



DETERMINANTS OF IMPLEMENTATION OF PROCUREMENT MANAGEMENT PRACTICES IN COUNTY GOVERNMENTS OF KENYA: A CASE OF NAIROBI COUNTY

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Rono, A. K.,^{1*} & Moronge, M.²

^{1*}Msc. Scholar, Jomo Kenyatta University of Agriculture & Technology [JKUAT], Kenya

²Ph.D, Lecturer, Jomo Kenyatta University of Agriculture & Technology [JKUAT], Kenya

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ABSTRACT

The purpose of the study was to analyze the determinants of the implementation of procurement management practices in county governments in Kenya. The study was carried out at Nairobi County government. Descriptive research design was used in collecting the data. The target population was 164 respondents which comprises employees in the Nairobi county government. According to the model summary the correlation coefficient, it was notable that there exists a strong positive relationship between the independent variables and dependent variable. It was recommended that there was need to have sufficient and qualified procurement personnel with enough training assessment methods to enhance compliance with the rules and regulations. The study recommended that supplier management should have adequate supplier base which is important to improve performance of its suppliers. The county government should be concerned with the supplier credit terms to enhance service delivery. The county government should strive to make timely dispute resolution with suppliers to enhance service delivery. The county government needs to conduct supplier base annually to enhance cost reduction. To enhance implementation of procurement management practices in the county government there is need to ensure that the procurement staff is computer literate to comply with the rules and regulations. The level of automation should be adequate and level of procurement systems usage should be adequate to enhance procured quality goods. The ICT should be adequately observed in the organization procurement process. Most notably, there is need to improve the IT infrastructure to enhance in the procurement process, funding, timely delivery of goods and services as well as qualified manpower and training.

Key Words: Procurement Ethics, Supplier Management, Procurement Training, Information Communication and Technology, Procurement Management

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INTRODUCTION

The advancement of technology and growth of business activities has led to the economic state to become unstable. The need for metropolitan counties to be competitive in the global market place cannot be ignored. The various county governments are under intense pressure from citizens to provide high standard and quality services. The global marketplace is described by steep competition and a continuous search for new and innovative ways to minimize costs and offer improved performance. (Ameyaw, Mensah & Osei-Tutu, 2012)

Globally, in many developed nations, public sector expenditure is substantial. Government organizations across the world tend to spend between 8 per cent and 25 per cent of GDP on goods and services (OECD, 2016). In the UK, public procurement expenditure is approximately £150 billion (DEFRA 2017). Government is often the single biggest customer within a country, and governments can potentially use this purchasing power to influence the behavior of private sector organizations (Charles, 2017). 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.

Public procurement is an area of increasing scrutiny around the world and more so in the developing countries due to its integral role in service delivery. Public procurement uses substantial amount of taxpayers' money further leading to increased public scrutiny. For example, the public procurement is estimated to consume 58% of the public spending in Angola, 60% in Kenya, 40% in Malawi and 70% in Uganda (Mwangi, 2014). These are extremely huge figures compared to the global average of 12-20%. The competitiveness of the government at both the central and in the devolved structure has affected the

procurement management (Ndumbi & Okello, 2015). The procurement management contributes to this competitiveness through the reduction of the operational costs and as a tactical function to a reengineering function within the organization to changes in the environment (Okinyi & Muturi, 2016). In this context, Abdi (2012) notes that efficient procurement management practices is essential to the success of government's programs as it provides a link between policy and delivery.

The concept of procurement management practices in not very new in Kenya owing to the fact that the country has been heavily copying from the (OECD) countries that have perfected on the ideas behind proper contractual management and procurement management practices. Despite the fact that there are a number of seminars and trips that have been funded by the government to the Ministry of Finance to come up with clear rules and regulations for standard procurement among the government agencies, there is still a violation of the procurement management practices to or over the tune of 39.89% nationally and to or over 47.1% within the counties, leading to delayed or failed projects implementation (World Bank Report, 2017).

