3.583); All organization contracts are subjected to Inspection (3.524). A majority however moderately agrees that Contracts have respective project managers (3.374).

Respondents were further asked to briefly provide any other aspect which may enhance contract management performance in the Public sector. A majority in this regard cited risk management, insurance as well as resource efficiency. The foregoing findings reveal that contract management is a key consideration in the study area’s procurement process. The contract management practice thereof is comprehensive with emphasis laid on among other attributes, a competent contract management team, tender evaluation before awarding, insurance and risk management policies requirements review in the procurement process as well as awarding of contracts on a competitive basis.

This is in line with Kakwezi and Nyeko (2010) who emphasize the need to make appropriate mid to longer-term investments in procurement contracts management process capabilities. As KLR (2015) provides, these investments should be used to improve strategies, policies, practices, as well as the organizational tools and technological upgrades needed to achieve the targeted level of contracts management process performance and control. SDPC (2009) maintains that for effective contract management, there is need to develop, implement and enforce enterprise-wide contracting policies that reflect overall contracts management process strategy and objectives.

**Pearson Correlation Analysis**

The study further conducted inferential statistics entailing both Pearson and regression analysis with a view to determine both the nature and respective strengths of associations between the conceptualized procurement management (independent) variables and performance (dependent variable) in the public sector in Kenya. Table 7 below presents the Pearson correlations for the relationships between the procurement management variables and performance.

From the findings, a positive correlation is seen between the each procurement management variable and performance. The strongest correlation was established between Government laws and regulations and performance \( (r = .798) \), and the weaker relationship found between Procurement planning and performance \( (r = .436) \). Resources and Contract management are also strongly and positively correlated with performance at correlation coefficient of .708 and .716 respectively. All the independent variables were found to have a statistically significant association with the dependent variable at 0.05 level of confidence.

**Table 6: Influence of contract management on procurement performance**

<table>
<thead>
<tr>
<th>Contract Management</th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>NPS has a documented contract review process</td>
<td>3.583</td>
<td>0.9442</td>
</tr>
<tr>
<td>NPS has a risk management plan</td>
<td>3.619</td>
<td>0.0429</td>
</tr>
<tr>
<td>NPS has an insurance policy plan</td>
<td>3.629</td>
<td>0.8592</td>
</tr>
<tr>
<td>Requirements review is conducted in the procurement process</td>
<td>3.603</td>
<td>0.3056</td>
</tr>
<tr>
<td>Contracts are awarded competitively</td>
<td>3.601</td>
<td>1.3078</td>
</tr>
<tr>
<td>Tenders are evaluated before awarding</td>
<td>3.842</td>
<td>0.9745</td>
</tr>
<tr>
<td>Contracts have respective project managers</td>
<td>3.374</td>
<td>0.6734</td>
</tr>
<tr>
<td>NPS has a competent contract management team</td>
<td>3.928</td>
<td>1.0080</td>
</tr>
<tr>
<td>All organization contracts are subjected to Inspection</td>
<td>3.524</td>
<td>0.5292</td>
</tr>
</tbody>
</table>
Table 7: Pearson correlation matrix

<table>
<thead>
<tr>
<th></th>
<th>Performance</th>
<th>Resources</th>
<th>Procurement planning</th>
<th>Contract management</th>
<th>Government laws and regulations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Resources</td>
<td>.708**</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Procurement planning</td>
<td>.436**</td>
<td>.650**</td>
<td>1</td>
<td>.004</td>
<td></td>
</tr>
<tr>
<td>Contract management</td>
<td>.716**</td>
<td>.485**</td>
<td>.115</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Government laws and regulations</td>
<td>.798**</td>
<td>.724**</td>
<td>.300</td>
<td>.692**</td>
<td>1</td>
</tr>
</tbody>
</table>

*Correlation is significant at the 0.05 level (2-tailed)

Regression Analysis

To establish the degree of influence of procurement management components on performance of public sector, a regression analysis was conducted, with the assumption that: variables are normally distributed to avoid distortion of associations and significance tests, which was achieved as outliers were not identified; a linear relationship between the independent and dependent variables for accuracy of estimation, which was achieved as the standardized coefficients were used in interpretation. Multiple regression analysis explains or predicts variation in a dependent variable because of the independent variables and this is assessed using the coefficient of determination known as R square and the larger the coefficient, the larger the effect of the independent variable upon the dependent variable. The R Square can range from 0.000 to 1.000, with 1.000 showing a perfect fit that indicates that each point is on the line (Carver et al., 2009). The coefficients or beta weights for each variable allows the researcher to compare the relative importance of each independent variable. In this study the Unstandardized coefficients and standardized coefficients are given for the multiple regression equations. However, discussions are based on the unstandardized coefficients for studying each variable. The regression model was as follows:

Y = α + β₁X₁ + β₂X₂ + β₃X₃ + β₄X₄ + ε

Performance = α + β₁ (Resources) + β₂ (Government laws and regulations) + β₃ (Procurement Planning) + β₄ (Contract Management) + ε.

