

**AN ASSESSMENT OF THE EFFECTS OF PROCUREMENT PLAN
IMPLEMENTATION PRACTICES ON PERFORMANCE OF COUNTY
GOVERNMENTS IN KENYA: A CASE OF KISII COUNTY GOVERNMENT**

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MANAGEMENT IN DEPARTMENT OF MANAGEMENT SCIENCE SCHOOL OF
BUSINESS AND ECONOMICS, KISII UNIVERSITY**

OCTOBER, 2020

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RECOMMENDATION

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DEDICATION

I dedicate this project to my dear wife Vane for her encouragement and moral support during the project development.

ACKNOWLEDGMENTS

I would like to thank my almighty God for giving me good health during the whole process, my supervisors Prof. Ngacho and Dr. Nyaboga for their tireless expert advice throughout the period of conducting this project, my classmates who could encourage me during the process and the Kisii University administration for providing me with the necessary environment with tools and equipment that facilitated effective accomplishment of my work.

ABSTRACT

Resource allocation practices, procurement method utilized, procurement approval obtained, and integration practices implemented play an important role in the performance of county governments, Kenya. For Counties to continue providing services there has to be a procurement plan and ways of implementing it. Counties in Kenya have trouble in implementing procurement plans. In light of this, therefore, the study sought to fill the gap by assessing the effects of Procurement Plan Implementation practices on the performance of County Governments in Kenya, (Case of Kisii County Government). The specific objectives were to analyze the effects of resource allocation practices, to establish the contributions of Procurement method utilized, to establish the effects of Procurement approvals obtained, to find out the effects of integration practices implemented and to determine the moderating effects of Government policies and regulations on the relationship between procurement plan Implementation practices and performance of Kisii County government, Kenya. This study focused on the Implementation theory and Resource-based view theory. Descriptive Survey research design was adopted, with a target population of 4935 employees in Kisii County Government. Yamane formula was used to determine the sample for the study $n = 370$ respondents. Questionnaires were used to collect primary data. The collected data was analyzed using quantitative technique. The data collected was analyzed using descriptive statistical measures of central tendency such as mean and percentages. The information arising from analyzed data was presented in tables and figures. Resource allocation practices, procurement method utilized, procurement approval obtained and integration practices implemented found to have an effect on the performance of Kisii County Government, Kenya. From correlation analysis, it concluded that procurement approval obtained and integration implemented during procurement plan implementation was positively and significantly correlated to performance of county government and statistically significant respectively. The study recommended that the county should adopt information technology in its daily operations to support information sharing. The County should fast track disbursement of funds budgeted for procurement plan implementation to avoid delayed service delivery to customers. Further studies would be more appropriate in areas that compare the effects of Procurement plan implementation practices on the performance of Parastatals and National Government Ministries, Kenya. This would seem likely to lead to new insights and therefore deepen the effort, which have been made in this study.

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LIST OF ACRONYMS

ERP	Enterprise resource planning
KCG	Kisii County Government
IFMIS	Integrated Financial Management System
ICT	Information and communication technology
GDP	Gross Domestic Product
PP	Procurement Plan
PPADA	Public procurement and Asset Disposal Act No of 2015
PPR	Proprietary Procurement Request
PPOA	Public Procurement Oversight Authority
PPDR	Public Procurement and Disposal Regulations, 2006
RBV	Resource Based View
RFP	Request for proposal
SPMA	Supplies Practitioners Management Act
SCM	Supply chain management
(PE)	Procuring Entities
UK	United Kingdom
ZPPA	Zambia Public Procurement Authority

CHAPTER ONE

INTRODUCTION

1.1 Background to the study

Procurement is the process of obtaining goods and services from the preparation and processing through to receipt and approval of the invoice for payment. Procurement plan is guided by principles of transparency, accountability, and achieving value for money for citizens and taxpayers. Globally, in many developed nations, public sector expenditure is substantial procurement plans. Government organizations across the world tend to spend between 8 per cent and 25 per cent of GDP on goods and services (McCrudden, 2018).

In the UK, there is lack of implementation practices from large public procurement expenditure of approximately £150 billion. Government is often the single biggest customer within a country, and governments can potentially use this purchasing power to influence the behavior of the organizations. In particular, it has been noted that public procurement can be a lever to deliver broader government objectives, such as stimulating innovation in supply markets, using public money to support environmental or social objectives, and for supporting domestic markets (Charles, 2017).

Procurement is a crucial element in the working functions of any state. It refers to the purchasing of goods and services in the right quality, from the right source and the right price all to meet a specific need. The close relationship between procurement and development demonstrates that there is need for transparency and accountability in the manner in which procurement is conducted. According to Ndubisi (2014) procurement Plan implementation is the process in which public or private organizations buy supplies or services to fulfill various functions such as shelter, transport and need for infrastructures, among many others.

1.1.1 Procurement Plan Implementation

Procurement plan implementation commonly involves purchase planning, standards determination, specifications development, supplier research and selection, value analysis, financing, price negotiation, making the purchase, supply contract administration, inventory control and stores, and disposal and other related functions. Procurement is concerned with how public sector organizations spend taxpayers' money on goods and services, but Procurement plan implementation practices are not effective Hall (2012).

The need for effective procurement plan is at both national and county government and its extensive contribution to better governance of public sector. In the past few years, developing countries have realized for many decades' that procurement function which has been viewed as a clerical task Corsten (2013). However, today it has positioned itself among the core organization functions and its management has become more critical in the overall organizations performance. Procurement plan is becoming important at the local level (county government), in parallel with decentralization (Sundaram, 2010).

Procurement plan implementation therefore, is the process of acquiring goods, works and services from the sources already identified through a competitive procurement process in order to meet organizations objectives. Procurement Planning therefore, is important exercise in any organization as it leads to the attainment of a working document called procurement plan (PP). Moreover, Planning has a number of significance in the organization including: determining what to buy, when and from what sources, assist budgetary committee in determining if expectations are realistic; particularly the expectations of the requesting entities, which usually expect their requirements met on short notice and over a shorter period than the application of the corresponding procurement method allows. During the procurement planning process, the procurement method is assigned and the expectations for fulfillment of procurement requirements

determined, PPADA, (2015), and Jorge A. Lynch T, (2013). It further provides an opportunity for all stakeholders involved in the processes to meet in order to discuss particular procurement requirements. These stakeholders could be the requesting entity, end users, procurement department, technical experts, and even vendors to give relevant inputs on specific requirements, (PPR, 2006)

In Nigeria, procurement plan implementation has been faced with poor procurement planning and this has become a challenge as it affects the performance of the organization and economic development. This is evidence as most countries have not paid adequate attention to the proper management of public resources Basheka (2014). This ensures that public resources are spent rightly. The two documents today govern procurement and disposal in public sector and have created a new procurement framework aimed to achieve a number of objectives: First, to ensure public procurement and disposal is conducted fairly, transparent, and without discrimination. The Procurement Plan on the other hand is the product of the procurement planning process. It can be developed for a particular requirement, a specific project, or for a number of requirements for one or many entities in the public or private sectors.

In Zambia, just like Kenya, have identified the strategic role of procurement in governance and its importance in service delivery to the fellow citizens. In 2008, the government through an Act of parliament created Zambia public procurement authority (ZPPA) to regulate procurement proceedings and processes in the country. The authority stated that formulation and development of procurement plan is not just a good practice that must be embraced by Procuring Entities (PE) but it is also a legal requirement in each procuring entity to plan its procurements (Batenburg, 2017).

In particular, the Act states that a procuring entity shall: aggregate its requirements wherever possible, both within the procuring entity and between procuring entities, to obtain value for money and reduce procurement costs, make use of rate or running contracts wherever appropriate to provide an efficient, cost effective and flexible means to procure goods, works and services that are required continuously or repeatedly over a set period of time and integrate its expenditure program with the procurement plan. In Kenya, procurement consumes 45% of the national budget, excluding local government procurement. Minimization of procurement expenditure resource allocation in organization entails implementation of strategies to be followed when making purchasing decisions. Procurement plan implementation practices are regulated by three major acts, and the Supplies Practitioners Management Act SPMA (Bayton, 2018).

The PPDA, effective as of 1st January 2007, applies to all procurement of goods, works and services, as well as the disposal of assets by public entities. The Act also establishes the Public Procurement Administrative Review Board, which handles complaints, reviews and appeals stemming from procurement practices. The Public Procurement and Disposal Regulations, 2006 (PPDR) read together with the PPDA, outline the various processes and procedures to be followed when goods, services or works procured (Njeru, 2016).

In a Kenyan context, (PPADA, Sec. 53, 2,8 2015) states that “An accounting officer shall prepare an annual procurement plan which is realistic in a format set out in the Regulations within the approved budget prior to commencement of each financial year as part of the annual budget preparation process and that an Accounting officer shall not commence any procurement proceeding until satisfied that sufficient funds to meet the obligations of the resulting contract are reflected in its approved budget estimates respectively. This means that the effective and efficient implementation of procurement plan (PP) strictly depends on proper resource allocation, choice of

procurement method, integration and collaboration with and among different players in procurement environment (Chaffey, 2014).

Procurement and asset disposal planning is based from indicative or approved budgets which is integrated with applicable budget processes. In County Department, such as procurement plans shall be approved by the Cabinet Secretary or the County Executive Committee member responsible for that entity. Thus, procurement plan need to be integrated into annual sector expenditure program to facilitate financial predictability which further makes procurement planning mandatory. Procurement plan therefore, is prepared as part of annual budget preparation process since it informs the cash flow preparation (Boudijilda, 2013).

The plan makes part of annual budget and is therefore important to plan for the entire financial year and integrate it into quarters for ease realization and implementation. Implementation on the other hand is the process that turns strategic plans into actions in order to accomplish strategic objectives and goals. Implementing a procurement plan is important than the plan itself. Just like strategic plan, procurement plan implementation has an important role in the organizational performance (Hoppner 2012).

Kaplan and Norton (2009) developed an implementation strategy, the balanced scorecard to create, implement, and communicate plans and further measures the extent of implementation across the entire organization. In Kenya, as earlier mentioned, preparing a procurement plan and its proper implementation is a legal requirement for public organizations.

1.1.2 Procurement plan by Kisii county government

Country Procurement Assessment Report (CPAR), prepared by a team of Government officials, World Bank and donor staff, and national consultants, found that there was substantial inefficiency in public procurement. Despite the Public Procurement and Asset Disposal Act 2015 being in place

with an aim of guiding the procurement function in public institutions, specific internal procurement factors still affect the efficiency of the procurement process. The reasons for poor implementation of the Procurement plan by Kisii County government has created the gap that this study seeks to fill (Leung, 2017).

However, empirical studies by Moszoro (2014), Jorge (2013) explored implementation of procurement plan in public sector organizations in general, while Nyaga&Kihara (2014) studied on the implementation of procurement plans in Kenyatta National Hospital. It is, therefore, important to conduct a study in County Government in Kenya specifically in Kisii County to ascertain and fill this contextual gap.

Public procurement plays a pivotal role in the economic development of any country. In Kenya, it is the means through which government spends revenue raised annually, for the implementation of public service delivery. As such, a public procurement system that is economically inefficient invariably undermines the government programmes for economic growth. Cognizant of this fundamental role, Article 227 of the Constitution of Kenya mandates Parliament to prescribe a framework within which policies relating to procurement and asset disposal shall be implemented. Specifically, Auditors General Report, (2018) requires that any state organ or public entity contracting for goods or services must do so within a system that is fair, equitable, transparent, and cost-effective (Nyandim, 2018).

According to Public Procurement Oversight Authority PPOA (2014), most of the tendered products/services in many counties have a mark-up of 60 percent on the market prices. The inefficiency and ineptness of overall implementation of procurement plan in counties contributes to loss of over Ksh.500 million annually Orina (2015). According to Victor (2012), procurement expenditure could be minimized through proper implementation of procurement plans.

1.1.3 Kisii County government

Kisii County is one of the 47 counties in Kenya courtesy of the new constitution of Kenya 2010 which created the new county system of governance. The County has a network of 1,132.598 km of classified roads and 435km of rural access roads, improved and maintained by the county government. About 170.848kms of the roads are tarmacked, 292.55 km graveled, while 669.2 km are earth roads. The counties major role is to ensure that the roads are continuously maintained such as Kisii town, Ogembo, Nyamache, Gesusu, and Suneka. The county has also employed ECD teachers in all the 467 public primary schools as one way of improving basic education in the county. However, the institutions so far opened are not adequate to cater for the rising number of youths in pursuit of higher education, therefore there is need to open up more middle level colleges, polytechnics and Universities (Kisii county 2018)

Despite these performances achieved by Kisii county government, there are still challenges in the way procurement plans are being practiced. Auditor general report (2017) noted that Kisii County could not account for Ksh. 9.7 million which were irregularly paid to contractors without supportive documents. These attributed to poor procurement plan implementation practices such as poor procurement method, delay in procurement approvals and poor resource allocation and distribution (Sundaram, 2010).

Kisii county government is faced with another challenge in terms of political interference, which is brought by the county assembly members on how county tenders are to be distributed and issuance of threats to the governor on impeachment should he fails to listen to them. This has pulled a numbers of counties backwards in terms of development and service delivery, Kisii County not an exception. It further leads to misdirection of funds to areas where they are not planned (Awino, 2012).

1.2 Statement of the problem

County governments experience major challenges in the implementation of its procurement plans. Procurement plan implementation is not also effective analyzing performance of county governments in Kenya. Even though, county governments are trying to come up with clear procurement plans based on public procurement regulatory authorities such as procurement approvals and resource allocation but it is not clear which plan that will improve the performance. Kisii county government performance has been experiencing challenges due to ineffective practices during procurement plan implementation. This was evidence by a study analyzed by Miller (2018) on the factors affecting implementation of public procurement reforms in County Governments in Kenya. This found that employee training and skills were based on investment with successful procurement reforms. Further, top management are the main factor affecting implementation of the reforms. Despite this, there is not clear with the results arrived to analyze the effect of Procurement Plan Implementation practices on the performance of county governments in Kenya based on procurement approvals.

Performance of county governments is not properly enhanced by procurement plan implemented such as service delivery and efficiency of resource allocation. Implementation of procurement plan in Kisii County Government experienced numerous challenges ranging from estimated resource allocation and performance. Ouma (2014) explored the impact of resource planning on public sector procurement performance in Kenya. The study found that the knowhow of the public procurement are more hidden to the public, however, increasing procedures of operations is not disclosed by resources allocation. There is pressure on the public procurement in public organization resulting from use of good procurement practices. This is not revealed in relation to procurement plan implementation practices of the performance of county government in Kenya by analyzing resource allocation.

The previous studies from the problem reviews from Ouma (2014) and Miller (2018) has concentrated heavily on the issue arising from public procurement implementations with other indicators such as resource allocation planning and procurement approvals. Thus, it is clear that there is not current study that can be relied upon the effects of Procurement Plan implementation practices with resource allocation, procurement method, procurement approvals and integration of these plans. Therefore, there is need to focus on this study. The purpose of this study therefore, was to assess the effects of Procurement Plan implementation practices on the performance of Kisii county government, Kenya.

1.3 Objectives of the study

1.3.1 General objective

The general objective of the study was to assess the effects of Procurement Plan Implementation practices on the performance of County Governments in Kenya (A case of Kisii county government) with a focus to the role of government policies.

1.3.2 Specific objectives

- i) To analyze the effects of resource allocation practices on the performance of Kisii County government, Kenya.
- ii) To establish the contributions of procurement method utilized to the performance of Kisii County government, Kenya.
- iii) To establish the effects of procurement approvals obtained on the performance of Kisii County government, Kenya.
- iv) To find out the effects of integration practices implemented on the performance of Kisii County government, Kenya.

