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INFLUENCE OF DRIVERS OF PUBLIC PROCUREMENT ON PROCUREMENT PERFORMANCE OF COUNTY GOVERNMENTS OF KENYA: THE CASE OF NAKURU COUNTY

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ST. PAUL'S UNIVERSITY

A DISSERTATION SUBMITTED TO THE SCHOOL OF BUSINESS AND LEADERSHIP STUDIES IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION (PROCUREMENT AND SUPPLY CHAIN MANAGEMENT) OF ST. PAUL'S UNIVERSITY

NOVEMBER, 2024

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DECLARATION

This dissertation is my original work and has not been presented for a degree in any other university.

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DEDICATION

I dedicate this research project to my family members for their moral, support and constant encouragement throughout my education.

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I acknowledge the Almighty God who gave me good health and providence in every aspect of my life. I would like to express my deepest gratitude to the supervisors, Dr. James Mwangi and Dr. Akwalu Ezekiel for the excellent guidance, caring, patience and providing me with excellent atmosphere for doing research. I would like to thank colleagues who always supported me and encouraged me with their best wishes.

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LIST OF ABBREVIATIONS AND ACRONYMS

GDP	Gross Domestic Product
IRMT	International Records Management Trust
IT	Information Technology
KISM	Kenya Institute of Supplies Management
NAADS	National Agricultural Advisory Services
OECD	Organization for Economic Co-operation and Development
PEs	Procurement Entities
PPOA	Public Procurement Oversight Authority
PPRA	Public Procurement Regulatory Authority
PPRB	Public Procurement Regulatory Board
SMEs	Small and Medium-Sized Enterprises
USA	United State of America

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OPERATIONAL DEFINITION OF TERMS

Contract Management	Contract management is the process of overseeing and managing the implementation of contracts that have been awarded to suppliers by the county governments. In this study, it was measured using contract negotiation, contract monitoring and contract review.
County Government	A county government is a form of local government that exists within a specific geographic region or administrative division called a county.
E-Procurement	This refers to the use of electronic platforms and technologies to manage the procurement process in the county governments. In this study, it was measured through purchase management, order fulfillment management, and inventory management.
Procurement	Procurement is the process of acquiring goods, services, and works from external suppliers in order to meet the needs of the county and its citizens.
Procurement Performance	Procurement performance is the effectiveness and efficiency with which a county government acquires goods, services, and works from external suppliers to meet the needs of the county and its citizens. In this study it was measured using cost saving, delivery time management, supplier quality, order cycle time
Procurement Records	Procurement records refers to the documentation and maintenance of pre-tendering records, tendering records and contract administration records in the county government. In this study, it was measured using pre-tendering, tendering, and contract administration phase

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Procurement Staff Competency	Procurement staff competency refers to the skills, knowledge, and abilities that are required of procurement personnel to effectively and efficiently carry out procurement activities in the county government. In this study, it was measured using procurement skills, knowledge of procurement policies, and negotiation skills.
Public Procurement	This refers to the process by which government entities acquire goods, services, or works from external suppliers or contractors. In this study, it was measured using return on investments, cost reduction, cost avoidance, spend under management, and price competitiveness
Public Procurement Drivers	These are factors or elements that influence and shape the performance of public procurement processes. In this study, public procurement drivers included; policy and procedures, procurement staff competency and procurement budget and procurement technology.

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ABSTRACT

The study sought to evaluate public procurement drivers in Nakuru County Government procurement performance, Kenya. Procurement performance issues have been a significant challenge for Nakuru county government. Specifically, the study sought to assess the effects of procurement staff competency, procurement record management, E-procurement and procurement contract management on Nakuru County Government procurement performance, Kenya. The study was anchored on the principal agent theory, record lifecycle theory, diffusion of innovations theory resource-based view and agency theory. This study adopted a descriptive research design. The unit of observation was 35 procurement and 47 finance officers working in the 10 county departments in the County Government of Nakuru. Census technique was adopted to incorporate all the targeted respondents. Primary data was collected using a questionnaire. A pilot-test was conducted at Kericho County where 8 questionnaires were issued out to the procurement officers. The study collected both quantitative and qualitative data. Quantitative data was analysed using Statistical Package for Social Sciences (SPSS) version 25. Data collected from the structured questions was analysed using both descriptive and inferential statistics. Descriptive statistics involved the use of percentages, frequencies mean and standard deviations. Inferential statistics involves the use of correlation analysis and multiple regression analyses. Qualitative data from the interview schedules was analyzed using thematic analysis. After analysis quantitative data was presented in form of tables for easy interpretation while qualitative data was presented in prose form. The study found that procurement staff competency had a positive and statistically significant effect on public procurement performance in the County Government of Nakuru. The study also found that procurement record management had a positive and statistically significant effect on public procurement performance in the County Government of Nakuru, Kenya. The study further found that E-procurement had a strong positive effect on public procurement performance in the County Government of Nakuru. The study found that procurement contract management had a strong positive effect on public procurement performance in the County Government of Nakuru. The study also concluded that the county government staffs have vast skills in procurement. Moreover, the study concluded that the procurement staffs are equipped with procurement knowledge on policy compliance. The study recommended that the government should continue to prioritize and reinforce staff knowledge on policy and compliance, as this contributes significantly to effective procurement processes. Furthermore, the government should promote and recognize the value of good negotiation skills, which not only drive cost savings but also foster positive and collaborative relationships with suppliers.

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CHAPTER ONE
INTRODUCTION

1.1 Background of the Study

Public procurement is utilized not only to secure goods and services required by public sector organizations for their missions and to support services provided to taxpayers but also to implement national policies and to achieve social and other objectives (Thai, 2019). It is responsible for overseeing all the processes involved in acquiring the products, materials, goods and services needed for efficient business operations. It helps in negotiating lucrative production and supplier contracts, spearheading innovative new processes, and plays an important part in taking a domestic business operation global (Lamia, 2018).