Regression analysis produced the coefficient of determination and analysis of variance (ANOVA). Analysis of variance was done to show whether there is a significant mean difference between dependent and independent variables. The ANOVA was conducted at 95% confidence level.

Model goodness of fit

Regression analysis was used to establish the strengths of relationship between performance (dependent variable) and the procurement management variables, that is, Resources, Government laws and regulations, Procurement Planning and Contract Management (independent variables). R is the correlation coefficient which shows the relationship between the independent variables and dependent variable. The result showed a coefficient of determination value (R) of .865 which depicts that a strong linear dependence between all the Procurement management indictors and procurement Performance.

The coefficient of determination (R²) explains the extent to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable and the four independent variables that were explained as represented by the R². With an adjusted R-squared of .720, the model shows that Resources, Government laws and regulations, Procurement planning and Contract management collectively explain 72 percent of the variations in procurement performance while 28 percent is explained by other factors not included in the model.
According to Howell (2002), measures of goodness of fit typically summarize the discrepancy between observed values and the values expected under the model in question. This implies that these variables are very significant therefore need to be considered in any effort to boost performance of public sector in the organization.

**Table 8: Model Goodness of Fit**

<table>
<thead>
<tr>
<th></th>
<th>R</th>
<th>R²</th>
<th>Adjusted R²</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>a</td>
<td>.865</td>
<td>.748</td>
<td>.720</td>
<td>1.94285</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Resources, Government laws and regulations, Procurement planning, Contract management

Dependent Variable: Performance

**Analysis of Variance (ANOVA)**

As presented in Table 9, ANOVA statistics was conducted to determine the differences in the means of the dependent and independent variables to show whether a relationship exists between the two. According to Gelman (2006), ANOVA statistics analyzes the differences between group means and their associated procedures (such as "variation" among and between groups). The P-value of 0.000 implies that procurement performance has a significant joint relationship with Resources, Government laws and regulations, Procurement planning, Contract management which is significant at 95% confidence level. This implies that the regression model is significant and can thus be used to assess the association between the dependent and independent variables. The regression coefficients further reveal both positive and negative associations between the dependent and the predictor variables.

**Table 9: Analysis of Variance (ANOVA)**

<table>
<thead>
<tr>
<th></th>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>402.892</td>
<td>4</td>
<td>100.723</td>
<td>141.564</td>
<td>.000a</td>
</tr>
<tr>
<td>Residual</td>
<td>135.888</td>
<td>191</td>
<td>.7115</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>538.780</td>
<td>195</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Regression coefficients of determination**

To determine the relationship between the independent variables and the dependent variable and the respective strengths, the regression analysis produced coefficients of determination as presented in Table 10. Findings in Table 10 reveal a positive relationship between Performance of public sector and all the independent variables. As per the SPSS generated table below, the model equation would be \( Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon \) becomes:

\[ Y = 4.242 + 0.610 (\text{Resources}) + 0.832 (\text{Government laws & regulations}) + 0.535 (\text{Procurement planning}) + 0.776 (\text{Contract management}) + 0.138 \]

A unit change in Resources would thus lead to a 0.610 increase in procurement performance ceteris paribus; a unit change in Government laws and regulations would lead to a 0.832 change in Performance ceteris paribus and a unit change in Procurement Planning would lead to a 0.535 change in Performance ceteris paribus while a unit change in Contract Management would lead to a 0.776 change in Performance. This implies that among other factors, Resources, Government laws and regulations, Procurement Planning and Contract Management are strong and significant determinants of procurement performance in the Kenyan public sector. Therefore, the most significant factor was government laws & regulations.
Table 10: Regression Coefficient Results

<table>
<thead>
<tr>
<th></th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
</tr>
<tr>
<td>(Constant)</td>
<td>4.242</td>
<td>.138</td>
</tr>
<tr>
<td>Government laws &amp; regulations</td>
<td>.832</td>
<td>.008</td>
</tr>
<tr>
<td>Contract management</td>
<td>.776</td>
<td>.005</td>
</tr>
<tr>
<td>Resources</td>
<td>.610</td>
<td>.012</td>
</tr>
<tr>
<td>Procurement planning</td>
<td>.535</td>
<td>.067</td>
</tr>
</tbody>
</table>