- v) To determine the moderating effects of government policies and regulations on the relationship between procurement plan implementation practices and performance in Kisii County Government

1.4 Research hypotheses

- Ho: Procurement Plan Implementation practices have no significant effect on the relationship between the role of government policies and performance of County Governments
- Ho1: Resource allocation practices have no significant effect on the performance of Kisii County government, Kenya
- Ho2: Procurement method utilized have no significant contribution to the performance of Kisii County government, Kenya
- Ho3: Procurement approvals obtained have no significant effect on the performance of Kisii County government, Kenya
- Ho4: Organizations integrationpractices implementedhave no significant contribution on the performance of Kisii County government, Kenya
- Ho5: Government policies and regulations have no significant effect in the relationship between procurement plan implementation practices and performance of Kisii County government
- Ho5a: Government policies and regulations have no significant effect in the relationship between Resource allocation practices and the performance of Kisii County government, Kenya

Ho_{5b}: Government policies and regulations have no significant effect in the relationship between Procurement methodutilized and the performance of Kisii County government, Kenya

Ho_{5c}: Government policies and regulations have no significant effect in the relationship between Procurement approvals obtained and the performance of Kisii County government, Kenya

Ho_{5d}: Government policies and regulations have no significant effect in the relationship between Organizations integrationpractices implementedand the performance of Kisii County government, Kenya

1.5 Significance of the study

The findings of this study wouldbenefit management and among other employees, and stakeholders in Kisii County government, policymakers, researchers, academicians, and managers from other organizations. It is believed that the study finding would yield information that may be useful for future proper procurement plan implementation and decision making in County governments and other organizations. Any meaningful recommendations would benefit afterward Kisii County government to improve on their events of procurement plan implementation.

The researchers and academicians were perceived to benefit from the findings of this study as a reference and a basis for further studies. Moreover, the researchers are expected to improve their understanding and knowledge of how procurement plan implementation (PPI) contributes to organization performance. In addition, the study would be further useful in identifying other research areas constructed from the result of the study.

Findings would act as research reference for prospective researchers interested in the subject matter, and would guide academicians interested in conducting studies on equivalent subject. More

importantly, is that, organizations have a better knowledge and understanding of the contributions of PPI on the performance.

1.6 Scope and Justification of the study

The study focused on the general objective, which was to assess the effects of Procurement Plan implementation practices on the performance of County governments in Kenya. The study was conducted in Kisii County government. The study analyzed resource allocation, procurement method, procurement approvals, integration and moderating effects of government policies and regulations on the relationship between practices and performance in Kisii County government.

The study was conducted in Kisii County government because it is one of the 47 counties in Kenya courtesy of the new constitution of Kenya 2010, which created the new county system of governance and uses Procurement Plan implementation practices. It shares common borders with Nyamira County to the North East, Narok County to the South and Homabay and Migori Counties to the West.

The county lies between latitude 0 30'and 1 0'South and longitude 34 38'and 35 0'East. The county covers a total area of 1,332.7 km square and is divided into nine constituencies namely: Kitutu Chache North, Kitutu Chache South, Nyaribari Masaba, Nyaribari Chache, Bomachoge Borabu, Bomachoge Chache, Bobasi, South Mugirango and Bonchari. It has 9 sub-counties and 45 Wards respectively.

1.7 Limitations of the study

The process of collecting data from the respondent in County Assembly and Executive within Kisii County Government was complicated. Thus, the researcher encountered this challenge by giving them more time for the respondents to fill the questionnaires through self-administered.

Finally, the large amount of data was collected which was believed to be honestposed on the challenges during data analysis and presentation, thus, proper attention and care was taken into

account to ensure the methodology used piloting which was easily understood. In addition, sampling technique used ensured that the sample picked for the study was representative to generalize characteristics of the respondents in procurement plan implementations.

The data collection was done using the questionnaire and the study was restricted to Kisii County Government, thus limiting it to generalize other County Governments in Kenya.

1.8 Assumptions of the study

The study assumed that the data collected was accurate irrespective of the challenges available.

The methodology used to analyze data and presentation was simple and easy to understand and interpret for discussion.

Members of the Kisii county government were honest and cooperated in providing the relevant information required in the instrument.

1.9 Operational Definition of terms

Procurement; Procurement is the process by which Kisii county government acquires goods, works and services, covering both acquisitions from third parties and from in-house providers;

Procurement Planning; It is the process by which Kisii county government organize and gather all the organization need and requirements in line with the approved budget

Procurement approval; The process by which the Kisii county government leadership authenticate procurement proceedings. i.e. budget approval, contract approval etc.

Organization policies 2015; This is an Act of Parliament which guides the procurement dealings in public entities.

Procurement Regulation 2006; This is a guideline and detailed procedure on how procurement processes are conducted

County Assembly; The arm of the county charged with the oversight role of the county projects

County Executive: The arm of the county charged with county policy making, implementation and administration.

Organizations performance: Achievement of the overall procurement plan objectives of Kisii county government. i.e. value for money

Procurement method: A defined process used by Kisii county government to acquiring goods, services, and works depending on the value (threshold)

Annual Procurement plan: This is a document with all requirements for the Kisii county government for a specific period of time e.g. financial year

Accounting officer: A person responsible for procurement plan implementation or the head of the Kisii county government.

Integration: Process of connecting various functions within Kisii county government with other public entities to ease communication and information sharing.

Collaboration: How Kisii county government is working together with its partners.

Approved budget estimates: Money available to support the implementation of procurement plan at Kisii county government.

Resources allocation: What Kisii county government has to support the work flow including the implementation of procurement plan? These includes human resource, financial, capital and information

Disposal: The process of getting rid of unserviceable stores or obsolete items from Kisii county government.

Procurement plan implementation This is process, which Kisii County Government finds applicable decision under conditions of buying goods and services. It involves purchase planning, standards determination, specifications development, supplier research and selection, value analysis, financing, price negotiation, making the purchase, supply contract and disposal functions.

CHAPTER TWO

LITERATURE REVIEW

2.1 Theoretical Framework

A review of the theories were used to explain effects of resource allocation, the contributions of procurement method, effect of procurement approval by the leadership, and the role of integration on the performance.

2.1.1 Implementation Theory

The implementation theory was propounded by Kouzes and Posner in 1995. It states that the quest of finding a model for implementation plans is that can overcome existing deficiencies. It was later modified by Bourgeois and Brodwin (2012) who have created a five-model system for procurement plan implementations categorizing strategic practices. It shows different positions or viewpoints one might assume while implementing plans.

The assumption of commander model draws its influences from the military life, in the sense that the CEO wields absolute power. In this model the CEO is the rational agent behind the procurement decisions and plays no role in implementation. The CEO-model's works best with a powerful executive with few personal biases and vast and accurate sources of information. The change model is based on planned interventions in the organization's culture and systems, which will set off the desired behavioral outcomes. This model creates the ability to carry out more complicated procurement plans than the commander model, but also creates an additional inflexibility for unanticipated events and changes of plan (Kaplan, 2016).

This theory can be criticized by Managers who provides strategic decision-making-process with more information and cognitive capital. The problem of this model results from the fact that collaboration does not reach beyond top management. More decision making also means more politics and conflicts of interest, which may mean less rationality. The cultural model is based on

contributions of procurement method to the performance by achieving acceptance of a shared vision. The main problem of this theory is the vast amount of time it requires (Heide, 2012).

The relevance underlies its implementation practices in procurement plan as an intelligent and responsible workforce and may lead to suppressing homogeneity in the organization. This theory is based on all procurement plans involved in decision making directly to perpetuate the vision of the organization .

2.1.2 Resource-based theory

The performance of an organization is majorly influenced by the uniqueness of its capabilities. The theory of Resource-based view was developed by Wernerfelt (1984) and suggested, “Resources possessed by a firm are the primary determinants of its performance, and these may contribute to a sustainable competitive advantage of the firm”.

The assumption of Resource Based Theory also known as Resource Based View (RBV) is a method of analyzing and identifying a firm’s strategic advantages based on examining its distinct combination of assets, skills, capabilities and intangibles as an organization. The RBV’s underlying premise is that a firm differs in fundamental ways because each firm possesses a “unique” bundle of resources-tangible and intangible assets and organizational capabilities to make use of those assets. Each organization develops competencies from the resources, and when developed effectively, the source of organizations competitive advantage (Pearce and Robinson, 2017).

The theory is criticized by Wisner (2016) who suggested that organizations succeed through developing resources that provide unique sources of competitive advantage. These may include physical, financial, human, and organizational resources; and confer competitive advantages based on their value, rareness, uniqueness (inimitability), in the organization material.

Orina (2015) noted that the capability of an organization is its demonstrated and potential ability to accomplish against the opposition of circumstance or competition, whatever it sets out to do. Every organization has actual and potential strengths and weaknesses; it is important to try to determine what they are and to distinguish one from the other. Thus what a firm can do is not just a function of the opportunities it confronts; it also depends on what resources the organization can master. Learned et al. proposed that the real key to a company's success or even to its future development lies in its ability to find or create a competence that is truly distinctive.

As earlier discussed by Tangus (2015), Resource-based theory perceives the firm as a collection of assets or capabilities. In the modern economy, most of these assets and capabilities are intangible. The success of an organization is based on those of their capabilities that are distinctive. Organizations with distinctive capabilities have attributes which others cannot replicate, even after they realize the benefit they offer to the organizations which originally possesses them.

The theory is relevant to this study in the sense that it seeks to establish procurement plan implementation a process that requires adequate resources to enhance the performance of an organization.

2.2 Empirical literature review

2.2.1 Performance of Kisii county government

Agbodiek (2014) analyzing the factors militating performance of county governments and found that service delivery affects local government of Anambra state. The study also found that service delivery was one's answerability to procurement actions. The performance of Kisii county government is measured by level of project completeness, service delivery, customer satisfaction, continuous performance framework in provision of quality Services. His findings further, showed

that store custody and control are the main factors in local government, thus, effective store controls influence service delivery.

According to Ndungu (2014) the management of organization is committed towards service delivery of resources through different procurement methods. However, top management of organization committed to accountability is affected by different policy implementations. Every staff of the organizations is able to answer about resource utilization and is accountable in their actions.

Kisii county government supports needy students in paying school fees across the county through the county bursary fund. The county has also employed ECD teachers in all the 467 public primary schools as one way of improving basic education in the county. Moreover, the county has improved other services like water supply, sewer line maintenance and the cleanliness of Kisii town and its sub-counties which has attracted many business people in the county including Universities and colleges which promote academic and non-academic activities in the county. However, the institutions so far opened are not adequate to cater for the rising number of youths in pursuit of higher education, therefore there is need to open up more middle level colleges, polytechnics and Universities.

The main urban centres of the County are 11 namely; Kisii, Ogembo, Suneka, Kenyena, Nyamache, Marani, Nyamarambe, Masimba, Tabaka, Nyachekei, and Keumbu,, which have several market centres spread in the seven constituencies which are being developed in order to decongest Kisii town. 40% of the county population is staying in towns (Kisii county 2016) which the county is in the process of improving the basic necessities like sewer system, pipe water and weather roads which initially were making them less attractive to people from major towns like in Nairobi who may want to stay there.

On the health matters, Kisii county government has supported the attainment of the highest attainable medical care and sanitation services that has improved lives of the Kisii county population at all levels of health care delivery. This has been attained by recruiting health workers to support health care services, proper allocation of funds to support health sector in terms of facilities and drugs and the improvement of working conditions which motivates workers towards achieving the objectives of the county, quality service delivery.

Further, Kisii County has improved the working environment for business people and the residents by keeping the county clean and providing designated areas for waste disposal which are collected every day to main dumping site. Security has also been increased through the installation of street lights in major towns and markets; this has enhanced a faster growth of the county. Traffic flow has also been improved through the collaboration between the county government and the national police service. This has facilitated smooth flow of goods and people into and out of Kisii County especially within Kisii CBD and at Daraja Mbili market. The county also expanded the bus stage to ease the movement of people visiting the county. Finally, the county has also implemented the Integrated Financial Management System (IFMIS) and this has seen an improvement in financial management at the County. (KCG- Fifth Annual Progress Report on the implementation of CIDP 2017-2018)

Despite all these achievements by the county government of Kisii, there are still challenges in the way finances are being utilized. According to the Daily Nations newspaper November, (14th 2017) on Auditor general report for counties, Kisii County could not account for Ksh. 9.7 million which were irregularly paid to contractors without supportive documents. Majority of these is attributed on poor PPI practices such as delays in procurement approval, choice of procurement method and poor resource allocation and distribution (Sundaram, 2010).

Kisii county government is faced with another challenge in terms of political interference. Another priority challenge in the implementation of the county programs and projects, year in year out is slow implementation of procurement processes. A good percentage of the development expenditure is not spent due to poor implementation practices (KCG 2018) Challenges such as slow implementation due to late release of funds from the national government, capacity and overly optimistic projections also leading to low absorption of development budget. This has pulled a numbers of counties backwards in terms of development and service delivery, Kisii County not an exception. It further leads to misdirection of funds to areas where they are not planned (Awino, 2012)

2.2.2 Resource allocation practices

Cedillo& Bueno (2014) did a study on the impact of resource allocation on global supply chains performance in Sugar processing firms in Farnigan. The study explored the impact of reliability of resource allocation on global supply chains performance. The study used ordinary least square (OLS) to determine the impact of resource allocation on supply chain performance. The target population of 63 was used to determine the sample size through census. The results indicated that planning of resource allocation had a positive effect on performance of processing firms.

Hallikas&Vilko (2017) examined the impact of resource allocation on multimodal firm performance in Uganda listed firms. The study adopted a case study on analyzing 5 listed firms in Uganda. The study also used 5 years to collect data from 2011 to 2015; this employed pooled regression design (Panel data design). The results showed that resource allocation, and firm performance has significant effect. The comprehensive procurement report showed that resource allocation affect performance. This study aimed to bridge the gap on resource allocation.

A study conducted by Laphet and Otieno (2017) examined the factors influencing implementation

of County Government funded development projects in Kenya, Rongo. The study aimed to determine factors influencing resource allocation with government funded project in Rongo. Research design was descriptive which focused on 56 respondents who were employees working in government funded projects. Stratified sampling design was used to determine sample size of 56 employees involved in implementations of government funded projects. Factor analysis was used to analyze the collected data. This showed that resource allocation involved organization structure and implementation of plans. Allocating resources is enough in creating proper implementation policies. Establishing procurement plans require effective resources management in most organizations in the public sector. The use of proper allocation leads to improved organization performance.

Singh (2016) examined the effect of procurement management in resource allocation in public universities. The study sought to examine the effect of procurement management in resource allocation in the universities. The study used cross-sectional design; a sample of 345 respondents was used to collect data. Descriptive statistics was used to analyze procurement management in resource allocation. Using inferential statistics, the study found that resource allocation requires information sharing to enable organization performance. Resource allocation is equally shared in implementation of procurement plan; further Policies require effective procurement procedures.

Ramayah and Omar (2010) conducted a study on the effect of resource allocation on performance. The study aimed to determine the effect of resource allocation on performance. Using longitudinal design, a sample of 456 respondents was determined from target population of 3455. Descriptive statistics showed that the integrated procurement plan is easy when there is effective resource allocation within organization, making resource allocation enhances support facilities and staff available, provision of training and implementation.

Boddy (2016) conducted a study on resource allocation and success of implementing strategic plans among European firms. The study aimed to examine the relationship between resource allocation and implementation of strategic plans in partnering firm's performance. The study used descriptive design, where 15 managers and 26 supervisors were given questionnaires. Using correlation analysis and regression model analysis, the findings indicated that resource allocation includes timeliness and exchange credibility of the product or services procured. It is also significance to the level of accuracy and adequacy and thus resource allocation had significant impact on performance of firms.

Petrovic (2017) studied the effect of resource allocation on performance of firms in Australia. The objective of the study was to investigate the effect of resource allocation on performance of firms. Questionnaire was used to collect data from 56 respondents. Descriptive statistics and inferential statistics were used in data analysis. The study showed that resource allocation affected performance in supply chain. The study established that there was correlation between resource allocation and supply chain performance. Thus, the study failed to explain resource allocation in terms of efficiency and referred customers.

Vikas (2017) examined the effect of resource allocation of key quality products on achieving competitive advantage in information service firms in Dublin city. The study aimed to examine the effect of resource allocation on competitive advantage. The study adopted cross sectional design to collect data from 93 firms in operating in Dublin city. Factor analysis was used to analyze primary data which was collected by questionnaires. The findings showed that firms distinguish its performance by resource allocation. Quality of resource allocation can lead to customer satisfaction levels, loyalty and performance, especially customer satisfactions. Resource allocation is the major driver of competitive advantage.

Kumar (2014) carried a study on the relationship between resource allocations on customer satisfaction in information technology firms in Ghana. From inferential statistics through use of chi-square test, it was shown that resource allocation is important on enhancing customer satisfaction. However, it was also established that resource allocation is very critical to achieve performance. Resource allocation was not easy to state as an important aspect. The customer demand is driven by supply chain which requires resource allocation to prevent wastage level, stock shortage in lead time and minimizing inventory cost.