Public procurement in the United States refers to the process by which federal, state, and local government agencies purchase goods, services, and works from private businesses or non-profit organizations (Jalkala & Salminen, 2019). Public procurement in the United States is governed by laws, regulations, and policies at the federal, state, and local levels. At the federal level, procurement activities are governed by the Federal Acquisition Regulation (FAR), which is the primary set of rules and procedures for procurement by federal agencies. State and local procurement is governed by a variety of laws and regulations that vary from state to state and from municipality to municipality (Schapper, 2018).

In Rwanda, public procurement is governed by the Public Procurement Law and its regulations. The government has established the Rwanda Public Procurement Authority (RPPA) as the regulatory body responsible for overseeing public procurement processes and ensuring compliance with the law (Birungi & Kato, 2020).

The procurement system in Rwanda is designed to promote transparency, competition, and value for money. It emphasizes the use of electronic procurement platforms, such as the Integrated Procurement Management System (IPMS), to streamline processes and enhance efficiency (Karekezi & Okello, 2019). The government has also implemented measures to enhance procurement capacity through training programs and the establishment of the Procurement Professionals Association

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of Rwanda (PPAR) (Rwanda Public Procurement Authority, 2017).

In Uganda, public procurement is governed by the Public Procurement and Disposal of Public Assets Act. The Public Procurement and Disposal of Public Assets Authority (PPDA) is responsible for regulating and overseeing public procurement processes in the country. The procurement system in Uganda aims to ensure fairness, transparency and accountability (Habiyaremye & Bizi, 2021). It emphasizes competitive bidding, prequalification of suppliers, and public access to procurement information. The government has also established the Uganda Procurement Professionals Association (UPPA) to promote professionalism and capacity building in the procurement sector (Tibamwenda & Kalyango, 2019).

The public procurement process in Kenya is governed by the Public Procurement and Asset Disposal Act, which was enacted in 2015. The law established the Public Procurement Regulatory Authority (PPRA) to oversee the procurement process and promote transparency, fairness, and accountability in public procurement (Miyamoto, 2021). The PPRA is responsible for ensuring compliance with the procurement laws and regulations in Kenya (Mangure, 2022). It provides guidance to government agencies on procurement procedures and conducts reviews and audits to ensure that the procurement process is transparent and fair. The PPRA also maintains a database of suppliers and contractors, which is used by government agencies to identify potential bidders for procurement contracts (Njiru, 2020).

In addition, the Kenyan government has established an electronic procurement platform called the Integrated Financial Management Information System (IFMIS) to facilitate procurement transactions between government agencies and suppliers, (Kithinji, 2017). The IFMIS allows suppliers to submit bids electronically and enables government agencies to manage the procurement process electronically, from solicitation to contract management (Kavishe, 2018). Overall, the public procurement process in Kenya is designed to promote transparency, fairness, and accountability in the procurement of goods, services, and works by the government.

1.1.1 Drivers of Public Procurement

Irungu and Siringi (2018) defines public procurement drivers as factors or elements that influence and shape the performance of public procurement processes. These drivers impact the efficiency, effectiveness, transparency, and accountability of public

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procurement systems. According to Kavishe (2018) public procurement drivers can be defined as the factors that significantly influence the performance and outcomes of public procurement processes, including the legal and regulatory framework, institutional capacity and skills, transparency and accountability mechanisms and technological innovations. Mbugua Nyabwanga, and Machuki (2017) noted that some of the drivers of public procurement include, policy and procedures, procurement staff competency and procurement budget and procurement technology. These drivers play a crucial role in shaping and determining the effectiveness and efficiency of public procurement practices. They provide a foundation for establishing robust procurement systems that are transparent, accountable, and capable of delivering value for money. By addressing and leveraging these drivers, governments and procurement authorities can improve the overall performance of public procurement processes (Kithinji, 2017).

Public procurement policy and procedures set by the organization play a critical role in determining the procurement process's effectiveness. The policy must be transparent, non-discriminatory, and promote competition among suppliers (Anand, Sahay & Saha, 2018). The competency of public procurement staff, which includes their skills and knowledge, is crucial to the success of the procurement function. Additionally, the public procurement budget determines the extent to which an organization can acquire the necessary goods, services, or works (Kithinji, 2017). Adequate funding is essential to ensure that procurement processes are efficient and effective. The public procurement process's effectiveness is also determined by the technology and systems used in the procurement process. The use of electronic procurement systems can help streamline the procurement process and enhance transparency (Basheka, 2019).

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Dugdale and Stupak (2019) observed that some of the drivers of public procurement includes legal and regulatory framework, market conditions, political factors and social economic factors. The legal and regulatory framework in which the procurement process takes place can affect the procurement process's efficiency and effectiveness. Regulations must be clear, consistent, and enforceable. The nature of the market, the availability of suppliers, and the level of competition can affect the procurement process's effectiveness. In highly competitive markets, the procurement process is likely to be more efficient and effective. Political factors such as corruption, nepotism, and favoritism can have a significant impact on the procurement process's effectiveness. An impartial and transparent procurement process is critical in ensuring that political factors do not compromise the procurement process. Socioeconomic factors such as poverty, income inequality, and unemployment can affect the procurement process's effectiveness. These factors can lead to challenges such as limited competition and a lack of capacity among suppliers (Romano & Vinelli, 2019).

The Canadian government has adopted public procurement drivers that emphasize value for money, environmental sustainability, social responsibility, and innovation. They have established the Public Services and Procurement Canada (PSPC) that oversees the government's procurement practices (Macmanus, 2019). The PSPC is responsible for managing the procurement of goods and services for the government, including construction projects, and ensuring that suppliers meet the requirements of the government's procurement policies. The Canadian government's public procurement drivers also prioritize fairness, openness, and transparency in the procurement process (Drabkin, 2019). This means that the government seeks to create a level playing field for suppliers and ensure that procurement decisions are made based on objective and measurable criteria.