Statement of the Problem

Procurement management has taken on increasing importance in the performance of county governments of Kenya in the last 5 years regarded as a prerequisite for contemporary development around the nation (World Bank 2017). It draws from the tenets of adopted effective procurement management and the service delivery enhancement with a critical characteristic being efficient procurement process for service delivery (Abdi, 2012). PPDA act require that public sector to have effective procurement management to enhance accountability and transparency in the procurement process in the public sector (PPRA, 2015). However, In Kenya the procurement management practices are

not well adopted in the county governments of Kenya (Transparency International, 2016).

Consequently, report by PPOA (2015) indicates that up to 30% of procurement inefficiencies in the public sector in Kenya are attributed to procurement management issues. More than 50% of the corruption cases alleged in the devolved governments are related to poor procurement management practices adopted Kiruja (2014). The poor procurement performance is a common problem in the in the many county governments with an immeasurable cost spiraling to over USD 10 million (Ksh, 36 billion) annually (Transparency International, 2016). According to Public Procurement Oversight Authority (PPOA 2014), most of the tendered products/services in many county governments have a mark-up of 60 per cent on the market prices. The study carried by Tom(2014) established that there is inefficiency and ineptness and loss of over Ksh.50 million annually in the county governments due to poor procurement management. According to Victor (2012), procurement expenditure could be minimized through proper procurement management. It's hence against this background the study was under taken to examine the determinants of implementation of procurement management practices in county governments of Kenya.

Objectives of the Study

The general objective of the study was to examine the determinants of the implementation of procurement management practices in county governments of Kenya. The specific objectives were:-

- To examine the influence of procurement ethics on implementation of procurement management practices in county governments of Kenya
- To analyze the influence of supplier management on implementation of procurement management practices in county governments of Kenya
- To determine the influence of procurement training on implementation of procurement

management practices in county governments of Kenya

- To assess the influence of information communication and technology on implementation of procurement management practices in county governments of Kenya

LITERATURE REVIEW

Theoretical Review

Game Theory

Game theory argues that many economic decisions involving more than one actor (e.g. a buyer and a supplier) take the form of a sequential, strategic game involving anticipation by one player of the other player's actions (Abdi, 2012). Games such as the Prisoner's Dilemma have been used to show how co-operative behavior becomes more likely if two actors interact with one another on a repeated basis. This is because repeated interactions enable them to get to know each other, to build trust and to overcome the lack of information available in a one-off interaction about the other party's likely behavior (Kiruja, 2014).

In a one-off interaction, where the other party's intentions are unknown, the model suggests that both actors will behave competitively to try to maximize their individual utility (Amayi & Ngugi, 2013).Based on this theoretical derivation, the underlying assumptions of the integrated PM approach are that actors are rational, but may face information problems; and that actors are self-interested utility maximisers, but will co-operate through repeated interactions where greater net gains can be had from doing so.

The Principal Agent Theory

The principal agent theory as advocated by Cohen *et al.*, (2003) explains that procurement managers in public sector play a relationship role. The principal-agency theory holds that shirking is likely to occur when there is some disagreement between policy

makers and the bureaucracy. The democratic perspective focuses on responsiveness to citizens and their representatives (Brammer & Walker, 2011). According to Kiruja (2014) agency theory if applied rigorously offers a versatile tool to identify and solve enduring puzzles in procurement law and policy, in part by breaking down traditional boundaries in the law. According to Hunja, (2011) while contract formation has centered on transparency, competition, and integrity, public contract administration have tended to emphasize an efficient allocation of risk between the public and private actors (Kiruja, 2014).