Basheka & Mugabira (2018) carried out a study on the implications of resource allocation procurement performance of bakery industries in Uganda. The study adopted a case study design. The correlation analysis was used to analyze resource allocation on the firm's performance. The results indicated that quality dimensions in resource allocation are relatively related to performance. Further, it also showed that quality dimensions were viewed as an element of operational factors. Customers are expected to be satisfied with different resource allocation perspectives thus, Effective resource allocation in supply chain operation improved performance.

Hui (2015) did a study on resource allocation consumptions on growth of Firms in Tanzania. The study aimed to examine the effect of resource allocation on growth of Firms in Tanzania. Using survey design, the study targeted 5 manufacturing Firms in Tanzania. Secondary data was used through document guides and primary data was used from questionnaire. The descriptive statistics indicated that supply chain management is very critical in resource allocation. Resource allocation in supply chain management improved performance and thus resource allocation is used to improve performance by lean practices, postponement, outsourcing and strategic procurement plans.

Kamau (2015) analyzed the effect of resource allocation on supply chains of super foam

manufacturing firm in Kisumu, Kenya. Descriptive research design was used to describe the nature of the resource allocation among supply chain players. The cross tabulation of chi-square was used to analyze data collected from 74 questionnaires. The study showed that customer centric sustainability depends on supplier resource allocation. In procurement practices, resource allocation is a critical factor that can differentiate suppliers from supply chains. The element of resource allocation involves technical service quality, sources of competitive advantage, customer satisfaction and sustainable loyalties; there is a connection between resource allocation and performance of firms. However, firm's performance depends on resource allocation resulting to sources of competitive growth. Though, customer satisfactions and loyalty can result to stiff competition due to the notion that most of the Firms provide similar goods and services, thus adopting resource allocation ensures improved market share.

Tangus (2015) studied the effect of resource allocation practices on performance of manufacturing Firms in Kisumu County, Kenya. The study adopted longitudinal design. The data was collected by questionnaire from 32 respondents comprising of employees working in manufacturing Firms. Using split half test, it was established that resource allocation product is crucial to improve performance of manufacturing firms. However, supply chain partners vary with resource allocation. The trust of suppliers in resource allocation is greatly improved with supply chain performance.

Kenya (2013) researched on the effect of resource allocation and organizational performance, among large manufacturing organizations in Nairobi-Kenya. The five variables resulting to the buyer supplier relationship are identified to include communication, trust, cooperation, and achievement. The findings concluded that manufacturing Firms have embraced buyer relationship greater than 10 years of study. The uses of buyer supplier relationship help large manufacturing

firms to improve performance. However, it failed to examine the relationships of different buyer supplier's relationships particularly. It was established that performance of organizations has made households growth. This is achieved through collaboration of supplier buyer relationships in the organizations.

Ongore (2015) studied the effect of organization resources management practices on procurement implementations plans in Samburu Sub County. The study ought to determine the effect of organization resources management practices on implementation plans. Resource based theory was used to explain organization resources. Longitudinal design was used to determine and explain area of research by a sample of 23 respondents. Descriptive statistics was applied which found that organization resources are essential in implementing the procurement plan, such resources of relevance to this study includes financial resources, human resources and the information resources. However, organizations must effectively plan and have these resources in place for effective and efficient operation such as successful implementation of PP. The proper utilization of the resources is normally a prerequisite for better performance in an organization. The greatest indicator of management commitment to procurement plan implementation is the way in which they mobilize these resources and make them available through proper allocation. Moreover, successful organizations need to have sufficient funds and ample time to support the implementation.

Sharma (2017) determined the effect of resource management and financial performance of firms. The study used correlation analysis which revealed that resource management had significant effect on financial performance. The study showed that if Firms cannot use resource, it would be difficult to know the challenges, which might be facing the implementation process. However, information can have dual functions; it benefits the procuring entities thus contributing to the

improvement in organizational performance and competitive advantage.

Van Weele (2012) conducted a study on the effect of procurement resources on growth of public organizations. The study aimed to examine the effect of procurement resources on growth of public organizations efficiency. Using factor analysis, it showed that there was a relationship between procurement resources and planned performance of the organizational processes. On the other hand, procurement efficiency is the relationship between planned and actual resources required to realize the established goals and objectives including their related activities, concerning the planned and actual costs. As a result, supplier performance is the most important procurement performance driver.

Vonderembese and Tracey (2019) did a study on the influence of resource allocation on Firms procurement performance. The study adopted survey design. Stratified sampling was used to determine the influence of resource allocation on procurement performance. From inferential statistics, it was found that overall cost incurred by the organization resource allocation is measured by procedure followed in procurement processes. The performance measure of the success of any procurement department is the amount organization resources allocated in the level of customer satisfaction.

2.2.3 Procurement method utilized

Arrowsmith and Hartley (2016) investigated the impact of procurement methods on performance of Firms in New York. The objective of the study was to investigate the impact of procurement methods and supplier engagement on performance. The study adopted correlation design. The data collected was analyzed by descriptive statistics using mean and percentage. The study indicated that firms need to acquire goods using the correct procurement methods which are adequate. Procurement method entails followed techniques in acquisition of goods and are positively significant on performance. Sagimo (2012) added that procurement method is the technique of

values, and knowledge which entails shared basis of buying. Procurement method impacts most features of an organization like how, when, and who makes decisions, and distribute goods and services in the organization.

Robbins and Coulter (2016) noted that it is the techniques that covers fundamental values of people in which procurement operate. Additionally, it views procurement method as a tool that can help in supporting suppliers to buy in implementation of procurement plans. This implies that procurement operations must be informed about the product consequently affecting the performance of firms. This has affected supplier cost of operations since there is high spending in procurement processes.

Simatupan (2015) studied the effect of procurement methods on performance of companies in India. The study aimed to examine the effect of procurement methods on performance of companies. The study employed descriptive research design. It had a sample of 22 companies where the questionnaire was distributed to 22 respondents. Descriptive statistics was conducted to describe data analysis. There was association between procurement methods and performance of firms. Thus, procurement methods enhance supply chain performance by determining effective supply of goods and services.

Hassan, Habib & Khalid (2014) carried a study on the role of procurement methods on buying performance of chemical industries in Pakistan. The study sought to analyze the role of procurement methods on buying performance of chemical industries in Pakistan. The study was done on 6 industries, data collected analyzed and published in procurement reports. Multiple regressions analysis was adopted to analyze the collected data. The findings showed that there exists a significant relationship between procurement methods and performance. There is a relationship between procurement methods, supplier parties and trust building. Buyer and supplier

feel free and secured the right procurement methods.

Odhambi (2013) analyzed the effect of procurement methods on supply chain management in Long Range Company in Nigeria. The study used descriptive design. Tobin Q model was used to analyze data. The questionnaire was used to collect data, handbooks or document guide between 2011 and 2013. Data analysis was done using regression coefficients to focus. The findings showed that procurement methods affected performance. The acknowledgement note given to suppliers enhances performance. Supplier compromise relies on organization policies and procedures fitted. The study revealed that supplier procurement methods is available with procurement expertise unit, but did not achieve buyer knowledge, tenders follows steps to apply for procurement workforce. Lack of supplier procurement methods remains the most important problem in procurement operations in most organizations.

Simchi and Kaminsky (2013) studied the effect of procurement methods and organizational performance in Ethiopia public organization. The aim of the study was to establish the effect of procurement methods on performance of firms, the designing and managing supply chain. The study analyzed supplier procurement methods in 4 public health organization. The study analyzed procurement methods of 4 organizations using 345 respondents comprising of employees working organizations. Panel data design using simple and multiple regression analysis was employed. The study indicated that procurement methods between suppliers and buyers were statistically significant. Thus, procurement methods was important in procurement practices regarding stock levels cost knowledge and returns.

Hallikas & Vilko (2017) examined the impact of procurement methods on multimodal firm performance in Uganda listed firms. The study adopted a case study on analyzing 5 listed firms in Uganda. The study also used 5 years to collect data from 2011 to 2015; this employed pooled

regression design (Panel data design). The results showed that procurement methods and firm performance has significant effect. The comprehensive procurement report showed that procurement methods affect performance. This study aimed to bridge the gap on trusting, procurement methods given by suppliers, responding to suppliers, and information request.

Manyuru (2015) studied the effect of procurement methods on the relationship between corporate governance and growth among Uganda listed firms. The objective of the study was to examine the effect of procurement methods and corporate governance among Uganda listed firms. The study adopted survey design; stratified sampling technique was used to determine the sample size of 34 respondents. Descriptive statistics was used. The study indicated that procurement methods informs about corporate government, the production of goods and services exhibit reasonability of supply chain. Procurement methods improve the firm's requisition which later improves performance.

Otieno and Getuno (2017) examined the effect of procurement methods on procurement performance of postal corporation. The study aimed to examine the effect of procurement methods and its effect and impact on regulation. Census was used to sample 6 management employees. Descriptive research design was to 76 procurement employees. Questionnaires were distributed using self-administered. Using Pearson correlation, there was a positive association between transparency, inspection, procurement reforms, tendering and professionalism on organizational performance. However, the study failed to address procurement methods using parametric analysis of procurement of goods and services.

According to PPADA (2015) a number of procurement methods may be used, however, this depends on the threshold matrix based on the value of goods, works or services to be acquired by procuring entity (PE). Some of the procurement methods which are cost effective, transparent, and

fair and leads to proper accountability, thus, value for money, includes open tender, request for proposal (RFP) and restricted tendering, where the PE only deals with already pre-qualified suppliers. All these methods are focused on effective implementation of procurement plan.

Sharma (2017) noted that during procurement plan implementation, the right procedure is followed including verification of fund availability, verification of specifications to ensure quality implementation and achievement of value for money, and finally provision of market rate/ prices to avoid exaggeration which may affect effective implementation of PP. Because of the structured policies and procedures in public sectors in Kenya, and the emphasis put on chapter six of Kenyan constitution, 2010 on leadership and integrity has directed public servants to adhere to the codes of ethics in various places of work.

Robins (2016) found that procurement method guides the actions of procurement officers on how to approach particular acquisitions within the organization. It also facilitates communication, decision-making, and organization liaisons. It is therefore prudent that PP implementers must ensure that procurement plan implementation is in line with the procurement method to enable performance.

Orina (2015) revealed that procurement plan implementation cannot work without attention on codes of ethics and collaboration with key stakeholders, which in turn improves the flexibility of the organization. Teamwork spirit encountered among the PPI team facilitates the performance, because there is smooth coordination and information sharing. All stakeholders involved must adhere to the standards of the organization by upholding its core values; accountability, teamwork, professionalism, responsiveness and integrity. A study by Vonderembese (2019) expound that organizations have begun to realize that it is not enough to improve internal efficiencies; instead the whole procurement environment has to be made competitive. Under such circumstance,

effective procurement management has become a potentially procuring means to improve organizational performance.

2.2.4 Procurement approvals obtained

Yee-Chin (2014) conducted the effect of procurement approvals on performance of listed firms. The study aimed to examine the effect of procurement approvals on performance. The findings showed that direction setting as a performance measurement has specific metrics which provided clarity to general statement and strategy focus around which to provide performance recognition and rewards. It can also help in clarifying and gaining consensus about strategy; communicating strategy throughout the organization; aligning departmental and personal goals to the strategy; linking strategic objectives to long-term targets and annual budgets; identifying and aligning strategic initiatives; performing periodic and systematic reviews, and obtaining feedback to learn and improve strategy. The corporate world has historically measured performance and sales volume. Measures of performance by sales volume, and customer satisfaction are not wrong, they are merely insufficient.

Njeri (2015) conducted a study on the effect of procurement approvals on performance of organization in Kenya. Descriptive statistics showed that modern organizations have also adopted the use of information and communication technology (ICT) software's to enhance performance. The use of approvals system by many organizations facilitates the implementation process. Approval of procurement enterprise resource planning assists in facilitation of procurement plan implementation. Additionally, organizations are seeking to improve the efficiency in the procurement processes through increased integration, which has been considered as a key enabler for procurement process through its ability to support information sharing and shortening information-processing time.

Schoch (2011) investigated the effect of procurement approval on performance of firms in India. Time series data was employed and fixed effect regression used to analyze data collected. The findings revealed that, there exists statistically significant effect of procurement approval on performance and further argued that procurement approval is a strategy that takes place in various forms. The findings showed that procurement approval differs by business type. Various procurement approval measures include; reducing expenditure, cost of purchasing, service cost, and payment delays; minimize avoidable purchases, improved cost saving. However, the study failed to outline various cost control involved such as administrative cost expenses and operational cost. The procurement approval used to cut cost can be used in many organizations to reduce cost involved yet determining procurement approval in manufacturing sector are still challenging. The knowledge gap is that the study only concentrated on the types of procurement approval involved in various methods.

A study done by Todd (2017) sought to determine the effect of procurement approval on performance of firms in China. The study aimed to evaluate the effect of procurement approval on performance. The study indicated that there was a positive correlation between procurement approval and performance. The study indicated that firms used procurement approval on the operation ratio which was not utilized. The study created research gap on procurement approval and performance. Phone calls costs, mail costs, courier costs and handling of cost complaints.

A research conducted by Alkhtib (2012) on the role of procurement approval on the performance of manufacturing firms in Canada. To achieve the objectives, panel analysis was used on a sample of 52 manufacturing firms from 2010 to 2014. The study empirically found that there is a positive and significant relationship between procurement approval and procurement performance. Contrary to this study, the relationships between buyer supplier relationships remain a gap. The

procurement approval involved selection of suppliers based on low cost from purchase.

Chen and Paulraji (2014) analyzed theory of procurement approval and supply chain management on public organizations in Malaysia. The study aimed to examine the theory of procurement approval and supply chain management. The study adopted descriptive design with a sample of 36 employees in public organizations. Correlation analysis was used to establish the relationship between procurement approval and supply chain management. From the findings, it was shown that different types of procurement approval are based on technological changes, equipment variations, outsourcing levels, processing techniques, inventory management, transportation levels, and quality controls line. Though, inventory cost is based on procurement approval cost per unit. The finding failed to establish procurement approval measures for implementation on performance in manufacturing firms.

Bob (2019) examined the influence of procurement approval and its effect on operating costs of postal corporations in Egypt. The objective of this research was to determining ways to cut operating cost by procurement approval. Stepwise method and correlation analysis were used to analyze data from the questionnaire collected from a sample of 66 postal corporation employees. From Multiple regression analysis, it was established that most corporations cut cost without controlling cost. Procurement approval had significant effect on performance through operating costs.

Landgraf (2013) did a study on effectiveness of procurement approval on performance of public organizations in Zambia. The study aimed to determine the effectiveness of procurement approval controls on the performance of public organizations. The study adopted descriptive statistics such as mean and standard deviations to analyze 458 employees in public organizations. The study

found that procurement approval is done through expenditure cost reductions. The costing processes require standardized procedures. The procurement approval in vendor management need cost evaluations from raw materials provided cost controls efficiency. However, this cannot arrive to conclusive evidence since cost reduction strategies affected manufacturing firms' performance.

Flynn and Zhao (2010) examined the impact of procurement approvals in supply chain integrations in public University in Rwanda. The aim of the study was to examine the impact of procurement approval controls in supply chain management. The study used a target population of 205 respondents using regression analysis. The results showed that Procurement approval affect supply chain management among suppliers. Cost reduction strategies used by Universities involve cost layoffs and human resource costs. The control can help the supplier spend procurement to reduce logistics cost through negotiations capabilities, increase agility, automated product exchange in trading partners.

Adhaya (2018) studied the determinant of procurement approval in supply chain performance of firms a case of agricultural organizations in Kenya. The objective was to analyze the determinants of procurement approval and organization performance in Kenya agricultural organizations. The objective of the study was to investigate the effect of procurement approval on organization performance. The study used descriptive design. The study found out that organization performance and efficiency are influenced by specific procurement approvals. The desired amount of procurement approval is controlled through minimum order quantities, reorder point, warehouse, and ride of obsolete stock levels. Just in time, inventory systems help to improve performance through procurement approval management.