CONCLUSION
From the foregoing findings, the study hereby deduces that overall, resource planning is adequately observed in the study area’s procurement process. Most notably, resource planning for procurement was observed in among others, use of IT in the Procurement process, funding, timely availing of goods and services as well as qualified manpower and training. Possible setbacks may however be experienced in delays in funding, with respect to disbursement and payments to contractors as well as budgeting, as per the moderate agreement levels. It can further be deduced that human and technological resources are among the key resources influencing procurement performance in the public sector. This is of the implication that considering these resources are not allocated in sufficient levels; efforts to address the same could prove beneficial in assuring procurement performance thereof.

The study further established that government laws and regulations highly influence procurement performance in the public sector. More specifically, it is notable that compliance, the use of new laws as well as use of manuals and legal notices is the key government laws and regulations constructs influencing procurement performance. Findings further point to high levels of procurement planning in the study area. The study area’s procurement plan is particularly found to highly adhere to detailed description of procurement requirements and the procurement method. Key impediments to procurement planning were however noted in poor annual planning as well as detailing value estimates and clear timelines.

It is also concluded that contract management is a key procurement management practice at the NPS. In a majority of respondents’ contract management process influences procurement performance by having a competent contract management team, evaluation of tenders before award, having an insurance policy plan, having a risk management plan, requirements review conducted in the procurement process, contracts awarded competitively, having a documented contract review process and all organization contracts being subjected to inspection. Key impediments however exist in the study area’s contract management is that Contracts do not have respective project managers.

It can finally be deduced from the findings that key procurement performance indicators have considerably improved as influenced by among other procurement management attributes, the influence of resources, government laws and regulations, procurement planning and contract management. Quality of goods purchased and Timely Purchases-stock out reduction have particularly improved by at least 10 percent across most of the institutions pointing to the significance of supplier relations management in the supply chain process.

Results from inferential statistics imply that among other factors, resources, government laws and regulations, procurement planning and contract management are strong and significant determinants of Performance in the Kenyan public sector.

RECOMMENDATIONS
Resource allocation is an important aspect in determining how effective the whole procurement process will be. This calls for public entities to try and balance resource allocation and even allocate more funds to procurement departments. This is because procurement is the base of all other departments and its success percolates down to the whole organization. It’s imperative that as procurement resource allocation
planning is done in a manner that it takes care of the pursued strategic fit in the public entities. Kenya is a new state undergoing devolution where decentralization is increasing. This will affect resource allocation plans to the public entities some of which are now undergoing restructuring to fit into the system. There is need to enact more stringent government regulations in order to streamline procurement process that will uniformly apply to all government procurement. The same should be made to ensure a system of accountability where both the public officials directly or indirectly involved in the procurement process as well as in the implementation of procurement contracts and the private parties that deal with public procurement are, when warranted by circumstances, investigated and held liable for their actions relative thereto. There is also need for the laws and regulations to mainstream public monitoring of the procurement process and the implementation of awarded contracts with the end in view of guaranteeing that these contracts are awarded pursuant to the provisions of the Act and that all these contracts are performed strictly according to specifications.

Significant procurement planning and development of sound procurement strategies lead to consistently better value for money; higher quality project and service delivery; improved opportunities for sustainable procurement; and reduced risks to the organization. Time invested in preparation before developing the significant procurement plan will increase the chances of it being completed within the required timeframe and budget. Depending upon the size, scope and complexity of the individual significant procurement project more detailed planning may be required. In some circumstances a detailed project management plan may be necessary. Planning for significant procurement can be a complex activity which may require specialist advice or assistance. Supply Chain Management officers should consider, at the preparation stage, whether specialist expertise should be sought internally within the organization, or externally.

Also, there is need for the public sector to carry out an unbiased and comprehensive assessment of the current procurement contracts management processes and related capabilities (e.g. sourcing process), and then evaluate gaps between the current state and an agreed-upon desired level of capability and performance. The sector should also identify immediate short-term actions to address urgent control improvement needs and put the necessary resources behind those short-term actions; and set clear overall strategic and operational objectives and performance expectations for the organization’s procurement contracts management process. Without such a vision and objectives, it is unlikely that the desired level of performance, control and capability will be achieved. There is also need to design, develop and implement strategies and detailed, integrated action plans to achieve the desired levels of performance and process maturity, actions that address each and all of the six components of contracts management capability, and cover the immediate, middle and longer term horizons.

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