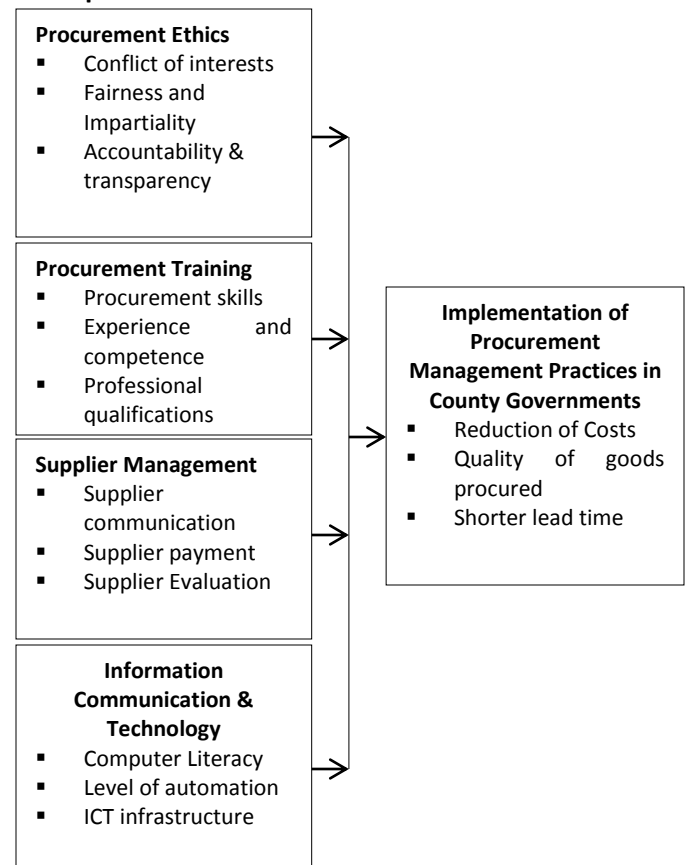
Competency Theory

To investigate the influence of staff competency on procurement policy implementation, the study will be based on competency theory. The work of McClelland & McBer in the 1980s established the competence theory. The authors defined competency as the underlying characteristic of an individual that is causally related to criterion-referenced effective and/or superior performance in a job or situation. Since then a number of competency frameworks have been developed by different procurement performance in various organizations, Crawford (as cited in Boyatzis, 1982 & Spencer, 1993), puts a model of competence that integrates knowledge, skills, demonstrable performance, and core personality characteristics, noting the last, personality characteristics, as challenging to develop and assess through training. She argues that two of the most influential procurement management standards established, are addressed only the knowledge aspect of competence while a third, Australia’s National Competency Standards, draws from knowledge but focuses only on demonstrable performance. Crawford, (2010) study found out that procurement managers “do not necessarily have the required supply chain management competence perform the full activities required to promote and implement the changes that they are leading as part of their organizations.

Innovation Diffusion Theory

A substantial literature exists that investigates Inter-organizational information systems (IOS), and IT adoption, diffusion and use. The assimilation of e-Procurement initiative can be an issue of technology diffusion and adoption of innovation. Obviously, innovation diffusion theory can be used to understand e-Procurement assimilation as the theory has also been extensively used recently as a fundamental theoretical base of innovation adoption research in the field of IS/IOS (Kalatya, 2017).

Conceptual Framework



Independent Variables Dependent Variable

Figure 1: Conceptual Framework

Source: Author (2019)

Empirical Review

Makali (2015) conducted to establish the relationship between ethics and procurement performance of county governments in Kenya. The objective of the study was to establish the impact of ethics on procurement performance, the extent of practicing ethics and the challenges faced in implementing procurement ethics. The study established that there exists a positive relationship between ethics and procurement performance. The study recommends that there is need to overcome the challenges of implementing procurement ethics in county governments.

According to the United Nations report by the office of Internal Oversight Services (IOS- 2008) which was to be debated in New York, the united nations in Nairobi, may have lost 10 billion in procurement and administrative scandals over the past three years (Palmer and Butt, 2005). This was revealed by the internal audit report which stated that the money was suspected to have been stolen by UN employees who colluded with suppliers between 2004 and 2006. Some of the employees reportedly had links to the companies which were given contracts to do business with the Nairobi office which included the United Nations Environment Program (UNEP) and UN-Settlement (UN-Habitat).

Wanyama, (2013) conducted a research on public procurement ethics in the Less Developed Countries (LDCs) through the Norwegian Agency for Development Co-operation (NORAD) platform. The research established that the public procurement unethical behaviors manifest in terms of direct conflict of interests. In this sense, the research established that the causes of unethical issues in public procurement. Hunja, (2011) carried out seven studies using experimental and naturalistic studies in the United States of America (USA) on the factors that affect ethical standards in the public sector. The studies revealed that upper-class individuals behave more unethically than lower-class individuals

(Jeppesen, (2010). In this sense, the unethical attitudes of the upper class breeds unethical behaviour in the public sector procurement.