Meira (2010) studied the effect of procurement approval in listed construction companies in Kisumu, Kenya. The study sought to establish the effect of procurement approval in construction

companies in Kisumu, Kenya. Explanatory design was used with 75 respondents. From the data collected and analyzed by factor analysis, it was indicated that the use of procurement approval had consignment inventory and reduced lead time cost. Procurement approval shipping internationally and locally lowers transportation and logistics cost through different modes. Procurement approval is made by administration cost control systems and commitments which need to be studied.

Lynch (2013) noted that approval process of authorization of what to buy, when and from what source is during the procurement requirements. This consists of two phases; namely, procurement plan preparation and procurement plan implementation. Procurement plan prepared must be approved by the accounting officer before implementation begins. PPADA (2015) requires all procurement to be within the approved budget estimates for easy realization and implementation. The study indicated that there was a weak association between procurement procedures implementations and performance of county government

Sagimo (2012) showed that performance is measured out of requisitions, developed during planning in the organization. However, financial measure is not only a tool in determining the performance of the organization. He observed that this analogy was contributing to poor decisions making and direction setting by the organization, thus, Organizations must go beyond financial measures, which are lagging indicators, and utilize measures that are leading indicators of performance. He further suggested that, the most appropriate measures of performance would be those metrics that measure the strategy of the organization, its financial activities, and processes.

Sheng (2012) noted that the implementation process of the business score card can be described as a series of four steps in translating the vision and gaining consensus; communicating the objectives, setting goals and linking strategies; setting targets, allocating resources and establishing

milestones and finally, providing feedback and learning. The balanced score card includes four key linked performance measurement areas; customer satisfaction perspective, operational excellence perspective, innovation perspective, and finally, financial perspective. However, measurement itself is not an objective.

During procurement plan implementation, resource availability plays an important role as it supports the process. This means that implementation has a direct relationship with approvals provided by the head of procuring entity. Therefore, it is critical for the organization to properly mobilize resources for ease implementation of its strategic documents including PP.

2.2.5 Organizations Integration practices implemented

Abdulateef, Mokhtar & Yusoff (2013) examined the organization integration and performance in Technical Institutions in India. The study sought to establish the linkage between organization integration of services through knowledge applications, technology, and first call resolutions in bound to the performance of technical institutions. Descriptive design was used to analyze organization integration of supply chain Management in Technical Institutions. Correlation and factor analysis were done which found out that technical institutions implement purchasing strategies in relation to supplier organization integration. Internal integration is the degree to which an organization structures its own strategies, practices and processes into collaborative synchronized processes in order to fulfill its customers' requirements and efficiently interact with its suppliers.

Ponomarov (2017) examined the understanding of organization integration on performance of supply chain resilience in American Homewood, Illinois. The study sought to establish the understanding of the organization integration on performance of supply chain resilience. The study adopted descriptive design with a sample of 23 respondents. Using descriptive statistics from mean and percentage it was shown that suppliers, customers, stakeholders and strategic partners which

anchor on level of trust, commitment on crucial competition reliabilities perform better. Organization integrations significantly affect performance. Organization integrations are based on customer expectations, since business must invest and focus on customer, suppliers' relationships. Cost effective purchase decisions are influenced by organization integration of services on delivery of procurement implementation. Organization integration should be expressed in terms of trust, timeliness and commitment. Thus, supply chains have become more reliable when driving at supply chain management in organization integration.

Alfredo (2016) analyzed the effect of organization integration in supply chain on the methods of self-assessment as first step building resilient systems in Mexico. The study found out that the of organization integration in supply chain is measured in different steps to promote constructions of resilient supply chains. This is necessary to guarantee efficiency in securing global purchase and supply of goods. The organization integration between supply chains affects procurement implementation plans.

Sodhi and Son (2012) examined the organization integration on supply chain management efficiency of firms in South Africa. The study aimed to examine the extent to which organization integration affect supply chain management. The case study design was collected, and descriptive statistics was done. It was held that supplier reliability can be developed by different organization integration in the markets. The finding showed that reliability of services in supply chain is hindered by organization integration disruptions. The improvement of reliability of services affects flexibility in supply chains. However, organization integration is enhanced through stock levels. The result showed that organization frequently relate with suppliers to lay down responsiveness of organization integration standards. Hence, there is the need to put re-order or place with order number, customer identifier, product identifier, confirmed date of supplier, shipment information,

delivery date and not number.

Hallikas (2017) studied on the effect of organization integration on performance of firms in Burundi, the study sought to determine the influence of organization integration on supply chains. The study employed inferential and descriptive statistics. The study indicated that organization integration promoted supply chain goal. It proposed that organization integration in supply chain had influenced performance. However, organization integration had not been addressed.

Cedillo& Bueno (2014) studied the impact of organization integration on global supply chain performance in Sugar processing firms in Kenya. The study analyzed the impact of organization integration in supply chain management. Ordinary least square (OLS) was used to establish the impact of organization integration affect performance. The target population of 63 respondents was employed to determine sample size. The results showed that customer satisfaction was affected by organization integration.

Mwale (2014) conducted a study on the effect of organization integration on performance of manufacturing firms in Kenya. The study sought to establish relationship between organization integration and performance of manufacturing firms in Kenya. Cross-section research design was applied on 46 firms in Nairobi. The questionnaire was employed to collect data which was analyzed using descriptive statistics such as percentage and mean. The results showed that organization integration was positively correlated to organization performance at a value. This implied that customer relationships, sourcing partnerships, information sharing, lean procurement practices, and management of organization integration affect performance.

Kamau, (2013) did a study of organization integration on performance of retail outlet in Nyeri, Kenya. The study used explanatory design to determine the effect of organization integration on

performance of retail outlet. Factor analysis was used to analyze data. The results showed that cooperation, mutual goals, trust, performance of suppliers and commitment led to integration of organizations. However, continuous organization integration includes key suppliers on goal setting. Production planning, procurement of materials, financial planning and controls in human resource planning, coordination of staff training and development, laying down marketing strategies, product design and engineering, thus, facilitating the implementation process. Internal integration allows functions to align around a single organizations goal hence promoting value creation while reducing redundancies and cost which further provides value for customers.

Robbins (2016) states that physical facilities have various functions within the organizations such as Production and marketing, procurement and finance, production and logistics which are effectively linked and the right information comes at the right time pertaining demand for particular products, financial support and the required distribution thus, improved competitiveness.

Nyandimo (2018) noted that integration system facilitates the implementation of PP as it promotes communication, coordination, improves relationship among various functions within the organization and increases the speed at which the plan is implemented. Various functions within the organization team up together to achieve the general objectives of the organization, integration plays a major role especially on procurement processes which consume almost 75% of the total organizations budget. Implementation as a process cannot be executed by an individual or a department, but rather requires team work and support from various Departments including the leadership of the organization.

A study done by Nyeko, (2014) found that procurement integration can only be achieved through proper internal integration. Integration is a service department and serves the entire organization; however, it cannot work in isolation, but rather requires other functions during the implementation

of the plan. Finance department represent the part of budget and ensures that funds are available to support procurement processes as per the budget. This support is only achieved economically and efficiently through a system, therefore, the need for internal integration.

Ogoti (2015) concluded that value creation in integration is paramount in the implementation of ProcurementPlan because of its vibrant support in many activities from coordination, communication, relationship management and its ability to achieve value for money because of its economical nature. According to the organizations procurement strategies, the balanced scorecard is linked to a specific aspect of performance measurement while the result will be a scorecard by the department or people with specific key performance indicators.

Kaplan and Norton (2009) identified the weaknesses of traditional measurement systems because of their un-dimensional and backward-looking nature. Latter, there was the development of an innovative performance measurement framework which viewed the business performance from more than one perspective. The view that the corporation has obligations only to its stockholders is replaced by the notion that there are other groups to whom the firm is also responsible.

Hillman &Keim, (2015) noted that value creation in groups with a 'stake' in the firm includes shareholders, employees, customers, suppliers, lenders, the government and society. Emerging management paradigms are emphasizing a stakeholder perspective. Moreover, an imperative notion revealed in many studies indicated that building better relations with primary stakeholders like employees, customers and suppliers could lead to increased shareholder wealth. A sustainable organizational advantage may be built with assets that derived out of developed relationships with key partners. Procurement plan also indicate the part for preferences and reservation for the youths, women, and persons living with disabilities.

The research conducted by Leung (2017) revealed that there is a positive relationship between procurement approvals and performance of the organization. The plan is approved by the head of a procuring entity (PE) an opportunity is provided to the stakeholders who meet in order to discuss particular procurement requirements. These stakeholders include; budgetary committee members, user department, procurement department, technical experts, vendors and even members of the public to give relevant inputs on specific requirements as required in the Kenyan constitution, (2010) on public participation.

2.2.6 Government policies and regulations

Moore (2017) studied the functions of organization policies on performance of armed defense Forces in Washington. The study sought to establish the effect of organization policies on performance of armed defense forces. The target population of 54 Firms was used which were registered in United States, stratified random sampling procedures was employed to categorize the respondent. Data result was collected through self-administration. Descriptive statistics using regression analysis was used in order to determine the relationship. Government policies used such as PPADA, (2015) on disposal procedures requires compliance with procurement laws governing public procurement management, assigning of contract to suppliers need authority with procurement tenders and budgets.

Mbugua (2016) found that government and regulations by taxation and licensing have an inverse and significant influence on the performance of Small and medium enterprises in Kenya. Ntayi (2012) studied the role of organization policies on procurement performance of public organizations in Kampala Stadium, Uganda. The study aimed to establish the effect of organization policies on performance of stadium. Explanatory research design was applied to determine the supplier information on organization policies. The researcher gave 54 questionnaires, which were

used to determine the effect of organization policies on public organization performance. Correlation analysis was done to examine relationship between organization policies and performance. Cost control and management of disposal assets affect performance moderated by organization policies under procurement regulations.

Mark & Ram (2019) investigated the relationship between procurement policies and performance of the United States of America. The study sought to determine the relationship between lean reliability and procurement policies in United States. The study adopted 23 firms applied with procurement policies with descriptive research design. From regression analysis, it was established that head of procurement departments according to policies shall render procurement advice to the accounting officers according to section 47(2), update and maintain registered list of suppliers or contractors/consultants under section 57, procurement officers should provide secretariat services during tender evaluation committees.

Chiou (2012) evaluated the effect of procurement policies on overall performance of public organizations in China. Descriptive research design was used to analyze data from 321 respondents using correlation and inferential. The finding showed that procurement policies are expected to improve performance in supply chain management. The results further indicated that proposed membership is required to attend tender opening, negotiations, evaluations and disposal committees during supplier appointment in line with the procurement Act. Contract documentation and correspondence should be done by issuing notification letters and letter of tender terminations.

Lambert (2018) found that government policies affect supplier products, services and information that add value to customers and other stakeholders. Furthermore, supply chain collaboration has been regarded to be fundamental for SCM to achieve effective and efficient flow of materials, products, services, information, money and decisions so as to ensure that the right product is

delivered to the right destination at the right time in the right quantity and in least possible cost.

Muthoni (2014) posits that the mutual trust enables the organizations to effectively implement their PP since it depends mainly on the kind of relationship that exist between the customer and the suppliers. Where there is no trust and the right budget allocation, the supplier may not deliver the goods as ordered by the customer, thus hindering the PP implementation process. Supply chain collaboration is the process by which Firms come together or team up along the Chain with an objective of improving the performance through a well-coordinated process based on mutual trust between and among the players in the chain supported by the right budget.

A study by Sundaram (2010) hypothesized that it is important for both the parties to support one another and this can only be achieved through strong collaboration, which has become a good strategy for organizations to achieve their objectives such as plan implementation. Successful implementation requires team work support from the initiator of the process (user) who makes a request to the procurement department which process the request and the supplier who delivers as per the specifications. Therefore, strong collaboration is important as it support the procurement plan implementation.

Wisner (2016) described comprehensive tax to procurement performance as a function of all-inclusive procurement planning process that analyses all the variables in a specific environment. These thus, enable one to analyze all variables in a precise environment. It should therefore be noted that in connection to the above argument, the literature reviews have recognized the importance of quality specification in procurement, the judgment of cost, and the need evaluation. However, they fail to highlight clearly the role of the above procurement planning variables on organizations performance. Thus, it viewed as one of the best strategy to apply for an organization to successfully implement its procurement plan. The main objective of the above literature review

was to analyze studies conducted on the effects of Procurement Plan implementation practices on organizations performance with special attention on implementation practices.

Artley and Stroh, (2013) showed that brings out the core characteristics of measurement of objectives and outcome, accountability, validation of consequences to auditors, and penalties for non-compliance or impediment. This further puts fourth this study to attempt to establish these relationships because they are essential for an increasing use of these association and performance with practical connection to Kisii County Government. Low intelligence creates room for corruption.

Akinyi (2016) explained that the contribution of procurement planning in facilitating an efficient and effective service delivery in public sector organization is generally undisputed in both developed and developing countries. The contribution is at both central and local government level of public sector. This study revealed significant positive relationship between procurement planning and performance in Government procurement system. These results are compared to international research findings and suggestions are offered for management, policy making and future research. The conclusion of the study was that in order to improve organizations performance, procurement planning must be done with a lot of integrity and the implementation Fast track in an efficient and economical way. This improves organizationscompetitiveness,hence facilitate service delivery to customer.

Basheka (2014) observed that government policies improve implementation of procurement plan into actions in order to accomplish organizations objectives and goals. Other Authors' have also defined PPI as a proactive and phased approach to management of an organization's procurement process so as to achieve overall objectives of agreed procurement policies. The study indicates that from the very beginning the problem persists because there were no set rules, procedures and

principles followed during procurement plan process and the people involved were not procurement expert.

Awino (2014) found that government policies improves implementation of procurement plan to procurement managers within the procuring entity and between procuring entities, to obtain value for money and reduce procurement costs, to make use of framework contracts wherever appropriate to provide an efficient, cost effective and flexible means to procure works, services or supplies that are required continuously or repeatedly over a set period of time, to avoid participation of local consultants, suppliers or constructors in undertaking procurement budget.

Batenburg, (2017) argued that implementing PP is as important, or even more important, than the plan itself. The critical actions move a PP from a document that sits on the shelf to actions that drive organizations growth. Unfortunately, most of organizations have procurement plan, however, fails to implement them, similar to organizations strategies. Procurement plan is a corporate document and forms an integral component of strategic management process. Moreover, it is the process that turns the planned activity into series of action and the result ensures that there is customer satisfaction.

Similarly, a study done by Vlosky and Wilson (2018) found that government policies can be demonstrated changes in relationships, inter organizational changes and performance. However, procurement processes can be expressed in many dimensions including the wide variation of factors in which the impact of government policies can be defined in terms of integration, indicates that previous studies have been limited to studying a few dimensions and variables relationships at a time.

Johnson and Leenders, (2014) indicated that use of government policies in procurement help in coordination of business processes, both within the organization and between a purchaser and

existing suppliers. Examples include electronic purchase-order systems, online catalogues and online linkages with suppliers to exchange information regarding fulfillment activities. Organizations are attracted by the benefits of improved productivity, faster response times and an overall perception of low risk in implementation. Technological developments in information systems and information technologies have the potential to facilitate coordination in transforming organizations, and therefore, allow the virtual integration of the entire procurement process.

2.3 Summary of Research Gap

The literature reviewed according to Batenburg, (2017) showed that that implementing PP is as important, or even more important, than the plan itself. Further, Awino (2014) found that proper implementation of procurement plan helps to avoid emergency procurement wherever possible. Various studies in literature focused on procurement planning implementation practices and their effect on organizational performance. However not all factors have been dealt with among the County Governments in Kenya. Whereas, PPR 2006 main objective was to promote fairness, accountability and clear procedure's in procurement processes in public institutions in Kenya with the aim of achieving efficient use of public funds, studies still revealed that even with the existence of regulation 2006, there is still losses of public funds attributed to public procurement. There are consistence dissatisfactions among stakeholders because of loopholes within the regulation which few corrupt and dishonest individuals take advantage thus making the process inefficient.

2.4 Conceptual Framework

Procurement planning is useful only when it contributes fully in the attainment of organizations objectives (quality, effective and efficient services). In this study, plan implementation practices were the independent variable whereas the Performance of Kisii County Government was the dependent variable.