The South Korean government has adopted public procurement drivers that emphasize competition, transparency, and innovation. They have implemented the Public Procurement Service (PPS) that oversees the government's procurement practice. South Korean is known for its strong focus on technological development and innovation (Dzuke & Naude, 2019). By promoting innovation through procurement, the government is able to support the growth of the country's technology and startup sectors, while also achieving its procurement goals. The government seeks

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to create a competitive and transparent procurement process that encourages the participation of a diverse range of suppliers, including small and medium-sized enterprises (SMEs) and startups (Cheun, 2020).

In South African government public procurement drivers include competitive bidding, value for money, and social responsibility, as well as promoting the participation of small businesses and addressing historical imbalances (Mgimwa, 2021). To oversee public procurement drivers and ensure that they are in line with government policies, the South African government has established the Office of the Chief Procurement Officer, Preferential Procurement Policy Framework Act (PPPFA) and the Broad-Based Black Economic Empowerment Act (BBBEE). The regulations are responsible for providing strategic direction and oversight of procurement practices across government departments and entities, with a view to improving efficiency, promoting transparency, and ensuring compliance with procurement drivers (Massaburi, 2020).

The Public Procurement and Disposal of Public Assets Act (PPDA) in Uganda plays a crucial role in ensuring that public procurement drivers are carried out in a transparent and fair manner. The emphasis on open and competitive procurement processes and fair treatment of bidders helps to promote competition among suppliers, which is likely to lead to better value for money for taxpayers (Msimangira, 2019). The PPDA emphasizes the use of open and competitive procurement drivers, ensures the fair and equitable treatment of all bidders, and promotes the use of local content in procurement. The PPDA is responsible for providing oversight of public procurement processes and ensuring compliance with the PPDA Act (Mosoba, 2020). The Authority's functions include developing and implementing public procurement guidelines and procedures, providing training and capacity building to procurement entities, and handling complaints and disputes related to procurement.

The Kenyan government has adopted public procurement drivers that emphasize value for money, transparency, and fairness in public procurement. These drivers are enshrined in the Public Procurement and Asset Disposal Act (PPADA) which governs public procurement in Kenya (Kabega, Kule & Mbera, 2020). The PPADA emphasizes the use of open and competitive procurement processes, ensures the fair and equitable treatment of all bidders, and promotes the use of local content in procurement. To oversee public procurement drivers and ensure that they are in line

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with government policies, the Kenyan government has established the Public Procurement Regulatory Authority (PPRA). The PPRA is responsible for providing oversight of public procurement drivers and ensuring compliance with the PPADA, (Mburu, 2019). In addition, the Kenyan government has established the Access to Government Procurement Opportunities (AGPO) program, which aims to increase the participation of small and medium-sized enterprises (SMEs), youth, women, and persons with disabilities in public procurement. The program provides preferences and set-asides for these groups in procurement processes (Shalle & Njagi, 2020).

According to Muriithi, Mbugua and Wanjiru (2020) in the county governments in Kenya, the major drivers of public procurement are staff competency, procurement record management, E-procurement and procurement contract management. Luketero (2019) defines competency as a capability, ability or an underlying characteristic of an individual, which is casually related to effective or superior performance. It refers to applied knowledge and skills, performance delivery, and the behavior required to get things done very well. Staff competency is contributed by training of new employees, team work of procurement staff, acquaintance of the public procurement act by the procurement team and employing qualified and competent personnel in the procurement department (Kiage, 2020).

Procurement records include all documents relevant to the pre-tendering, tendering and contract administration phases. It should be possible to reconstruct the entire procurement and contract administration processes from these records (Balinda, 2021). The procuring entity is responsible for maintaining the procurement and contract records of each requirement. The procuring entity develops the filing system and maintains a complete record on the entire procurement and contract administration processes for each requirement. Although all records are maintained by the procuring entity, the entity responsible for contract administration should also maintain working copies of relevant documents (Arturo, 2019).

E-procurement has evolved into the use of electronic technologies to streamline and enable the procurement activities of an organization (Hawking, 2020). E-Procurement is driven by automated procurement process, integrating the functional processes and purchase management. The emergence of Web-based E-procurement is expected to reduce the order fulfilment cycle time, lower the inventory levels, reduce

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the administrative cost of procurement, cost of procurement, and enhance the order fulfilment and performance of suppliers (Subramaniam & Shaw, 2021). Through implementation of comprehensive integrated E-procurement solution enhance the efficiently and transparency in public procurement system. This also leads to effective implementation of procurement processes (Hawking, 2020).

Procurement contract management is the process of managing contracts related to Procurement and purchases made as a part of legal documentation of forging work relationships with customers, vendors, or even partners. It comprises negotiating the terms and conditions of contracts. Procurement contracts also include certifying compliance with the terms and conditions and documenting and agreeing on any changes by both parties (Abaya, 2020). Contract management is an integral part of any procurement cycle. Purchasing and Procurement firms may reduce vendor prices, execute contracts with new parties faster, boost compliance, mitigate risk, and effectively manage internal and external relationships by implementing contract lifecycle management software (NechSar & Sawla, 2021). In this study procurement staff competency, procurement record management, E-procurement and procurement contract management were used as the procurement drivers.

1.1.2 Performance of Public Procurement

Public procurement performance is a measure of identifying the extent to which the procurement function is able to reach the objectives and goals with minimum costs (Weele, 2019). The extent to which public procurement function is able to obtain best value for spent organizational money to purchase products and services is the best indicator of public procurement performance. This entails two major aspects; efficiency and effectiveness. Procurement efficiency is the association that exists between planned and actual required resources needed to realize formulated goals and objectives as well as their related activities. Effectiveness in public procurement takes into consideration various indicators for instance; delivery management, supplier quality, suppliers flexibility and profile, inventory incoming on-time, order cycle time, material quality defects and documentation (Chene, 2020).