Ndumbi and Okello (2015) sought to evaluate the effect of staff training on compliance to PPDA 2005. Descriptive research design and Correlation research design will be used. The target population for this study shall be all staff members at Nairobi city county procurement department and other heads of departments who had information on compliance levels within Nairobi county government's procurement function where a census was used to collect data. The study will seek to establish a positive significant relationship between staff training and the level of compliance to PPDA. The researcher concludes that staff training influences compliance to PPDA. It will recommend that the staff need to be exposed to further training and be given incentives to carry out procurement projects

Palmer and Butt, (2005) in their study explained the importance and effective way to maintain ethics awareness in agencies is to provide training for employees. Ethics training and seminars can be provided, along with training in more specific areas, such as procurement procedures, record keeping, records management, and accountability and administrative law. Regular reviews or audits of procurement processes and performance measurements can be done to ensure probity is being considered and achieved.

Ullah (2012) examined the role of buyer-supplier relationship and trust in the organizational performance. The essence of strong relationship between buyer and supplier is trust, which in turn affects the supplier performance and consequently the organizational performance. Design/methodology/approach: This study uses correlation and regression to analyze a set of data collected from the survey of 164 Nairobi City county government staff. Findings: Results will demonstrate

that face to face communication and fair treatment of supplier by buyer is positively related to development of trust and is positively related to the organizational performance.

In January 2015, the National Audit Office of the United Kingdom (NAO: UK) published a report (Paying Government Suppliers on Time); In March 2010 the UK government announced that departments would aim to pay 80% of undisputed invoices within 5 working days. This was a revision of the original prompt payment commitment introduced in 2008 to pay 90% of invoices within 10 working days. Government also announced that departments would require their contractors on all new contracts to pay subcontractors within 30 days. Prompt payment is intended to improve the cash flow of companies doing business with government departments, in particular the UK's 5 million small and medium-sized enterprises (SMEs).

METHODOLOGY

The study used the descriptive research design. Research design refers to the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in the procedure (Neumann, 2013). The target population was the procurement related departments employees of the county government of Nairobi. According to Lewis (2015), the target population is the total population that a researcher specifies in his or her research. The study collected data from the respondents by the use of semi-structured questionnaire. The questionnaire was structured and divided into sections covering

each of the objectives of the study. The study used multi-linear regression model to measure the relationship and significance of the independent variables against the dependent variable (Cooper & Schindler, 2011).

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$$

Where:

Y = Implementation of procurement management practices

X₁ = Procurement Ethics

X₂ = Supplier Management

X₃ = Procurement Training

X₄ = ICT

ε = Error Term

FINDINGS

Procurement Ethics

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

Table 1: Procurement Ethics Statistics

Description	Mean	Std. Dev
The personal interests are reduced at the various stages of procurement process	3.215	.322
There are clear definition of contract terms to avoid conflict of interest	2.998	.321
There is fairness and equity in the procurement process	3.210	1.032
There are adequate conflict resolution mechanisms	2.765	1.322
There is no political interference in the tendering process	3.897	.435

Procurement Training

This section presented findings to survey questions asked with a view to establish the influence of procurement training on implementation of procurement management practices in county governments of Kenya. The respondents were asked how many times the organization have their procurement staff taken for refresher courses annually, 0% of the organization never takes procurement staff for refresher courses. This implies all

organization have them taken at least once a year. 3%, had 1 to 2 times annually, 55% of the respondents had 3 to 4 times, 12% of them had 5 to 6 times and 3%, had over 6 times of rejections. The modal class is of the respondents who had taken their staff for refresher courses 3 to 4 times. This implies that on average the respondents take their procurement staff for refresher courses at least 3 to 4 times annually.