Independent Variables

Procurement plan Implementation practices

Dependent variable

Performance of Kisii County

Government

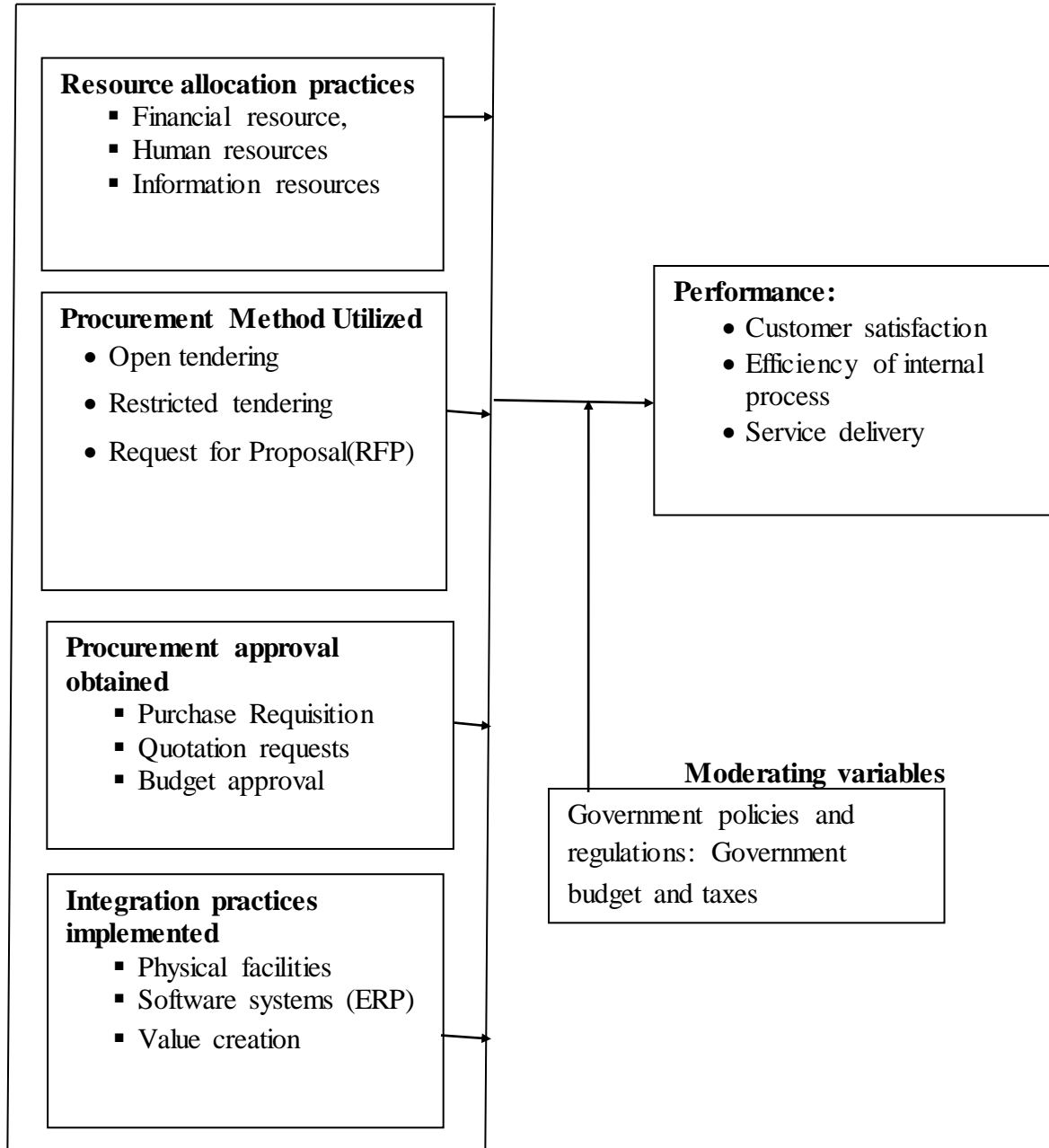


Figure 2.1 Conceptual Framework

Source: Researcher (2020)

The conceptual framework shows that resource allocation practices, procurement method utilized, procurement approval obtained and finally integration practices, as the independent variable, all have a role to play on performance of Kisii County Government. Successful implementation of the procurement plan depends on the effective role played by each of the factors

The sub-sets of resource allocation in this study includes; financial resources, human resources, information resources, and the criteria on how best they are to be utilized. Those of procurement method includes; open tendering, restricted tendering, and request for proposal. Under procurement approval; purchase requisition, request for quotation, and budget approval. Finally, under integration the following are the elements; physical facilities and software system (ERP), and value creation. These elements have substantial influence on the dependent variable - performance of Kisii County Government. The performance of Kisii County Government was measured in terms of customer satisfaction, the efficiency of the internal process (improvement in procurement processes), and service delivery

Government policy and regulation is also a moderating variable having two indicators such as; county budget and tax. In regard to this all public entities must consider special groups such as Youths, Women and People living with disability in their procurement plan which has implications on implementation. Finally, imposition of taxes and duties on some categories of procurement items and the withholding of 6% tax on all procurement for remittance to the Kenya revenue Authority (KRA) also played a significant role in this study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Design

The study adopted a descriptive survey research design to determine the effects of Procurement Plan implementation practices on the performance of Kisii County Government. The research used structured questionnaire. Data collected was analyzed using the Statistical Package for Social Sciences (SPSS) software and the findings were presented in the form of tables and graphs. This study used descriptive survey design, since it would help the researcher to describe the respondent information the way it is regardless of perception, attitude and values of the subject matter (Awino, 2014).

The design is further considered appropriate as it enabled the researcher to reach many respondents within limited time (Kothari, 2005), it also provided an intense and detailed description of existing phenomenon with intent of employee data to justify and make plans which are more effective.

3.2 Study Area

The study was conducted in Kisii county government (county 045, according to the Constitution of Kenya 2010). Kisii county government being a public entity is governed by the public procurement laws and the constitution of Kenya and therefore at all times during normal operations adheres to the same (laws and regulations) to promote fairness, accountability and integrity in its processes. Therefore, the study was conducted in Kisii county government as a true representation of what happens in all county governments in Kenya.

Kisii County is one of the 47 counties in Kenya courtesy of the new constitution of Kenya 2010 which created the new county system of governance. It shares common borders with Nyamira County to the North East, Narok County to the South and Homabay and Migori Counties to the West.

3.3 Target Population

The population for the study was 4935 employees in Kisii County Government, which was the unit of analysis as presented. The target population was chosen because of their direct involvement in procurement processes in Kisii County Government. The departmental Managers were served with questionnaires together with their subordinates. The Managers were used because by virtue of their positions, they had information on policy areas, while the subordinates shed light on the implementation of Procurement plan. The employees for the study were presented as shown below

Table 3.1 Target population

S	Category	Respondents
1	Administration, corporate services, and stakeholders management	577
2	Lands, housing, physical planning and urban development	439
3	Energy, Water, Environment and Natural Resources	311
4	Roads, public works and transport	468
5	Culture, Sports, Youth & Social services	321
6	Education, labour and manpower development	553
7	Agriculture, livestock, fisheries and cooperative development	491
8	Trade and industry	432
9	Finance and economic planning	537
10	Health services	625
11	County Assembly	181
	Total	4935

Source: Kisii County Government (2020)

The employees were categorized as per each departments comprises of Administration, corporate services, and stakeholders management 577, Lands, housing, physical planning and urban development 439, Energy, Water, Environment And Natural Resources 311, Roads, public works and transport 468, Culture sport youths & social services 321, Education, labor and manpower development 553, Agriculture, livestock, fisheries and cooperative development 491, Finance and

economic planning 537, Trade and industry 432, Health services 625 and county assembly 181 (Kisii County Government 2019).

3.4 Sample size and Sampling Techniques

3.4.1 Sample size

A sample is a set of data collected and selected from a population by a defined procedure. This is the reason as to why Yamane formula was used to calculate the sample for the study. It enabled everyone in a population rather than a fraction to be selected, it's however, relies on sampling frame to count the population. It was used in this study, since it has a wider spectrum of accuracy in data and population characteristics. Yamane formula (1967) as determined by Israel (2012) will be; $n = \frac{N}{1 + N(e^2)}$ i.e. $4935 / (1 + 4935(0.05^2))$

$n = 370$ Respondents

The study determined a sample of 370 from 4935 respondents of which the remaining were generalized to other studies to be done. Further, the sample size according to a similar study by (Groves and Couper 1999) was adjusted by 30% to compensate for non-response, thus the number of mailed surveys or planned interviews can be substantially larger than the number required for a desired level of confidence and precision. Non response bias was calculated from respondents in the sample size of a population.

According to Kristen (2006) non response was catered for by overestimating the sample size by 3% of the population. In this study, the analysis of non-response bias and measurement was associated with response propensity (Cumulative sample mean score across strata).

Determination of non-response for each study is by looking at its overall response rates, where Response process can be split into successive sub-process of collecting data and response (Schouten and Bethlehem 2012). Therefore, this study adjusted the sample size by 10% since the questionnaires were self-administered thus reducing non response rate as compared to the case of

mailed surveys which 30% was provided because it normally experienced high non response rate (Israel, 1992).

3.4.2 Sampling frame

This sample size of 4935 respondents comprised of employees working in KCG departments. The study adopted stratified sampling technique to categorize employees according their respective department. In order to obtain a representative sample from the population, Yamane’s simplified formula (in Harper and Row, 2013) was applied where (e) is the confidence level of .05; (N) is the target population which is 4935 and (n) is the sample size 370 in this study.

Table 3.2 Sample size

S	Category	Respondents	Ratio	Sample size	Adjusted sample size 10%
1	Administration, corporate services, and stakeholders management	577	577/4935	44	48
2	Lands, housing, physical planning and urban development	439	439/4935	33	36
3	Energy, Water, Environment And Natural Resources	311	311/4935	23	25
4	Roads, public works and transport	468	468/4935	35	39
5	Culture, Sports, Youth & social services	321	321/4935	25	28
6	Education, Labour and manpower development	553	553/4935	41	45
7	Agriculture, livestock, fisheries and cooperative development	491	491/4935	36	40
8	Trade and industry	432	432/4935	32	35
9	Finance and economic planning	537	537/4935	40	44
10	Health services	625	625/4935	47	52
11	County Assembly	181	181/4935	14	15
	Total	4935		370	407

Source: Researcher (2020)

3.5 Data Collection

Researchers prefer using questionnaire, which provides high accuracy, generalizability and explanatory power with low cost, rapid speed and maximum management demands and administrative convenience. Based on this principle, this study was conducted primarily using structured questionnaires, since this was a quantitative survey, descriptive method was used.

3.5.1 Validity

Validity of research instrument is the accuracy of the instrument to measure what is intended to be measured by the researcher. The validity of the instrument was ensured by the researcher 's supervisors and relevance research experts. This was also verified by use of content validity index (CVI) using number of items in the variables.

3.5.2 Reliability

Reliability is the consistency of research instruments under study. Reliability of research instruments was tested retest method from piloting. The piloting was done using 10% of the sampled items or sample size of the population which gave 37 questionnaires for piloting in Migori County Government. Piloting was conducted in Migori County Government, because it has similar characteristics with other counties and it is working toward performance.

Table 3.3 Reliability test

Variable	No. of items	Cronbach alpha coefficients value	Reliability
Resource allocation practices	9	.861	Reliable
Procurement method utilized	8	.711	Reliable
Procurement approvals obtained	9	.710	Reliable
Integration practices implemented	5	.705	Reliable
Government policies and regulations	7	.805	Reliable

Source: Researcher (2020)

3.5.3 Data Collection procedure

The researcher requested the letter of introductory from the University after proposal defense to enable NACOSTI application for the research permit. After receiving NACOSTI application, the researcher was then write a request letter using the research permit to the director of county education under ministry of education for authority to conduct research in Kisii county government. Finally, after the researcher has received all the relevant authorities, distributed and self-administer the research questionnaires within one week. The researcher collected all questionnaires using self-drop and pick method from the respondents under study.

3.6 Data analysis

3.6.1 Descriptive analysis

The collected data was analyzed using descriptive statistical measures of central tendency such as mean and percentages. The statistical package for social science (SPSS) method was used in arriving at the general opinions of the respondents. The data collected was analyzed using descriptive statistical measures of central tendency such as mean and percentages. The information arising from analyzed data was presented in tables and figures.

3.6.2 Inferential statistics

Inferential statistics was used to measure the relationship using correlation analysis and multiple regression technique. Multiple regression analysis was used to determine the linear combination of independent variables that predicted performance. The following was the multiple regression models used for data analysis;

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \epsilon \dots \dots \dots \text{Direct model}$$

Y = performance

α = determines the level of the fitted line

β = slope of the line

X_1 = Resource allocation practices

X₂ = Procurement method utilized

X₃ = Procurement approvals obtained

X₄ = Integration practices implemented

X₅ = Government policies and regulations

ε = a random error term

Y = β+GX₁+GX₂+GX₃+GX₄ +GX₅ +ε.....indirect model

G- Government policies

3.6.3 Variable measurement

Objectives	Measures	Analysis
Resource allocation practices	Financial, human, and information resources	Quantitative
Procurement method utilized	Open tendering, restricted tendering and request for proposal (RFP)	Quantitative
Procurement approval obtained	Purchase requisition, quotation requests, Budget approvals	Quantitative
Integration practices implemented	Physical facilities, software systems (ERP), E-procurement and value creation	Quantitative
Performance	Customer satisfaction, accountability, efficiency of internal processes	Quantitative

Source: Researcher (2020)

3.7 Ethical Consideration

The study was strictly done as per the research plan in KCG. No data was faked which may give a false result. The data was collected as indicated above, analysis done and presented rightly. The research was conducted in a fair manner without intimidating the respondents, any researchers' power, knowledge, legal; expertise or authority was used to impose on respondents. The information obtained from the respondents was treated with a lot of confidentiality and finally the study gave quality a priority in terms of data collection.

CHAPTER FOUR DATA ANALYSIS AND PRESENTATION OF FINDINGS

4.1 Response Rate

The researcher distributed 370 questionnaires of which 241 were filled and returned indicating a response rate of 65.1 percent. The researcher was to adjust the number of the questionnaire distributed by 10% if not returned according to non-response rate given, but the collected questionnaires was adequate. The respondent response rate was adequately represented and thus provided the basis to arrive at the results for conclusions. The response rate can be supported by Mugenda and Mugenda 2003 who asserted that the 50% of the response rate is adequate in the data analysis conclusion and reporting while the response rate of 60% is good if considered but the response rate of above 70 percent is observed as excellent in analysis and reporting data. Therefore, this logic of response rate states that 65.1% of the response rate was sufficient for data analysis and presentation under this study.

Table 4.1 Shows Response rate

Responses	Frequency	Percent
Response	241	65.1
Non response	129	34.9
Total	241	100.0

Source: Research data (2020)

4.2 Demographic Data

The research tried to get demographic data of the respondents by their gender, age, education, year of work, and general perspectives of the themes under study.

4.2.1 Gender of respondent

Table 4.2 indicates the number of male and female who participated in the study, where the male respondents were 151(62.7%) and female 90(37.3%). The result showed that the majority of the

respondents were male in various departments within KCG.

Table 4.2 Gender of respondent

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	151	62.7	62.7	62.7
Valid Female	90	37.3	37.3	100.0
Total	241	100.0	100.0	

Source: Research data (2020)

The study showed that males were mostly accounted in procurement section than females with their percent implied that male respondents dominate the county.

4.2.2 Age Distribution

The study aimed to find out age distribution of respondents as shown by table 4.3.

Table 4.3 Age Bracket

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 21 – 30 Years	61	28.6	28.6	28.6
Valid 31 – 40 Years	84	34.9	34.9	63.5
Valid 41 – 50 Years	56	23.2	23.2	86.7
Valid 51 – 60 Years	20	8.3	8.3	95.0
Valid 61 Years and Above	12	5.0	5.0	100.0
Total	241	100.0	100.0	

Source: Research data (2020)

The study showed that 84(34.9%) were aged between 31-40 years, 69(28.6%) age bracket of between 21 to 30 years, 56(23.2%) were aged between 41-50 years, 20(8.3%) of age bracket between 51-60 years and 12(5.0%) were aged 61years and above. This indicated that there were different age brackets among procurement groups perceived with different implementation ideas. The study implied that age distribution was normal to the county employees.