Public procurement performance is usually tied to the cost-saving benefits that it can provide (Anvuur & Kumaraswamy, 2016). But aside from cost reduction, performance measurement can also help organizations by identifying areas of the

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business that need improvement, how well they stack against the competition, as well as determine whether they are growing and declining as a business. Effective performance measurement aids managers to make better procurement decisions needed to improve on performance and accountability. It enhances optimal allocation of resources more as well as evaluation of alternative approaches to procurement to allow for increased operational flexibilities (Deva, 2019).

Public procurement can also be measured by the Key Performance Indicators (KPIs) which includes; procurement return on investments (ROI), cost reduction, cost avoidance, spend under management (SUM) and price competitiveness (Muhittin & Reha, 2019). The procurement return on investment helps determine the overall profitability and the cost-saving benefits of a procurement function or investment. This KPI is best suited for internal analysis and is a ratio between the annual cost savings and the annual procurement cost. Cost reduction is a central procurement KPI and measures the tangible hard savings that were achieved over the years through cost management techniques.

The organization can measure this KPI by comparing the old costs with the new costs for the same good or service. By monitoring the cost reduction over time. Cost avoidance are procurement metric that focuses on the actions taken to reduce future costs. Also known as "soft savings" these do not appear directly in the company's bottom line in any tangible or quantifiable way. Nevertheless, these can still have a positive impact, even if they don't directly impact the income statement. Cost avoidance often targets strategic spend such as new technologies or investments that have no terms for comparison. By combining it with the cost reduction KPI above, businesses can avoid future extra costs down the line (Ngugi & Mugo, 2019).

According to Jones (2020), spend under management represents the percentage of procurement spending that is controlled by the management department. As the company's spend under management rises, the potential for cost-optimization and forecasting also increases. The spend under management (SUM) represents the difference between the total approved spend such as direct, indirect, and service-related costs, and the Maverick spend. Chen (2021) noted that minimal vendor competition oftentimes leads to a supplier monopoly, which can result in lower-quality services and fewer growth opportunities over the long-term. To avoid this,

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procurement professionals should focus on shortlisting vendors that offer a competitive advantage. This KPI also give you, as a procurement leader, the ability to create custom reports that include other metrics like the above-mentioned purchase order cycle time, emergency purchase rate, or procurement ROI (Muhittin, & Reha, 2019).

According to the OECD (2021) efficiency in public procurement can be measured in terms of transaction costs and time of procurement procedures. Efficiency can also be measured through the use of e-procurement and of aggregation vehicles like framework agreements and consolidated contracts. Openness is understood as the fair and equal treatment of participants in the procurement process. It includes public disclosure of procurement rules; publication of procurement opportunities; publication of the results of the procurement processes, of contract modifications and of justifications for the use of public procurement methods other than open tendering. If the public procurement workforce is not equipped to handle the increasing complexity of procurement, officials are not able to maximize value for money and implement the goals of national procurement strategies. Capacities and training of the workforce are indicators for the performance of a procurement system. Contract management and supplier performance can be measured in terms of delivery management, relationship management and contract administration (OECD, 2021).

Key indicators on public procurement performance have been established to involve, technology, flexibility, quality, timely delivery as well as optimal costs. Through the attainment of key aspects of public procurement drivers by the suppliers to the users, it is then passed on to the consumers through quality service and products delivered on time and through right quantities at right and acceptable costs (Schiele, 2019). In this study, the indicators of public procurement performance included, quality of products and services, process effectiveness, process efficiency.

According to the KISM report (2021), the implementation of procurement drivers has been a challenge in the majority of public institutions (KISM, 2021). The report indicates that ineffective implementation of drivers in public institutions has resulted to inefficiency and incompetence of overall administration and management of procurement function. To the Transparency International Report (2020), there were accountability concerns in the manner in which the procurement committee in the

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county government of Nakuru manages the financial resources allocated from the Ministry or generated internally. It was observed that procurement of goods, services and works was a key area prone to governance risks (Shalle, 2018). Consequently, single-sourcing of commodities remains a common practice while other commitee officials collude with political leaders to subvert procurement and tendering procedures. Such findings raise serious concerns about the integrity of the procurement procesess in the county government.

1.1.3 Public Procurement in Nakuru County Government

The County Government of Nakuru was established in the year 2013 after the general election. The County Government took over from the previously existing local governments. Just like other counties in Kenya the county was supposed to advance the work of local governments and other functions that were devolved to the County Governments. A procuring entity at the county is responsible for all its procurement and asset disposal decisions. Public procurement to be handled by different officers in respect of procurement initiation, processing and receipt of goods, works or services as set forth in PPDR, 2020 (County Government of Nakuru, 2020).

Section 121 of the Public Finance Management Act, 2012 provides that County Government or a County Government Entity shall procure goods and services and disposal of assets in accordance with Article 227 of the Constitution and the Public Procurement and Disposal Act (Public Finance Management Act, 2012). The procurement and Disposal activities in Nakuru County are governed by the Public Procurement and Disposal (2020) and Nakuru County Regulations, 2013. Regulations gazetted vide Legal Notice No. 60 of 5th April 2013. The Regulations seek to operationalize application of PPDA, 2005; promote local industry and promote socio-economic development Nakuru County (Public Procurement and Disposal, 2020).

Nakuru government ministries procure wide variety of goods and services using various methods of procurement stipulated in the Public Procurement and Disposal Act, 2015 (PPADA) in order to serve the public in various capacities. Procurement methods are open tendering, restricted tendering, direct procurement, request for project, and request for quotations, specially permitted procurement and practices for low value procurements (Procurement Act, 2020). The most preferred method is the open tendering as it allows for fairness and transparency. The rest are usually referred

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to as alternative public procurement methods and should only be used where expressly allowed by the law (Procurement Act, 2020). For each method, there exists a threshold of expenditure beyond which an entity cannot exceed, but the minimum level of expenditure usually depends on the public procurement entity's budgetary allocation. There is need for strict adherence to these thresholds in order to remain compliant with the law (Public Procurement and Regulations, 2015).