Table 2: Procurement Training Statistics

	Never time	1-2 times	3-4 times	5-6 times	Over 6 times	Mode
How many times are your procurement staffs taken for refresher courses annually?	0	30%	55%	12%	3%	3
	0%-20%	21%-30%	31%-40%	41%-50%	Over 50%	
Percentages of employees with a first degree.	45%	3%	14%	12%	2%	1
Percentage quality of procurement records produced.	0	3%	3%	27%	67%	5
What percentage of employees has professional skills in procurement?	0	3%	3%	37%	46%	5

Information Communication & Technology

This section presented findings to survey questions asked with a view to establish the influence of information communication and technology on implementation of procurement management practices in county governments of Kenya. On the extent to which ICT affected the information communication and technology on implementation of procurement management practices in county governments of Kenya, the findings were presented in the Table 3. The data was collected from the different indicators of the ICT variable which was ordinal categorical. The data was therefore presented

in frequency tables with the median being used as the appropriate measure of central tendency. Information Communication technology had the first indicator that required the institutions to state the percentage of employees in the county who are computer literate, 5% of the respondents had 0-20% , 3% had 20-30% , 14% had 30-40%, 9% had 40-50% and 69% had over 50%. The modal class is of the respondents who had between 40 to 50% literacy. The mode was found to be 5 which implies that on average the respondents 40 to 50% of employees in the county that are computer literacy.

Table 3: Information Communication Technology Statistics

	0%-20%	20%-30%	30%-40%	40%-50%	Over 50%	Mode
What percentage of employees in the county is computer literate?	5%	3%	14%	9%	69%	5

What is the county's level of automation?	3%	3%	6%	56%	32%	4
What is the level of procurement systems usage?	0%	3%	6%	54%	37%	4
What is the level of ICT infrastructure?	3%	3%	6%	37%	51%	5
What is the county's level of embracement of E-procurement?	0%	3%	3%	37%	57%	5

Supplier Management

The study sought to assess the influence of supplier management on implementation of procurement management practices in county governments of Kenya. This section presents findings to statements posed in this regard with responses given on a five-point Likert scale (where 1 = Strongly disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5= Strongly Agree). Table 4 presented the findings. The scores of 'strongly

disagree' and 'disagree' have been taken to represent a statement not agreed upon, equivalent to mean score of 0 to 2.5. The score of 'Neutral' has been taken to represent a statement equivalent to a mean score of 2.6 to 3.4. The score of 'agree' and 'strongly agree' have been taken to represent a statement highly agreed upon equivalent to a mean score of 3.5 to 5.0.

Table 4: Supplier Management Statistics

Description	Mean	Std. Dev
The county believes in supplier base is important to improve performance of its suppliers	3.456	.352
The county focuses on supplier credit terms to enhance service delivery	3.129	.457
The county makes timely dispute resolution with suppliers to enhance service delivery	3.908	.329
The county conducts supplier base annually to enhance cost reduction	4.324	.312
The county has adequate supplier base to improve cost reduction	4.625	.568
The county dispute resolution with suppliers enhance timely provision of services	3.908	.897

Implementation of Procurement Management Practices

The study sought to determine the implementation of procurement practices in the county governments of Kenya attributed to the influence of procurement ethics, procurement training, ICT and supplier management. The study was particularly interested in three key indicators, namely Quality of goods purchased, Cost reduction and Timely Purchases-stock out reduction, with all the three studied over a 5 year period, running from 2014 to 2018. Table 5 below presents the findings.

Findings in Table 5 above reveal improved implementation of procurement management

practices across the 5 year period running from the year 2014 to 2018. Quality of goods purchased recorded positive improvement of quality of goods purchased with a majority affirming to less than 10% in 2014 (42.3%) and 2015 (37.7%), to 10% in 2016 (36.1%) then more than 10% in 2017 (41.1%) and 2018 (37.5%). A similar trend was recorded in cost reduction, improvement cost reduction from less than 10% (44.1%) in 2014, to more than 10% in 2015 (36.4%), 2016 (40.4%) and 2018 (37.3%). Timely Purchases-stock out reduction further recorded positive improvement with timely purchases-stock out reduction with a majority affirming to less than 10% in 2014 (37.9%) and 2015 (35.9%), to 10% in

2016 (35.9%) and 2017 (35.3%) then by more than 10% in 2018 (36.2%).