4.2.3 Level of education

The study sought to determine the respondents' level of education as shown.

Table 4.4 Highest level of education

		Frequency	Percent
Valid	Certificate	3	1.2
	Diploma	60	24.9
	Degree	130	53.9
	Masters	47	19.5
	PhD	1	.4
	Total	241	100.0

Source: Research data (2020)

The results showed that the respondents with Degree were 130(53.9%), followed by the respondents with diploma 60(24.9%), master degree were 47(19.5%), certificate holders were 3(1.2%) and PhD holders was 1 (0.4%). This implied that the majority of the respondents were well educated and able to understand procurement plans.

4.2.4 Level of management

The study sought to determine the respondent's level of management and how they execute

Procurement Plan Implementation practices in the county.

Table 4.5 Level of Management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Top level management	18	7.5	7.5	7.5
	Middle level management	98	40.7	40.7	48.1
	Bottom level management	125	51.9	51.9	100.0
	Total	241	100.0	100.0	

Source: Research data (2020)

The results showed that 125(51.9%) of the respondents were in bottom level management 98(40.7%) of the respondents were in Middle level management, and 18 (7.5%) were in top level management.

4.2.5 Years of experience of working on procurement plan implementation

The study sought to determine the respondent’s years of working experience on implementation as presented in table 4.6.

Table 4.6 Years of experience in procurement plan implementation

	Frequency	Percent
Valid		
Below 2 Yrs	8	3.3
3 – 5 Yrs	40	16.6
5 – 10 Yrs	158	65.6
15-20 years	34	14.1
over 20 years	1	.4
Total	241	100.0

Source: Research data (2020)

The results showed that the respondents who worked for 5 – 10 years were 158(65.6%), 3 – 5 years were 40(16.6%), respondent worked for 15-20 years were 34(14.1%) respondent who worked for below 2 years were 8 (3.3%), and those who worked for over 20 years was 1 (0.4%).

4.2.6 Area of professionalism/ specialty

The study sought to determine the areas of professionalism on performance of county government as presented in table 4.7.

Table 4.7 Area of professionalism/ specialty

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
Nursing/Medicine	41	17.0	17.0	17.0
Law	19	7.9	7.9	24.9
Finance	64	26.6	26.6	51.5
Procurement	78	32.4	32.4	83.8
Engineering	39	16.2	16.2	100.0
Total	241	100.0	100.0	

Source: Research data (2020)

The study showed that 78(32.4%) were in the areas of Procurement, Finance were 64(26.6%),

Nursing/ medicine were 41(17.0%), Engineering were 39(16.2%), and those who had done law were 19(7.9%) in the county.

4.2.7 How long worked in the County

The study sought to determine the respondent's period they had worked in the county as presented

Table 4.8 How long worked in the county

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 yrs	2	.8	.8	.8
	1 Year	9	3.7	3.7	4.6
	2- 3 Years	14	5.8	5.8	10.4
	3 - 5 Years	101	41.9	41.9	52.3
	> 5 Years	115	47.7	47.7	100.0
	Total	241	100.0	100.0	

Source: Research data (2020)

The results showed that the respondents with 5 years were 115(47.7%), 3-5 years 101(41.9%), respondents with 2-3 years were 14(5.8%), respondents who had worked in the county for 1 year 9(3.7%), and those who had worked for less than one year were 2(0.8%)

4.2.8 Times have they ever faced challenges acquiring goods or services

The study sought to determine the number of times the respondents ever faced challenges in acquiring goods or services.

Table 4.9 How many times have they ever faced challenges acquiring goods or services

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Once	14	5.8	5.8	5.8
	Many Times	199	82.6	82.6	88.4
	Never at all	28	11.6	11.6	100.0
	Total	241	100.0	100.0	

Source: Research data (2020)

The study showed that once were 14(5.8%), many times were 199(82.6%), and never at all 28(11.6%). The results showed that the majority of the respondents had faced challenges in

acquiring goods and services.

4.3 Descriptive statistics on Procurement plan implementation

4.3.1 Resource allocation practices

The study asked the respondents to indicate whether they were aware of procurement plans in the County Government as presented in table 4.10.

Using Likert scale of 1-.5, the researcher asked the respondents to indicate the extent to which they agree with the following statements in relation to resource allocation practices on performance in the county as presented in table 4.10

The study showed that delayed disbursement of funds budgeted for often delay implementation of PP had a mean of 4.2033 with standard deviation of.69233, County monitors and audit all the resources allocated by the government towards PP implementation had a mean of 4.1950 with standard deviation of.77951, The county has adapted information technology in its day to day operations to support information sharing had a mean of 4.1618 with standard deviation of.72655, The county is well equipped with trained personnel to support procurement plan implementation had a mean of 4.1203 with standard deviation of.53037, The county allocates sufficient financial resources for procurement plan implementation had a mean of 3.5394 with standard deviation of.74127, the main resource allocation for procurement plan implementation had a mean of 1.4564 with standard deviation of.72970, aware of the existence of procurement plan within the organization had a mean of 1.3320 with standard deviation of.69954, county institution/facility value resource allocation had a mean of 1.2905 with standard deviation of.57615 and financial resources are important for this county facility had a mean of 1.2739 with standard deviation of.55500.

Table 4.10 Resource allocation on performance

	N	Minimum	Maximum	Mean	Std. Deviation
Aware of the existence of procurement plan within the organization	241	1.00	3.00	1.3320	.69954
county institution/facility value resource allocation	241	1.00	3.00	1.2905	.57615
financial resources are important for this county facility	241	1.00	3.00	1.2739	.55500
The main resource allocation for procurement plan implementation?	241	1.00	3.00	1.4564	.72970
The county allocates sufficient financial resources for procurement plan implementation	241	2.00	5.00	3.5394	.74127
The county is well equipped with trained personnel to support procurement plan implementation	241	3.00	5.00	4.1203	.53037
Delayed disbursement of funds budgeted for often delay implementation of PP	241	2.00	5.00	4.2033	.69233
The county has adopted information technology in its day to day operations to support information sharing	241	1.00	5.00	4.1618	.72655
County monitors and audit all the resources allocated by the government towards PP implementation	241	1.00	5.00	4.1950	.77951

Source: Research data (2020)

From the results, it was established that delayed disbursement of funds budgeted for often delay implementation of PP had a mean of 4.2033 with standard deviation of .69233, and financial resources are important for this county facility had a mean of 1.2739 with standard deviation of .55500.

4.3.2 Procurement method utilized on performance

The respondents were asked to indicate how often procurement procedures affect performance and the results were presented in table 4.11. The study showed in table 4.11 displayed that Procurement method greatly contributes to the performance of the organization had a mean of 4.2863 with a standard deviation of .76715,

Table 4.11 Procurement Method utilized

	N	Minimum	Maximum	Mean	Std. Deviation
Procurement procedures affect performance	241	1.00	3.00	1.2905	.53099
I heard suppliers to the county complain on ethics practices	241	1.00	2.00	1.2531	.43570
We have the best procurement method relevant to procurement plan implementations	241	1.00	4.00	1.7095	.81052
We believe that the procurement method used to acquire goods can affect performance	241	1.00	2.00	1.2573	.43803
The county adheres to procurement procedures during procurement plan implementation	241	.00	5.00	3.9751	.67036
The choice of a procurement method is guided by the procurement policies in the threshold matrix	241	2.00	5.00	4.2448	.62768
Procurement method greatly contributes to the performance of the organization.	241	1.00	5.00	4.2863	.76715
Relationship between the County and suppliers greatly affects performance.	241	1.00	5.00	4.2158	.77669
Valid N (listwise)	241				

The choice of a procurement method is guided by the procurement policies in the threshold matrix had a mean of 4.2448 with a standard deviation of .62768, Relationship between the County and suppliers greatly affects performance had a mean of 4.2158 with a standard deviation of .77669, The county adheres to procurement procedures during procurement plan implementation had a mean of 3.9751 with a standard deviation of .67036, we have the best procurement method relevant for procurement plan implementations had a mean of 1.7095 with a standard deviation

of.81052, procurement procedures affect performance had a mean of 1.2905 with a standard deviation of.53099, suppliers to the county complain on ethics practices had a mean of 1.2531 with a standard deviation of.43570 and we believe that the procurement method used to acquire goods can affect performance had a mean of 1.2573 with a standard deviation of .43803.

From the results, it was established that procurement method greatly contributes to the performance of the organization which had a mean of 4.2863 with a standard deviation of .76715 and it was believed that the procurement methods used to acquire goods can affect performance had a mean of 1.2573 with a standard deviation of .43803.

4.3.3 Procurement approval obtained on performance

The study sought to determine the effect of procurement approvals on performance of the county as presented in table 4.12.

The results in table 4.12 showed that approvals to procurement process are subject to available budget had a mean of 4.2324 with standard deviation of .71001, Procurement approvals are done in line with the relevant procurement policies had a mean of 4.1701 with standard deviation of.74729, Procurement approvals affects supplier performance had a mean of 4.0913 with standard deviation of.70116, Procurement processes are supported by the relevant approval had a mean of 3.9668 with standard deviation of.67000, Governance practices for equipment acquisition are utilized for intended purpose had a mean of 1.3817 with standard deviation of.71554, procurement approvals done by the Accounting Officer had a mean of 1.3112 with standard deviation of .59742 and there was timely procurement approvals which facilitate performance in the county had a mean of 1.3071 with standard deviation of.60991, Aware of procurement approvals in this county had a mean of 1.2739 with standard deviation of.59835, professionalism, integrity, accountability and good governance upheld in county had a mean of 1.2116 with standard deviation of.40931.

Table 4.12 Procurement approval obtained

	N	Min	Max	Mean	Std. D
Aware of procurement approvals in this county	241	1.00	3.00	1.2739	.59835
procurement approvals done by the Accounting Officer	241	1.00	3.00	1.3112	.59742
We have timely procurement approvals which facilitate performance in the county	241	1.00	3.00	1.3071	.60991
Governance practices for equipment acquisition are utilized for intended purpose	241	1.00	3.00	1.3817	.71554
professionalism, integrity, accountability and good governance upheld in county	241	1.00	2.00	1.2116	.40931
Procurement processes are supported by the relevant approval.	241	00	5.00	3.9668	.67000
Procurement approvals affects supplier performance	241	1.00	5.00	4.0913	.70116
Approvals to procurement process are subject to available budget.	241	1.00	5.00	4.2324	.71001
Procurement approvals are done in line with the relevant procurement policies	241	1.00	5.00	4.1701	.74729

Source: Research data (2020)

From the findings, established that approvals to procurement process were subject to available budget, which had highest mean of 4.2324 with standard deviation of .71001, while professionalism, integrity, accountability and good governance upheld in the county had a lowest mean of 1.2116 with standard deviation of .40931.

4.3.4 Integration practices implemented on performance

The study sought to determine whether proper integration practices implemented affect performance of county. The result presented in table 4.13.

Table 4.13 Integration practices Implemented

	N	Minimum	Maximum	Mean	Std. Deviation
The County is properly integrated to enhance performance	241	.00	5.00	1.4274	.75548
Method of Physical facilities allow functions to align around a single organizations goal for good on performance	241	3.00	5.00	4.1909	.41443
Software systems promotes value creation by reducing cost	241	1.00	5.00	4.3485	.60801
E-procurement on stocks kept can be transformed quickly	241	2.00	5.00	4.3734	.58591
Value for customers in terms of high quality and improved service level	241	1.00	5.00	4.4232	.62859
The use of ERP system assists in facilitating the implementation of PP	241	2.00	5.00	4.4357	.56735
Valid N (listwise)	241				

Source: Research data (2020)

The result showed that the use of ERP system assists in facilitating the implementation of PP had a mean of 4.4357 with a standard deviation of .56735, Value for customers in terms of high quality and improved service level had a mean of 4.4232 with a standard deviation of .62859, E-procurement on stocks kept can be transformed quickly had a mean of 4.3734 with a standard deviation of .58591, Software systems promotes value creation by reducing cost had a mean of 4.3485 with a standard deviation of .60801, Method of Physical facilities allow functions to align around a single organizations goal for good on performance had a mean of 4.1909 with a standard deviation of .41443 and proper integration help in enhancing performance in county government had a mean of 1.4274 with a standard deviation of .75548.

4.3.5 Moderating effect of Government policy on procurement plan implementations

The study sought to determine the moderating effect of government policy on procurement plan implementation. The result presented in table 4.14.

Table 4.14 Government policy on procurement plan implementations

	N	Min	Maximum	Mean	Std. Deviation
Budget and taxes affect supply chain management in the county	241	.00	4.00	2.0249	.77956
Performance is mostly affected through a well-coordinated process based on government policies and regulation.	241	1.00	3.00	1.6307	.78563
procurement plan practices are determined by government policies and regulations	241	1.00	4.00	1.6183	.77696
Government policies and regulations frequently control performance	241	1.00	5.00	1.2407	.50844
Procurement plan practices are determined by government policies and regulations	241	2.00	5.00	4.1120	.48294
Government budget policy selection method improves accountability	241	2.00	5.00	4.3527	.63581
Tax policy facility affects customer satisfaction	241	2.00	5.00	4.4730	.57036
Valid N (listwise)	241				

Source: Research data (2020)

The study showed that Tax policy facility affects customer satisfaction had a mean of 4.4730 with standard deviation of.57036, Government budget policy selection method improves accountability had a mean of 4.3527 with standard deviation of.63581Procurement plan practices are determined by government policies and regulations had a mean of 4.1120 with standard deviation of.48294, Budget and taxes affect supply chain management in the county had a mean of 2.0249 with standard deviation of.77956, performance is most affected through a well-coordinated process based on government policies and regulation had a mean of 1.6307 with standard deviation of.78563, procurement plan practices is used to acquire services had a mean of 1.6183 with standard deviation of.77696 and Government policies and regulations frequently control

performance had a mean of 1.2407 with standard deviation of .50844.

4.3.6 Performance of procurement plan implementation

The researcher requested the respondent to indicate the extent to which Procurement plan implementation practices affect performance. The results presented in table 4.15.

Table 4.15 Performance of procurement plan implementation

	N	Minimum	Maxim	Mean	Std. Dev.
Implementation practices enhances customer satisfaction	241	2.00	5.00	4.1867	.77620
Implementation practices enhances service delivery	241	2.00	5.00	4.3485	.55798
Implementation practices lead to efficiency of internal processes	241	2.00	5.00	4.4398	.55294
Valid N (listwise)	241				

Source: Research data (2020)

The study showed that Implementation practices lead to efficiency of internal processes had a mean of 4.4398 with a standard deviation of .55294, Implementation practices enhances service delivery had a mean of 4.3485 with a standard deviation of .55798 and Implementation practices enhances customer satisfaction had a mean of 4.1867 with a standard deviation of .77620. This implied that Implementation practices lead to efficiency of internal processes in the county. However, customer satisfaction is low as shown by Implementation practice with the lowest mean.

4.4 Inferential statistics

4.4.1 Correlations analysis

The researcher conducted Pearson’s moment correlation to determine the relationship between variables. The results were presented in table 4.16

Table 4.16 Correlation matrix

		Resource allocation	Procurement method	Procurement approvals	Integration	Government policies	Performance of county
Resource allocation	Pearson Correlation	1	.102	.211**	.145*	-.013	-.112
	Sig. (2-tailed)		.116	.001	.024	.845	.084
	N	241	241	241	241	241	241
Procurement method	Pearson Correlation	.102	1	.204**	.076	-.134*	-.108
	Sig. (2-tailed)	.116		.001	.239	.038	.095
	N	241	241	241	241	241	241
Procurement approvals	Pearson Correlation	.211**	.204**	1	-.113	-.162*	.089
	Sig. (2-tailed)	.001	.001		.079	.012	.167
	N	241	241	241	241	241	241
Integration	Pearson Correlation	.145*	.076	-.113	1	.271**	.046
	Sig. (2-tailed)	.024	.239	.079		.000	.473
	N	241	241	241	241	241	241
Government policies	Pearson Correlation	-.013	-.134*	-.162*	.271**	1	.193**
	Sig. (2-tailed)	.845	.038	.012	.000		.003
	N	241	241	241	241	241	241
Performance of county	Pearson Correlation	-.112	-.108	.089	.046	.193**	1
	Sig. (2-tailed)	.084	.095	.167	.473	.003	
	N	241	241	241	241	241	241

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

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

From correlation analysis, it was established that resource allocation posed a negative correlation on performance by $-.112$ and $p > .05$ statistically insignificant. This disagreed with Cedillo & Bueno (2014) whose results indicated that planning of resource allocation had a positive correlation effect on performance of processing firms. Procurement method had a weak and positive correlation value of $.102$ with significant value of $.116 > .05$ implied that statistically insignificant, Procurement approvals had a positive correlation value of $.211^{**}$ with significant value of $.001 < .01$ implied statistically significant at 2 tailed $.01$. That agrees with the research conducted by Leung

(2017), which revealed that there is a positive relationship between procurement approvals and performance of the organization.