1.2 Statement of the Problem

Public procurement is an essential function of county governments in Kenya, as it enables them to acquire the goods, works, and services needed to deliver public services to citizens. However, procurement performance issues have been a significant challenge for county governments, including Nakuru County. One of the significant procurement performance issues in Nakuru County is the delay in procurement processes. According to a report by the Public Procurement Regulatory Authority (PPRA) (2019), Nakuru County was among the worst-performing counties in Kenya in terms of procurement lead time. The report showed that the county had an average procurement lead time of 150 days, compared to the national average of 117 days. This delay in procurement processes has several implications, including increased project costs, reduced efficiency and delayed service delivery. Another issue affecting procurement performance in Nakuru County is the low levels of competition in procurement processes. The same report by PPRA (2019) showed that the county had a low number of bidders per tender, with an average of 2.9 bidders per tender, compared to the national average of 5.1 bidders per tender. This low level of competition can lead to limited choices for the county government and may result in higher costs for goods and services.

Studies have been conducted on public procurement. For instance, Kiggundu (2019) did a study on the impact of procurement drivers on organizational performance in Uganda. Moreover, Onyango and Moronge, (2018) did a study on the drivers of procurement functions in government institutions in Kisumu county, Kenya. Another study by Njenga and Madara (2022) did a study on the procurement practices and performance of county governments in Kenya; A Case of Nakuru County Government. Concerning methodology gaps, Kiggundu (2019) employed survey research, while Onyango and Moronge (2018) utilized a cross-sectional research

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design and collected quantitative data from the supply chain officers. Njenga and Madara (2022) also utilized a case study research design and collected data from all the county staffs, the study focused on assessing the general performance of Nakuru county government. From the reviewed literature studies utilized different research designs such as survey research design, a case study research design and cross-sectional research design. The current study used a descriptive research design with a mixed method approach, where both quantitative and qualitative data were collected and analyzed to fulfill the research objective. The gaps identified from the literature include the absence of studies evaluating procurement performance in Nakuru County government as well as the contextual gaps, and methodology gaps in previous studies conducted in different contexts. The purpose of the study was to assess the effects of public procurement drivers on procurement performance of Nakuru County Government.

1.3 Objectives of the Study

The general objective of this study was to evaluate the influence of drivers of public procurement on procurement performance of Nakuru County Government.

1.3.1 Specific Objective

i. To assess the influence of procurement staff competency on procurement performance of Nakuru County Government.
ii. To establish the influence of procurement record management on procurement performance of Nakuru County Government.
iii. To determine the influence of E-procurement on procurement performance of Nakuru County Government.
iv. To evaluate the influence of procurement contract management on procurement performance of Nakuru County Government.

1.4 Research Hypotheses

i. Procurement staff competency has no significant effect on procurement performance of Nakuru County Government.
ii. Procurement record management has no significant effect on procurement performance of Nakuru County Government.
iii. E-procurement has no significant effect on procurement performance of Nakuru County Government.

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iv. Procurement contract management has no significant effect on procurement performance of Nakuru County Government.

1.5 Significance of the Study

The findings of the study may inform government policy makers on procurement procedures in public sector. It is the objective of the Kenyan government to stimulate economic growth through attaining value for money for funds allocated to the public health institutions.

The Controller of Budget and Public Oversight Authority benefits from the study as it offers recommendations on the best practices that guarantees enhanced public procurement performance. The study may offer guiding principle to the Public Oversight Authority such that more relevant procurement policies would be developed with a lot of emphasis put on ICT implementation on procurement processes.

Additionally, the study may be of great significance to all other public institutions in Kenya since study recommendations assist institutions management to overcome the major challenges that hinder effective procurement processes in public sector. The study could be of importance to procurement professionals in various industrial sectors since it would add a body of knowledge to theory and practice of procurement performance. The study is of great importance to the government since the obtained findings provided guidelines on how public organizations can effectively implement procurement practices hence leading to proper utilization of government financial resources.

The study was useful to the vendors as it provided complementary knowledge useful in formulation of policy and a regulatory framework on procurement processes in the public sector regarding contract management.

The findings of this study are expected to be of significance to various scholars including students and researchers who might be involved in procurement research activities since the documented report would provide ready reference material that could equip the learners with more knowledge and skills on issues relating to factors affecting effective procurement processes.

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1.6 Scope of the Study

The study focused on evaluating the effects of public procurement drivers on procurement performance of Nakuru County Government. The dependent variable of the study was procurement staff competency, procurement record management, E-procurement and procurement contract management. The dependent variable of the study was procurement performance of Nakuru County Government. The study adopted a descriptive research design. The unit of analysis was 10 departments in the County Government of Nakuru. The unit of observation was 35 procurement and 47 finance officers working in the 10 county departments in the County Government of Nakuru. The officers were ideal for the study since they are directly involved in procurement processes in the county government. The study was conducted between the months of August 2022 to May 2023.

1.7 Limitation of the Study

The study faced a number of limitations including the apathy of the County Government management in authorizing data collection, the reluctance of the County government officials to fill the questionnaires and the ability to have sufficient response rate after the potential respondents agree to fill the questionnaires. This was handled by assuring the management that the aim of the study was specifically for academic purposes. In the context of the potential respondents' apathy to filling the questionnaires, the researcher addressed this apathy in different ways including obtaining an official letter from the university, obtaining a research permit from National Commission for Science, Technology and Innovation NACOSTI, which explained the motive of the study is for academic use only.

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CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

The chapter presents the theoretical literature which is the diverse theories which reinforce the foundation of this research; as well as the empirical literature which review past studies on study variables. Further, the chapter presented research gaps.