Table 5: Implementation of Procurement Management Practices

Quality of goods purchased	2014	2015	2016	2017	2018
Improved by less than 10%	42.3	37.7	31.6	30.7	29.5
Improved by 10%	31.8	32.9	36.1	28.2	33
Improved by more than 10%	25.9	29.4	32.3	41.1	37.5
Cost reduction	2014	2015	2016	2017	2018
Improved by less than 10%	44.1	35.2	33.4	25.7	27.1
Improved by 10%	31.7	32.6	30.2	33.9	35.6
Improved by more than 10%	23.5	32.2	36.4	40.4	37.3
Timely Purchases-stock out reduction	2014	2015	2016	2017	2018
Improved by less than 10%	37.9	35.9	31.2	25.7	33.1
Improved by 10%	36.2	31.3	35.9	35.3	30.7
Improved by more than 10%	25.9	32.8	32.9	39	36.2

Multiple Regression Analysis

The study adopted a multiple regression analysis so as to test relationship among variables (independent) on the variable. The study applied the statistical package for social sciences to compute the measurements of the multiple regressions for the study. According to the model summary Table 6, R is the correlation coefficient which showed the relationship between the independent variables and dependent variable. It was notable that there exists a strong positive relationship between the independent variables and dependent variable as shown by R value (0.813). The coefficient of determination (R^2) explained the extent to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable and the four independent variables that were studied explain 66.00% of the implementation of procurement management practices in the county government as represented by the R^2 . This therefore means that other factors not studied in this research contributed 34.00% to the implementation of procurement management practices in the county government. This implies that these variables are very significant therefore need to be considered in any effort to

boost implementation of procurement management practices in the county government.

Further, the study revealed that the significance value was 0.003 which was less than 0.05 thus the model is statistically significant in predicting how procurement ethics, procurement training, ICT and supplier management affect implementation of procurement management practices in the county government. The F critical at 5% level of significance was 55.799. Since F calculated (55.799) was greater than the F critical (value = 18.908), this showed that the overall model was significant.

Finally, the study ran the procedure of obtaining the regression coefficients, and the results were as shown on the Table 7. Multiple regression analysis was conducted as to determine the relationship between implementation of procurement management practices in the county government and the four independent variables. According to the regression equation established, taking all factors into account (procurement ethics, procurement training, ICT and supplier management) constant at zero implementation of procurement management practices in the county government was 7.980.

The data findings analyzed also showed that taking all other independent variables at zero, a unit increase in

procurement ethics will lead to a 0.560 increase in implementation of procurement management practices in the county government; a unit increase in procurement training will lead to a 0.531 increase in implementation of procurement management practices in the county government, a unit increase in ICT will lead to 0.523 increase in implementation of procurement management practices in the county government and a unit increase in supplier management will lead to 0.503 increase in

implementation of procurement management practices in the county government. This inferred that legal framework contributed most to implementation of procurement management practices in the county government. At 5% level of significance, procurement ethics had a 0.000 level of significance; procurement training show a 0.001 level of significance, technology showed a 0.003 level of significance and supplier management show a 0.005 level of significance hence the most significant factor was procurement ethics.

Table 6: Multiple Regression Analysis (Overall)

Model	R	R ²	Adjusted R ²	Std. Error of the Estimate
1	.813	.660	.636	.007

ANOVA

Model		Sum of Squares	d.f	Mean Square	F	Sig.
1	Regression	48.412	4	12.103	55.799	.003
	Residual	24.940	115	.2169		
	Total	73.352	119			

NB: F-critical Value = 18.908;

Table 7: Regression Coefficient Results

Model		Unstandardized Coefficients		Standardized Coefficients	T	P-value.
		β	Std. Error	B		
1	(Constant)	7.980	.876		9.110	.000
	Procurement Ethics	.560	.109	.644	5.138	.000
	Procurement Training	.531	.113	.632	4.697	.001
	ICT	.523	.127	.559	4.123	.003
	Supplier Management	.503	.132	.521	3.809	.005

As per the SPSS generated table above, the model equation would be $(Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon)$ becomes: $Y = 7.890 + 0.560X_1 + 0.531X_2 + 0.523X_3 + 0.503X_4$. This indicated that implementation of procurement management practices in the county government = $7.890 + 0.560(\text{Procurement Ethics}) + 0.531(\text{Procurement Training}) + 0.523(\text{ICT}) + 0.503(\text{Supplier management}) + 0.876$.