Integration had a positive correlation coefficient value of .145* with a significant value $p < .05$. Government policies had a negative correlation coefficient value of -.013 with a significant value $p > .845$. This implied that government policies on procurement plan cause negative and insignificant results to the performance of the county.

From the results, all the correlation values were less ($< .700$) implied that there was a weak association between procurement plan implementations practices and performance of County Government. This was in agreement with a study of Lynch (2013) who found that there was a weak association between procurement plan implementations and performance of county government.

4.4.2 Regression Assumptions

4.4.2.1 Tests of Normality

Table 4.17 Tests of Normality

	Procurement implementations practices	Kolmogorov-Smirnov ^c			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	Df	Sig.
Resource allocation	2.33	.287	5	.200*	.914	5	.490
Procurement method	2.44	.316	17	.000	.721	17	.000
Procurement approvals	2.56	.309	45	.000	.812	45	.000
Integration	2.67	.283	37	.000	.842	37	.000
Government policies	2.78	.309	32	.000	.812	32	.000

*. This is a lower bound of the true significance.

The researcher used Shapiro-Wilk tests of normality. Shapiro-Wilk test was used to test a null hypotheses that the data had a normal distribution and alternate hypotheses that data does not have

a normal distribution. If observed p values were less than the calculated .05, then the null hypotheses was rejected in favor of alternate hypotheses, since there was evidence that the data tested was not from a normally distributed data.

4.4.2.2 Multicollinearity

The study sought to establish interconnection between independent variables using a correlation coefficient $r > 0.8$ (Kothari, 2014). The study indicated that use of Resource allocation, Procurement method, Procurement approvals, Integration and Government policies had VIF 1.992, 1.502, 1.742 and 1.046, and 1.072 < 10 which showed absence of multi-collinearity problem among independent variables.

Table 4.18 Multi-collinearity tests

Model		Collinearity Statistics	
		Tolerance	VIF
1	Resource allocation	.502	1.992
	Procurement method	.666	1.502
	Procurement approvals	.574	1.742
	Integration	.956	1.046
	Government policies	.933	1.072

a. Dependent Variable: Performance of County

The results indicated that there is no existence of multi-collinearity problem among independent variables (Procurement Plan Implementation practices and performance).

4.4.2.3 Homoscedasticity

Homoscedasticity was used to test Homogeneity of Variances. The levene test statistics value of Error Variance was carried to test the variance of the residuals, which ought to be constant and ascertain that as shown in table 4.19. The probability value (p-value of 0.051) which was more than 5%, therefore the null hypotheses accepted across the groups.

Table 4.19 Test of Homogeneity of Variances

Test of Homogeneity of Variances				
Performance Of County				
Levene Statistic	df1	df2	Sig.	
1.913	9	228	.051	

4.4.2.4 Autocorrelation

Autocorrelation is used to show the similarity between a given time series for successive interval values and lagged version of itself over values. It measures the existence of a relationship between the current values in comparison to the past values. Under this study, Durbin Watson tests was run to test autocorrelation to produce statistic tests ranges from 0-4 threshold.

Table 4.20 Model Summary^b

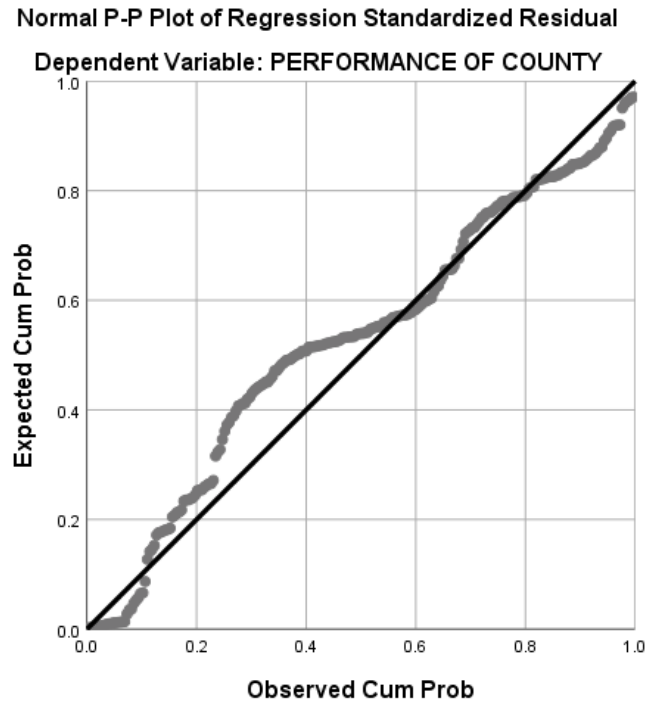
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.204 ^a	.041	.021	.38898	1.762

a. Predictors: (Constant), government policies, integration, procurement approvals, procurement method, resource allocation

b. Dependent Variable: performance of county

The results in table 4.20 indicated a value of 1.762, which is between 0-4 of Durbin Watson statistics threshold. This value of 1.762 means that there is no autocorrelation detected in the sample, since the value ranges from 0-2 less than 4.0 indicates a positive autocorrelation, values of 2-4 would be a negative for the next value.

This was also presented if figure 4.1



4.4.3 Regression analysis for direct variables

The researcher conducted multiple regressions to determine the effects of variables (effects of Procurement Plan implementation practices on performance of Kisii County Government).

Table 4.21 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.221 ^a	.049	.033	1.08925

a. Predictors: (Constant), Integration, Procurement Method, Resource Allocation, Procurement Approvals

From regression model summary in table 4.21, R-value of .221 indicates the strength of the relationship between variables. R square value of .049 established that a change in a unit of Procurement plan implementation practices results a variation in performance by 4.9 % while the remaining percent would be explained by other variables.

Table 4.22 provided the result of ANOVA, which tested the level of fitness for regression model.

Table 4.22 ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	14.423	4	3.606	3.039	.018 ^b
1	Residual	280.004	236	1.186		
	Total	294.427	240			

a. Dependent Variable: Performance Of County

b. Predictors: (Constant), Integration, Procurement Method, Resource Allocation, Procurement Approvals

The calculated F -value was 3.039 with a significant value of .018. Since the p value .018 < 5%, the result was significant at .05, thus the regression model was statistically significant and fit to predict the variations among the effects of independent to dependent variables under study.

Table 4.23 showed regression coefficients used to analyze the variables (Procurement plan Implementation Practices and Performance of County)

Table 4.23 Regression Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.937	.351		5.519	.000
1 Resource allocation	-.185	.084	-.145	-2.200	.029
Procurement method	-.220	.108	-.132	-2.030	.043
Procurement approvals	.221	.094	.158	2.353	.019
Integrations practice	.077	.053	.095	1.464	.144

a. Dependent Variable: Performance of County

Table 4.23 established the following regression equation:

$Y = 1.937 - .185X_1 - .220X_2 + .221X_3 + .077X_4 + \epsilon$ where Y = performance α = determines the level of the fitted line, β = slope of the line, X_1 = Resource allocation practices, X_2 = Procurement method utilized, X_3 = Procurement approvals obtained, X_4 = Integration practices implemented and ϵ = a random error term.

Leaving other variables unchanged, procurement plan implementations would result to the performance of the county up to 1.937 statistically significant at $.000 < \alpha < .05$. Using other variable changes would result in this regression equation establish that keeping all factors constant (Resource allocation practices, procurement method utilized, procurement approvals obtained and Integration practices implemented while other factors held affecting performance would be varied by implementations practices.

The study showed that keeping other independent variables at a constant zero, the unit change in resource allocation could cause an effect on procurement plan implementation which can decrease by $-.185$ statistically significant $.029 < .05$. This concurred with Petrovic (2017), who established that there was statistically significant correlation between resource allocation and supply chain

performance. The findings indicated that holding other independent variable constant at zero 0, when there is a change in procurement method causes a negative change in performance by $-.220$ which was statistically significant $.043 < .05$. This agrees with Arrowsmith and Hartley (2016) indicated that firms need to acquire goods using the correct procurement methods which are adequate. Procurement method entails followed techniques in acquisition of goods had a significant effect on performance.

A change in procurement plan implementation practices using procurement approvals would result to an increase in performance by 22.1% as displayed by its beta coefficient value of $.221$ ($p = .019 < .05$) and statistically significant at 5%. Lynch (2013) noted that approval process or authorization of what to buy, when and from what source is important during the procurement plan implementation.. The study indicated that there was a weak association between procurement procedures during implementations and performance of county government

A change in Procurement plan implementation practices using Integration indicated a beta coefficient value of $.077$ with p value of $.144 > .05$, this means that integration would result to the improved performance of the county by 7.7%, which was statistically insignificant at 5%. Ponomarov (2017) examined the understanding of organization integration on performance of supply chain resilience in American Homewood, Illinois. The study established that organization integration had a positive correlation and statistically significant on performance of supply chain.

Table 4.23 was used to test the null hypotheses as follows;

Ho Procurement plan implementation practices have no significant effect on the performance of the county; Thus, it was statistically significant at $.000 <$ at 5% meaning that null hypothesis was rejected in favor of alternate hypothesis

Ho₁: Resource allocation practices have no significant effect on the performance of Kisii

County government, Kenya; had a p-value $.029 < 0.05$ which was statistically significant. Therefore, the null hypothesis was rejected.

Ho2: Procurement method utilized have no significant contribution to the performance of Kisii County government, Kenya; had p-value of $.043 > .05$. thus, the null hypothesis was accepted.

Ho3: Procurement approvals obtained have no significant effect on the performance of Kisii County government, Kenya; had a value of $p = .019 < .05$. Thus, the null hypothesis was rejected

Ho4: Organizations integration practices implemented have no significant contribution to the performance of Kisii County government, Kenya; had a p- value of $.144 > .05$, then Thus, the null hypothesis was accepted

4.4.4 Regression analysis for the moderator

The researcher conducted multiple regressions to determine the effects of variables (effects of Procurement Plan implementation practices on performance of County Governments) with government policies.

Table 4.24 Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.288 ^a	.083	.063	1.07199

a. Predictors: (Constant), Resource Allocation, Government Policies, Procurement Method, Procurement Approvals, Integration

b. Dependent Variable: performance of the county

From Regression model, it established that a change in a unit of Procurement plan implementation practices results a variation in performance by 28.8% while the remaining percent would be explained by other variables.

The study conducted ANOVA to test the model fit on the regression analysis as presented in table 4.25.

Table 4.25 ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	24.375	5	4.875	4.242	.001 ^b
	Residual	270.053	235	1.149		
	Total	294.427	240			

a. Dependent Variable: Performance of the County

b. Predictors: (Constant), Resource Allocation, Government Policies, Procurement Method, Procurement Approvals, Integration.

The results showed that the calculated F value was 4.242 with significant value of .001 at 5%. This depicted that the model was fit to determine the relationship between procurement plan Implementation practices and performance of the county.

The regression model conducted established the following regression equation:

$Y = 1.318 - .181X_1 - .177X_2 + .249X_3 - .034X_4 + .245X_5 + \epsilon$ where Y = performance α = determines the level of the fitted line, β = slope of the line, X_1 = Resource allocation practices, X_2 = Procurement method utilized, X_3 = Procurement approvals obtained, X_4 = Integration practices implemented and X_5 = Government policies and regulations and ϵ = a random error term.

Table 4.26 Regression Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.318	.404		3.261	.001
Resource allocation practices	-.181	.083	-.142	-2.183	.030
Procurement method utilized	-.177	.108	-.107	-1.647	.101
Procurement approvals obtained	.249	.093	.177	2.675	.008
Integration practices implemented	.034	.054	.042	.637	.525
Government policies	.245	.083	.195	2.943	.004

a. Dependent Variable: Performance of County

Leaving other variables unchanged, procurement plan implementations practices would result to the performance of the county up to 1.318 statistically significant at $.001 < p < .05$. Using other variable changes would result in this regression equation establish that keeping all factors constant (Resource allocation practices, procurement method utilized, procurement approvals obtained and Integration practices implemented while other factors held affecting performance would be varied by implementations.

The study showed that keeping other independent variables at a constant zero, the unit change in resource allocation could cause an effect on procurement plan implementation which can decrease by $-.181$ statistically significant $.030 < p < .05$. The findings indicated that holding other independent variable constant at zero 0, an increase in procurement method utilized causes an increase in performance by $-.177$ which was statistically insignificant $.101 > p > .05$.

A change in procurement plan implementation practices (procurement approvals would result to an increase in performance as displayed by its beta coefficient value of $.249$ ($p = .008 < .05$).

A change in procurement plan implementation practices using Integration indicated a beta coefficient value of .034 with a p-value of $.525 > .05$, this implied that integration would result in improved performance of the county by 3.4% which was statistically insignificant at 5%.

The moderating effect of Government policies between procurement plan implementation and performance of the county indicated a beta coefficient value of .245 with a significant value of $.004 < .05$ at 5%. This depicted that a change in government policies would result in improved performance of the county by 24.5%, which was statistically significant. This disagrees with Mbugua (2016) who found that government regulations by taxation and licensing have an inverse and significant influence on the performance of Small and medium enterprises in Kenya.

4.4.5 Testing hypothesis

H₀₅: Government policies and regulations have no significant effect in the relationship between procurement plan implementation practices and performance of Kisii County government, had a p-value $.001 < 0.05$ which was statistically significant. Thus, the null hypothesis was rejected.

H_{05a}: Government policies and regulations have no significant effect in the relationship between Resource allocation practices and the performance of Kisii County government, Kenya; had a p-value $.030 < 0.05$ which was statistically significant. Then the null hypothesis was rejected.

H_{05b}: Government policies and regulations have no significant effect in the relationship between Procurement method utilized and the performance of Kisii County government, Kenya had a p-value $.101 < 0.05$ which was statistically insignificant. Then the null hypothesis was accepted.

Ho_{5c}: Government policies and regulations have no significant effect in the relationship between Procurement approvals obtained and the performance of Kisii County government, Kenya; had a p-value $.004 < 0.05$ which was statistically significant. Then the null hypothesis was rejected.

Ho_{5d}: Government policies and regulations have no significant effect in the relationship between organizations integration practices implemented and the performance of Kisii County government, Kenya; had a p-value $.525 > 0.05$ which was statistically insignificant. Then the null hypothesis was accepted.

CHAPTER FIVE SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Summary of findings

The study indicated that the County monitors and audit all the resources allocated by the government towards PP implementation had a mean of 4.2199, the county is well equipped with trained personnel to support procurement plan implementation had a mean of 4.2075, The county allocates sufficient financial resources for procurement plan implementation had a mean of 4.1577, The county has adapted information technology in its day to day operations to support information sharing had a mean of 4.0581 and Delayed disbursement of funds budgeted for often delay implementation of P had a mean of 3.9751.

The study indicated that Relationship between the County and suppliers greatly affects performance which had a mean of 4.1950, the county adheres to procurement procedures during procurement plan implementation which indicated a mean of 4.1452, the choice of a procurement method is guided by the procurement policies in the threshold matrix indicated a mean of 3.9544 and procurement method greatly contributes to the performance of the organization indicated a mean of 3.1909.

The results showed that procurement approvals affects supplier performance had a mean of 4.1618 with standard deviation of .75468, Procurement processes are supported by the relevant approval had a mean of 4.0996 with standard deviation of .80003 and procurement approvals are done in line with the relevant procurement policies which had a mean of 4.0664 with standard deviation of .74983, and approvals to procurement process are subject to available budget had a mean of 3.9710 and standard deviation of .57299.