2.2 Theoretical Review

The study was anchored on principal-agent theory to explain the dependent variable. The study also discussed other theories to support independent variables. This included record lifecycle theory, diffusion of innovations theory, agency theory, and resource- based view theory. The theories are best suited for the study as they explain the themes of the study regarding drivers of public procurement performance.

2.2.1 Principal-Agent Theory

The Principal-agent theory is associated with the work of Robert Alexy in 1976. Principal-agent theory provides a framework for analyzing the relationships between principal parties who delegate decision-making authority (the principals) and the agents who carry out these decisions on their behalf (Möller, 2017). The theory delves into the inherent challenges and conflicts of interest that arise when the principal delegates tasks to the agent, particularly when their objectives and incentives may not perfectly align. The central premise is that information asymmetry, moral hazard, and adverse selection can lead to a divergence between the interests of the principal and the agent, potentially affecting organizational performance and outcomes (Pietsch, 2016).

In the principal-agent relationship, the principal typically lacks the full information possessed by the agent, creating a situation where the agent may act in their own interest rather than in the best interest of the principal. The theory acknowledges the necessity for mechanisms such as contracts, monitoring, and incentives to align the goals of the principal and the agent, mitigating agency problems and fostering more effective decision-making (Burnett, 2017).

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While principal-agent theory has greatly contributed to understanding organizational dynamics, it is not without its critics. Some argue that the theory oversimplifies the

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complexity of human relationships and assumes a rational and self-interested behavior. Critics also point out that the emphasis on contractual solutions and monitoring mechanisms may not fully address the subtleties of trust, cooperation, and shared goals within an organization (Dworkin, 1977).

Moreover, the assumption that individuals act solely in their self-interest is challenged, as many organizational settings involve individuals who are motivated by intrinsic factors, such as job satisfaction and a sense of duty, (Holmström, 2001). Additionally, the theory tends to focus on the negative aspects of the principal-agent relationship, potentially overlooking instances where both parties collaborate effectively for mutual benefit.

In the context of public procurement, Principal-agent theory offers valuable insights into the dynamics of decision-making within governmental bodies. Examining the case of Nakuru County Government in Kenya, where public procurement plays a crucial role in delivering services to citizens, the theory becomes particularly relevant, (Milgrom & Roberts, 2014). Public procurement involves multiple stakeholders, from government officials (the principals) to procurement officers and contractors (the agents). The theory helps shed light on how information asymmetry and conflicting interests among these parties might impact procurement outcomes. For instance, if the principal (government) lacks sufficient information about the quality and cost of goods and services, it can lead to suboptimal procurement decisions (Milgrom & Roberts, 2013). Additionally, the theory can help analyze how monitoring mechanisms and incentives influence the behavior of agents involved in the procurement process, influencing overall performance.

Understanding the intricacies of the principal-agent relationships in Nakuru County Government's procurement processes can inform policymakers on the design of more effective procurement strategies. By aligning incentives, improving transparency, and addressing information asymmetry, the county government can enhance its procurement performance, ensuring that public resources are used efficiently and effectively to meet the needs of its citizens. In this way, Principal-agent theory provided a valuable lens through which to analyze and improve the dynamics of public procurement in the context of local government operations in Kenya.

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2.2.2 Record Lifecycle Theory

The records lifecycle theory was developed in the 1930s at the National Records and Archives Administration of the United States of America is based on the concept that a record has a biological life (Luyombya, 2010). Record life cycle theory is a framework used in records management to explain the stages that records go through from their creation to their eventual disposition. The theory proposes that records go through different stages during their life cycle, each requiring specific management practices and strategies to ensure their proper management, preservation, and use. The stages in the record life cycle theory include: Record creation, distribution, record use, maintenance and record disposition.

According to Yusof and Chell (2000), records are created when information is generated or received by an organization. This stage involves the identification of records, the capture of relevant information, and the assignment of metadata, such as date, author, and subject. Records are distributed to different stakeholders within an organization, including departments, individuals, and business partners. This stage involves the management of records to ensure they are accessible to those who need them and that they are protected from unauthorized access or disclosure. Yusof and Chell (2000) further noted that records are used by different stakeholders for various purposes, such as decision-making, communication, and research. This stage involves ensuring that records are used in a way that aligns with organizational policies and legal requirements, such as data protection laws.

Records are maintained to ensure their authenticity, reliability, and usability over time. This stage involves ensuring that records are properly stored, preserved, and protected from damage, loss, or unauthorized alteration. Records are eventually disposed of when they are no longer needed or have reached the end of their retention period. This stage involves the identification of records for disposal, the determination of their retention period, and the execution of authorized disposal procedures (Atherton, 2014). While the record lifecycle theory provides a useful framework for understanding the stages that records go through from creation to disposition, there are some limitations and criticisms of the theory that should be considered.

One of the main critiques of the record lifecycle theory is that it is a linear and prescriptive model that assumes that records progress through the different stages in a

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predictable and structured manner. However, in reality, the life cycle of records can be more complex and dynamic, with records moving back and forth between stages or being subject to multiple life cycles. This complexity can make it difficult to apply the theory in practice, especially in organizations with diverse record types, formats, and systems (Berner, 2012). Another criticism of the record life cycle theory is that it tends to focus more on the management of records as physical or digital objects, rather than on the information and knowledge that they contain. This focus on records as discrete entities can lead to a narrow view of records management that overlooks the broader context in which records are created, used, and shared. For example, the theory does not explicitly consider the social, cultural, and organizational factors that can influence the creation and use of records (Caravaca, 2015).

The theory is relevant to the current study in that it emphasizes the importance of effective records management practices at each stage of the life cycle to ensure that records are properly managed and used to support organizational goals and objectives. The theory also emphasizes the need for a systematic and structured approach to records management that involves the development of policies, procedures, and systems for managing records throughout their life cycle. Hence the theory helps in explaining the effects of procurement record management on procurement performance in the County Government of Nakuru.