CONCLUSION

Based on the study findings, the study concluded that implementation of procurement management practices in the county government in Kenya was

affected by procurement ethics, procurement training, ICT and supplier management are the major factors that mostly affect implementation of procurement management practices in the county government in Kenya.

The study concluded that procurement ethics was the first important factor that affects implementation of procurement management practices in the county government. The regression coefficients of the study showed that procurement ethics had a positive significant influence on implementation of procurement management practices in the county

government in Kenya. This implied that increasing levels of procurement ethics would increase the levels of implementation of procurement management practices in the county government. This showed that procurement ethics had a positive influence on implementation of procurement management practices in the county government.

The study concluded that procurement training was the second important factor that affects implementation of procurement management practices in the county government. The regression coefficients of the study showed that procurement training had a positive significant influence on implementation of procurement management practices in the county government in Kenya. This implied that increasing levels of procurement training would increase the levels of implementation of procurement management practices in the county government. This showed that procurement training had a positive influence on implementation of procurement management practices in the county government.

Further, the study concluded that ICT was the third important factor that affects implementation of procurement management practices in the county government. The regression coefficients of the study showed that ICT has a positive significant influence on implementation of procurement management practices in the county government in Kenya. This implied that increasing levels of ICT would increase the levels of implementation of procurement management practices in the county government. This showed that ICT had a positive influence on implementation of procurement management practices in the county government.

Further, the study concluded that supplier management is the fourth important factor that affects implementation of procurement management practices in the county government. The regression coefficients of the study showed that supplier

management had a positive significant influence on implementation of procurement management practices in the county government in Kenya. This implied that increasing levels of supplier management would increase the levels of implementation of procurement management practices in the county government. This showed that supplier management has a positive influence on implementation of procurement management practices in the county government.

RECOMMENDATIONS

The study explored the determinants of implementation of procurement management practices in the county governments of Kenya with a specific reference to Nairobi County. Based on the findings, the following recommendations were made which the organization; other public entities should put in place to address these issues of implementation of procurement management practices in the county government of Kenya. To enhance implementation of procurement management practices in the county governments, there is need to have sufficient and qualified procurement personnel with enough training assessment methods to enhance compliance with the rules and regulations. There should be adequate training and simulation for key stakeholders especially the procurement staff qualifications to promote reduction of procurement costs. County government should offer professional skills related to procurement and employ staff with the professional skills.

The study recommended that supplier management should have adequate supplier base which is important to improve performance of its suppliers. The county government should be concerned with the supplier credit terms to enhance service delivery. The county government should strive to make timely dispute resolution with suppliers to enhance service

delivery. The county government needs to conduct supplier base annually to enhance cost reduction.

To enhance implementation of procurement management practices in the county government there is need to ensure that the procurement staff is computer literate to comply with the rules and regulations. The level of automation should be adequate and level of procurement systems usage should be adequate to enhance procured quality goods. The ICT should be adequately observed in the organization procurement process. Most notably, there is need to improve the IT infrastructure to enhance in the procurement process, funding, timely delivery of goods and services as well as qualified manpower and training.

Areas for Further Research

Due to constraints highlighted in the first chapter, this study could not exhaust all the determinants of

implementation of procurement management practices in the county governments of Kenya. The four independent variables that were studied explained 66.00% of the implementation of procurement management practices in the county governments of Kenya. This therefore meant that other factors not studied in this research contributed 34.00% to the implementation of procurement management practices in the county governments of Kenya. Therefore other factors affecting implementation of procurement management practices in the county governments of Kenya need to be established. These may include the existing procurement training; supplier relationship management, information communication technology and procurement ethics among others needs further investigation.

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