The result showed that Software systems promotes value creation by reducing cost had a mean of 4.3320 with standard deviation of .51415, Value for customers in terms of high quality and

improved service level had a mean of 4.2490 with standard deviation of .47898, The use of ERP system assists in facilitating the implementation of PP had a mean of 4.1992 with standard deviation of .60704, E-procurement on stocks kept can be transformed quickly had a mean of 4.0207 with standard deviation of .32208 and Method of Physical facilities allow functions to align around a single organizations goal for good on performance which had a mean of 3.9129 with standard deviation of .95125.

From correlation analysis, it was established that resource allocation posed a negative correlation on performance by $-.112$ and $p > .05$ statistically insignificant. This disagreed with Cedillo & Bueno (2014) whose results indicated that planning of resource allocation had a positive correlation effect on performance of processing firms. Procurement method had a weak and positive correlation value of $.102$ with significant value of $.116 > .05$ implied that statistically insignificant, Procurement approvals had a positive correlation value of $.211^{**}$ with significant value of $.001 < .01$ implied statistically significant at 2 tailed $.01$. That agrees with the research conducted by Leung (2017), which revealed that there is a positive relationship between procurement approvals and performance of the organization.

Integration had a positive correlation coefficient value of $.145^*$ with a significant value $p.024 < .05$. Government policies had a negative correlation coefficient value of $-.013$ with a significant value $p .845 > .05$. This implied that government policies on procurement plan cause negative and insignificant results to the performance of the county.

5.2 Conclusion of study

The study concluded that the County to monitors and audit all the resources allocated by the government towards PP implementation. The county is well equipped with trained personnel to support procurement plan implementation. The county allocates sufficient financial resources for procurement plan implementation. However, there was delayed disbursement of funds budgeted

for procurement plan implementation thus, delayed service delivery to customers.

The results presented that Relationship between the County and suppliers greatly affects performance. The county adheres to procurement procedures during procurement plan implementation. The choice of a procurement method is guided by the procurement policies in the threshold matrix and procurement method greatly contributes to the performance of the organization.

The results showed that procurement approvals affect supplier performance. Procurement processes are supported by the relevant approval. Procurement approvals are done in line with the relevant procurement policies and approvals to procurement process are subject to available budget.

The result showed that Software systems promote value creation by reducing cost. Value for customers was in terms of high quality and improved service level. The use of ERP system assists in facilitating the implementation of PP. E-procurement on stocks kept can be transformed quickly and the method of Physical facilities allow functions to align around a single organizations goal for good on performance.

From correlation analysis, it concluded that procurement approvals obtained and integration practices implemented on procurement plan implementation was positively and significantly correlated to performance of county government and statistically significant respectively.

There was a negative relationship between procurement approvals and government policies. This concluded that procurement approvals and government policies causes a negative correlation and statistically insignificant.

5.3 Recommendation for policy and research

The study recommended that the county to adopt information technology in its daily operations to support information sharing for efficient performance. The county should fast track the

disbursement of funds budgeted for procurement plan Implementation to avoid delayed service delivery to customers.

The choice of a procurement method should be guided by the procurement policies. Procurement method should greatly contribute to the performance of the organization.

Procurement approvals obtained should be in line with the relevant procurement policies, and approvals to procurement process should be subject to available budget.

The use of ERP system assists in facilitating the implementation of PP while-procurement on stocks kept can be transformed quickly, Method of Physical facilities allow functions to align around a single organizations goal for good on performance.

This study observed the effects of Procurement plan implementation practices on the performance of a County Government. Further studies would be more suitable in areas that compare the effects of Procurement plan implementation practices on the performance of Parastatal and Government agencies/ Departments in Kenya. This would seem likely to lead to new insights and therefore deepen the efforts that have been made in this study.

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Appendices

Appendix I Introductory letter

TO WHO IT MAY CONCERN

Dear Sir,

SUBJECT; TO COLLECT DATA

I am a Masters student of Kisii University main campus, school of Business and Economics Department of Management Science.

The partial fulfillment in the requirement of the conferment of the Degree requires a research. I am carrying a research survey on the assessment of the effects of procurement plan implementation practices on performance of county governments in Kenya: a case of Kisii County government. I am thus requesting your help in filling the research questionnaire attached here. The research questionnaires will take you ten minutes to fill and complete. Please answer all the questions. The results will be treated with utmost privacy for academic use only. No results will be reproduced publicly. No one except the Firm will have access to the records and should require summary. Kindly indicate so at the end of the research questionnaire. Self-addressed envelope is given for your reply. Your cooperation will be appreciated

Yours sincere,

Denice Odhiambo

Appendix II Research Questionnaire

This questionnaire was developed with an aim of obtaining information with regard to the Procurement Plan implementation practices on performance of County governments in Kenya. This study thus sought to determine the effect of Procurement Plan implementation practices on performance of Kisii county government, and its related mandate.

PART I: Demographic Information

Please select the most appropriate in the boxes provided

1. Gender of respondent Male Female

2. Please indicate your age bracket

21 – 30 Yrs 31 – 40 Yrs 41 – 50 Yrs 51 – 60 Yrs 61 Yrs and Above

3. Highest level of education

Certificate Diploma Degree Masters PhD Other

If other please explain

4. What level of management do you belong to in the organization?

Top level management

Middle level management

Bottom level management

Others (specify).....

5. How many years of experience do you have in your current role?

0 – 2 Yrs 3 – 5 Yrs 5 – 10 Yrs 15-20 years 20 Yrs and Above

6. Kindly indicate your area of professionalism/ specialty

Supply Chain Stores Finance Procurement

If other please specify

7. How long have you been working in this county government?

< 1 Year 1 – 3 Years 3 – 5 Years > 5 Years

8. How many times have you ever faced challenges acquiring goods or services for the county?

Once Many Times Never at all

PART II – Resource allocation practices on performance

5. Indicate the extent to which you agree with the following statements in relation to resource allocation practices on performance in the county? (Please tick (√) in the correct box) **5=strongly agree, 4=Agree, 3=moderate 2=Disagree, 1=strongly disagree**

Aspect	S.A	A	M	D	SD
I am aware of the existence of procurement plan within the organization					
The county institution/facility value resource allocation					
Financial resources are important for this county facility					
The main resource allocation for procurement plan implementation are Financial resources, Human resource and information resources					
The county allocates sufficient financial resources for procurement plan implementation					

The county is well equipped with trained personnel to support procurement plan implementation					
Delayed disbursement of funds budgeted for often delay implementation of PP					
The county has adapted information technology in its day to day operations to support information sharing					
County monitors and audit all the resources allocated by the government towards PP implementation					

(Note SA-Strongly Agree, A-Agree, M-moderate D-Disagree, SD-Strongly Disagree)

Part III –Procurement method utilized on performance

5. To what extent do you agree with the following statements in relation to procurement method on the performance (Tick (√) as appropriate?)

5=strongly agree, 4=Agree, 3=moderate 2=Disagree, 1=strongly disagree

Aspect	S.A	A	M	D	SD
Procurement procedures affect performance					
I heard suppliers complaining on ethics practices in the county					
The best procurement methods in procurement plan implementations are through open tendering Request for Quotations, Request for proposal and Framework contracting					

I believe that the procurement method used to acquire goods affect performance					
The county adheres to procurement procedures during procurement plan implementation					
The choice of a procurement method is guided by the procurement policies in the threshold matrix					
Procurement method greatly contributes to the performance of the organization.					
Relationship between the County and suppliers greatly affects performance.					

(Note SA-Strongly Agree, A-Agree, D-Disagree, SD-Strongly Disagree)

PART IV –Procurement approval obtained

5. To what extent do you agree with the following aspects that relate to effect of procurement approvals obtained on performance (Tick (√) as appropriate?)

5=Strongly agree, 4=Agree, 3=moderate 2=Disagree, 1=strongly disagree

Aspect	S.A	A	M	D	SD
You are aware of procurement approvals in this county					
All procurement approvals done by the Accounting Officer					
Timely procurement approvals enhances performance in the county					
Governance practices for equipment acquisition are					

utilized for the intended purpose or direction setting and consultation					
Professionalism, integrity, accountability and good governance are upheld in the county during procurement plan implementation					
Procurement processes are supported by the relevant approval.					
Procurement approvals affects supplier performance					
Approvals to procurement process are subject to available budget.					
Procurement approvals are done in line with the relevant procurement policies					

(Note SA-Strongly Agree, A-Agree, D-Disagree, SD-Strongly Disagree)

PART V – Integration practices implemented

1. Does proper integration practices implemented help performance as follows (Tick appropriately)

5=Strongly agree, 4=Agree, 3=moderate 2=Disagree, 1=strongly disagree

Factors	S.A	A	M	D	SD
Method of Physical facilities allow functions to align around a single organizations goal for good on performance					
Software systems promotes value creation by reducing cost					
E-procurement on stocks kept can be transformed quickly					
Value for customers in terms of high quality and improved service level					
The use of ERP system assists in facilitating the implementation of PP					

PART VI Government Policies and regulations

5. To what extent do you agree with the following aspects that relate to the government policies on performance (Tick (√) as appropriate?)

5=Strongly agree, 4 agree, 3=Agree, 2=Disagree, 1=strongly disagree

Aspect	S.A	A	M	D	SD
Budget and taxes affect supply chain management in the county					
Performance through a well-coordinated procurement process is based on government policies and regulations					
procurement plan practices are used to acquire goods and services in your county with regard to service delivery					
Government policies and regulations frequently control performance of the county					
Procurement plan practices are determined by government policies and regulations					
Government budget policy selection method improves accountability					
Tax policy facility affects customer satisfaction					

(Note SA-Strongly Agree, A-Agree, D-Disagree, SD-Strongly Disagree)

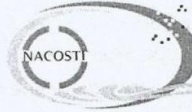
5. To what extent do you agree with the following aspects that relate to the performance of procurement plans implementations (Tick (√) as appropriate?)

Aspect of performance	S.A	A	M	D	SD
Implementation practices enhances customer satisfaction					
Implementation practices enhances service delivery					
Implementation practices lead to efficiency					

(Note SA-Strongly Agree, A-Agree, D-Disagree, SD-Strongly Disagree)

Thank you for your participation

Appendix III Research Permit



NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY & INNOVATION

Ref No: 664150

Date of Issue: 16/January/2020

RESEARCH LICENSE



This is to Certify that Mr.. Denice Odhiambo of Kisii University, has been licensed to conduct research in Kisii on the topic: AN ASSESSMENT OF THE EFFECTS OF PROCUREMENT PLAN IMPLEMENTATION PRACTICES ON PERFORMANCE OF COUNTY GOVERNMENTS IN KENYA: A CASE OF KISII COUNTY GOVERNMENT for the period ending : 16/January/2021.

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664150

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY &
INNOVATION

COUNTY COMMISSIONER
KISH COUNTY

Signature
20/01/2020

COUNTY DIRECTOR OF EDUCATION
KISII COUNTY
20 JAN 2020
P. O. Box 4499 - 40200, KISII.

Signature

Verification QR Code



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Appendix IV Letter Authorized from the county

DENICE ODHIAMBO
BOX 408 40200 KISII
TEL. 0734626484
DATE 23/01/2020

(1) Daulasa
(1) D. Odhiambo
FNA



TO THE SECRETARY,
KISII COUNTY GOVERNMENT

Dear Sir,

RE: PERMISSION TO COLLECT DATA

I am a Masters student of Kisii University main campus, School of Business and Economics Department of management science.

The partial fulfilment for the requirement of the conferment of the Masters Degree requires a research. I will be carrying a research survey on the **assessment of the effects of procurement plan implementation practices on performance of County Governments in Kenya: a case of Kisii County Government**. I am thus, requesting for a permission/approval to allow me conduct the study in Kisii County Government Executive. Attached here in, is a permit from the national Commission for science, technology and innovation.

Kindly assist.

Yours sincere,

Denice Odhiambo
Denice Odhiambo
ID 25723470

Dir. Procurement
Please facilitate the student.
Pe D+ems
12.2.2020

Appendix V Letter Authorized from the University



KISII UNIVERSITY

Telephone : 020 2610479
Facsimile : 020 2491131
Email : commerce@kisiiuniversity.ac.ke

P. O. Box 408-40200
KISII, KENYA.
www.kisiiuniversity.ac.ke

SCHOOL OF BUSINESS AND ECONOMICS

OFFICE OF THE COORDINATOR, POST-GRADUATE PROGRAMMES

REF: KSU/SBE/CBM15/10601/16

Monday 9th December, 2019

The Director,
National Commission for Science, Technology &
Innovation (NACOSTI)
NAIROBI.

Dear Sir,

REF: APPLICATION FOR A RESEARCH PERMIT FOR
ODHIAMBO DENICE OTIENO, REG. NO. CBM15/10601/16

The above named is a Masters student in our institution who intends to carry out a Research. The intended study is titled; "An Assessment of the Effect of Procurement Plan Implementation Practices on Performance of County Governments in Kenya: A Case of Kisii County Government."

The purpose of this letter is to request you to give him a research permit to enable him conduct the research.

Thank you


Dr. Joshua Wafula, PhD
COORDINATOR, POST-GRADUATE PROGRAMMES

WJC/pa

Appendix VI Publication

International Academic Journal of Procurement and Supply Chain Management | Volume 3, Issue 2, pp. 28-44

EFFECTS OF PROCUREMENT PLAN IMPLEMENTATION PRACTICES ON PERFORMANCE OF KISII COUNTY GOVERNMENT IN KENYA

Odhiambo Denice Otieno - Masters Student, School of Business and Economics, Kisii University, Kenya

Prof. Christopher Ngacho (PhD) - School of Business and Economics, Kisii University, Kenya

Dr. Yobes Nyaboga (PhD) - School of Business and Economics, Kisii University, Kenya

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ABSTRACT

The purpose of the study was to assess the effects of procurement plan implementation practices on the performance of County Governments in Kenya. The specific objectives were: To analyze the effects of resource allocation and the contributions of procurement method to the performance of Kisii County government, Kenya. This study focused on the Implementation theory and Resource-based view theory. The study adopted descriptive survey research design. The population for the study was 4935 employees in Kisii County Government. Yamane formula was used to calculate the sample for the study $n = 370$ respondents. Questionnaires were used to collect primary data. The collected data was analyzed using quantitative technique. The data collected was analyzed using descriptive statistical

measures of central tendency such as mean and percentages. The county is well equipped with trained personnel to support procurement plan implementation. The county allocates sufficient financial resources for procurement plan implementation. There was delayed disbursement of funds budgeted due to delayed implementation. Using other variable changes would result in this regression equation establish that keeping all factors constant (Resource allocation, and procurement methods while other factors held affecting performance would be varied by implementations. The county adheres to procurement procedures during procurement plan implementation.

Key Words: *procurement plan, implementation practices, performance, Kisii county government in Kenya*

ABSTRACT

The purpose of the study was to assess the effects of procurement plan implementation practices on the performance of County Governments in Kenya. The specific objectives were: To analyze the effects of resource allocation and the contributions of procurement method to the performance of Kisii County government, Kenya. This study focused on the Implementation theory and Resource-based view theory. The study adopted descriptive survey research design. The population for the study was 4935 employees in Kisii County Government. Yamane formula was used to calculate the sample for the study $n = 370$ respondents. Questionnaires were used to collect primary data. The collected data was analyzed using quantitative technique. The data collected was analyzed using descriptive statistical

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Key Words: procurement plan, implementation practices, performance, Kisii county government in Kenya

INTRODUCTION

Procurement plan is guided by principles of transparency, accountability, and achieving value for money for citizens and taxpayers. Globally, in many developed nations, public sector expenditure is substantial procurement plans. Government organizations across the world tend to spend between 8 per cent and 25 per cent of GDP on goods and services (McCrudden, 2018). In the UK, there is lack of implementation practices from large public procurement expenditure of approximately £150 billion.

Procurement plan implementation commonly involves purchase planning, standards determination, specifications development, supplier research and selection, value analysis, financing, price negotiation, making the purchase, supply contract administration, inventory control and stores, and disposal and other related functions. Procurement is concerned with how public sector organizations spend taxpayers' money on goods and services, but procurement plan implementation practices are not effective (Hall, 2012).

The need for effective procurement plan is at both national and county government and its extensive contribution to better governance of public sector. In the past few years, developing

Appendix VII Turnitin Report

AN ASSESSMENT OF THE EFFECTS OF PROCUREMENT PLAN IMPLEMENTATION PRACTICES ON PERFORMANCE OF COUNTY GOVERNMENTS IN KENYA: A CASE OF KISII COUNTY GOVERNMENT

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