2.2.3 Diffusion of Innovations Theory

This theory of diffusion of innovations was put forth by Rogers (2003). The diffusion of innovations theory is a widely recognized theoretical framework that explains how new ideas, technologies, or innovations are adopted and spread within a social system. This theory can be applied to the implementation of e-procurement in the public sector, where the diffusion of this innovation can significantly impact procurement processes and outcomes (Rogers, 2003).

According to the diffusion of innovations theory, the adoption and implementation of an innovation depend on several key factors, including the innovation's characteristics, the characteristics of the adopters, and the communication channels through which information about the innovation is disseminated. These factors can help explain why some organizations are quicker to adopt e-procurement than others (Agarwal & Prasad, 2014). There are four crucial features of the theory of

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innovations. They are: innovation, communication channels, time and social system. Innovation diffusion process takes place in five stages: the knowledge stage, the persuasion stage, the decision stage, the implementation stage and the confirmation stage. In the knowledge stage an individual learns that an innovation exists and seeks further information regarding it. Awareness or knowledge involves a person knowing an innovation exists. How-to-knowledge includes how to correctly use the innovation while the principles knowledge involves knowing functioning principles describing how and why an innovation works (Rogers, 2003).

In the persuasion stage, the person forms an attitude which can be either positive or negative towards innovation. At this stage the formation of the attitude does not always depict a direct or indirect adoption or rejection of the innovation. This stage is more affective. In the stage of decision making an individual decides whether to adopt or reject the innovation. The final stage which is implementation involves putting an innovation into practice but with some degree of uncertainty about the outcomes of the innovation. Some technical assistance is needed in this stage. In the confirmation stage, the individual looks for support for his or her decision (Rogers, 2003).

In the context of e-procurement implementation, the characteristics of the innovation include its relative advantage, compatibility, complexity, trialability and observability. E-procurement offers several advantages over traditional procurement methods, including increased efficiency, transparency, and cost savings, (Baskerville & Pries, 2011). However, its implementation can also be complex and require significant procurement process and system changes. Therefore, e-procurement adoption is more likely to occur if it is perceived to have a clear advantage over traditional methods, is compatible with existing processes and systems, and can be trialed and observed before adoption (Luan & Li, 2019).

Seddon and Currie, (2003) criticizes diffusion of innovations theory on the basis that it focuses heavily on the characteristics and attributes of individuals as determinants of innovation adoption. It assumes that individuals make rational decisions based on information and perceived benefits. However, it overlooks other contextual factors and social influences that can significantly impact adoption decisions, such as organizational structures, power dynamics, and cultural norms. Passiante and Taurino (2014) also criticizes this theory in that it categorizes individuals into innovators,

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early adopters, early majority, late majority, and laggards. This classification may oversimplify the complexities of adoption behaviors and overlook the diverse motivations and barriers that individuals and organizations face when adopting innovations. It fails to capture the nuances of adoption processes and the dynamic nature of innovation diffusion.

Despite the critique, the diffusion of innovations theory remains relevant in understanding and explaining the adoption of e-procurement in organizations. The theory is relevant to the current study in that it provides a useful framework for understanding the factors that influence the adoption and implementation of e-procurement in the public sector. By considering the innovation's characteristics, the characteristics of the adopters, and the communication channels through which information is disseminated, public sector organizations can design effective e-procurement implementation strategies that increase the likelihood of successful adoption and use of this technology. Therefore, the theory helped in explaining the, effect of procurement contract management on public procurement performance in the County Government of Nakuru.

2.2.4 Agency Theory

Agency theory was developed by Jensen and Mackling (1976). An agency relationship is a contract under which one or more persons (principals) engages another person (the agent) to perform some service on their behalf which involves delegating some decision-making authority to the Agent. Agency theory is concerned with agency relationships. The two parties have an agency relationship when they cooperate and engage in an association wherein one party (the principal) delegates decisions and/or works to another (an agent) to act on its behalf (Eisenhardt, 2009).

This theory is used to explain the relationship between the principal (the government) and the agent (the procurement officer or contractor). The theory suggests that the principal-agent relationship can be characterized by information asymmetry, moral hazard, and adverse selection (Bernheim, 2013). These challenges can lead to opportunistic behavior by agents, such as corruption, which can compromise the effectiveness and efficiency of the procurement process. The important assumptions underlying agency theory is that; potential goal conflicts exist between principals and agents; each party acts in its own self-interest; information asymmetry frequently

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exists between principals and agents; agents are more risk averse than the principal; and efficiency is the effectiveness criterion. Two potential problems stemming from these assumptions may arise in agency relationships: an agency problem and a risk-sharing problem (Xingxing, 2012).

An agency problem appears when agents' goals differ from the principals' and it is difficult or expensive to verify whether agents have appropriately performed the delegated work (like, moral hazard). A risk-sharing problem arises when principals and agents have different attitudes towards risk, which causes disagreements about actions to be taken (Berg & Dickhaut, 2012). By their nature, buyers expect suppliers to provide good quality and to improve the quality of supplied products and/or services, but suppliers may be reluctant to invest substantially in quality, especially if they perceive that buyers are reaping all the benefits. The difference between buyers and suppliers results in the two parties concerning themselves only with their self-interests (Kivistö, 2012).

Agency theory generally assumes that actions and efforts are normally unverifiable, while outcomes are generally known and confirmable (Dixit, 2002). Consider that although the procurement official might believe that the actual purchase is an outcome, the purchase is merely considered an action from the viewpoint of the stakeholder for whom the purchase was made. In other words, the level of analysis is important in determining what behavior is an action as opposed to an outcome. Another reason why agency theory is a fruitful method for modelling public purchasing is that it helps to identify the various incentives of the stakeholders. By clarifying the opportunities and constraints they face, there is hope that efficiency, effectiveness and accountability is increased (Aylesworth, 2013).

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However, some researchers have criticized agency theory for oversimplifying the complex relationships between principals and agents, and for assuming that individuals are purely rational and self-interested (Van Weele, 2014). For instance, agency theory does not consider the social and cultural factors that influence behavior, nor does it consider the possibility of mutual gains for both parties through cooperation and trust (Chang & Wilderom, 2012).

Despite its limitations, agency theory is still relevant in procurement contract management. Procurement contracts are often used to mitigate risks and uncertainties

in buyer-supplier relationships, and agency theory provides a framework for understanding the incentives and behaviors of both parties (Schneider & Spieth, 2013). This theory is relevant to the current study since the principal agent relationship is among the possible risks whereby procurement managers show apathy towards principal preferred outcomes or even overriding of the principal preferences thus resulting into non-compliance. This theory prefigures procurement regulation as an intervention whose primary purpose is to police nonconformist procurement officials resolute on gaming the system 'to their own benefit. Hence the theory helped in explaining the procurement contract management on the procurement performance in the County Government of Nakuru.

2.2.5 Resource Based View Theory

The theory was developed by Penrose (1952) and latter enhanced by Barney (1991). The resource-based view theory, (RBV) state that a firm's success is largely determined by its unique resources and capabilities that enable it to gain a competitive advantage in the market (Barney, 1991). RBV focuses attention on an organization's internal resources as a means of organizing processes and obtaining a competitive advantage. Barney stated that for resources to hold potential as sources of sustainable competitive advantage, they should be valuable, rare, imperfectly imitable and not substitutable. The resource-based view suggests that organizations must develop unique, firm- specific core competencies that allows them to outperform competitors by doing things differently (Makadok, 2011)

In the context of procurement, RBV theory can be used to explain how procurement can add value to the organization by identifying and acquiring unique resources that are not readily available to competitors. Procurement is responsible for identifying and acquiring goods and services that the organization needs to achieve its goals and objectives (Pandian, 2013). To do this effectively, procurement needs to have access to a wide range of suppliers and understand the market dynamics that impact the availability and cost of goods and services. This requires a range of resources and capabilities, including expertise in supplier management, negotiation skills, and knowledge of market trends.

RBV theory suggests that by leveraging these resources and capabilities, procurement can gain a competitive advantage by acquiring unique goods and services that are not

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available to competitors. For example, by developing strong relationships with suppliers, procurement can gain access to new technologies or specialized expertise that can be used to improve the organization's products or services (Shelby & Derozier, 2014). RBV theory also emphasizes the importance of aligning procurement activities with the overall strategy of the organization. This involves understanding the organization's goals and objectives and ensuring that procurement activities are designed to support those goals. By aligning procurement with the broader strategy of the organization, procurement can help to create a sustainable competitive advantage that is difficult for competitors to replicate.

Critics argue that the RBV does not clearly explain the causal relationship between resources and sustained competitive advantage (Priem & Butler, 2001). It does not provide a systematic approach to understanding how resources can be leveraged to create superior performance. The RBV emphasizes internal resources and capabilities, often overlooking the influence of external factors such as market dynamics, industry structure, and technological advancements (Vaidya & Khare, 2018). Ignoring these external factors may limit the theory's applicability in explaining procurement performance, which is influenced by both internal and external factors.

Despite its critique, the RBV theory remains relevant in understanding procurement performance. The theory is relevant to the current study in that it provides a useful framework for understanding how procurement can contribute to the success of the county government by leveraging its unique resources and capabilities. Hence the theory explained the dependent variable of the study which is procurement performance in the County Government of Nakuru.

2.4 Empirical Literature Review

Empirical research is based on observed and measured phenomena and derives knowledge from actual experience rather than from theory or belief (Nakano & Muniz, 2018). The empirical literature review focused on procurement staff competency, procurement record management, E-procurement and procurement contract management.

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2.4.1 Procurement Staff Competency and Procurement Performance

Procurement staff competency is vital for achieving high procurement performance. Competent staff contribute to operational efficiency, cost management, supplier relationship management, compliance, risk mitigation, strategic decision-making, innovation, and effective communication (Njogu & Chege, 2020). Their skills and expertise significantly influence the effectiveness of the procurement function and, consequently, the organization's overall success. Procurement staff competency affects the procurement performance of an organization as studied by various scholars as reviewed below:

Mutesi and Safari (2021) conducted a study on the impact of staff competence on procurement performance in public procurement of Rwanda Public Procurement Authority. Results indicated that there was a significant relationship between staff competences and procurement performance at Rwanda Public Procurement Authority.

Matunga, Ngugi and Odhiambo (2021) conducted a study on the relationship between staff competency and implementation level of public procurement regulatory framework in the devolved governments in Kenya. The study concluded that procurement staff competency significantly affects positively implementation level of public procurement regulatory framework in the devolved governments in Kenya.

A research study done by Eliah and Athumani (2020) to investigate the influence of staff competency on performance of procurement management units in Tanzanian training institutions: A case study of vocational education and training, revealed that procurement performance influenced by experienced and skilled procurement personnel. The study further revealed that the organization employs competent and qualified procurement staff. The study also revealed that training of employees improves level of competency. The study concluded that experience, competency and training of procurement staff have a significant effect on performance of procurement function.

Njogu and Chege (2020) carried a study on the effects of employee skills on public procurement performance at national youth service, Kenya. The study established that employee skills had a positive significant effect on public procurement performance.

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Based on the findings, the study concluded that the more staff training on procurement procedures would result in better procurement performance.

Onkangi and Muturi, (2018) did a study on the effect of employee competence on implementation of e-procurement in Kisii county government, Kenya. The results of the study showed that the level of employee competence had a positive relationship with implementation of e-procurement.

2.4.2 Procurement Record Management and Procurement Performance

Robust procurement record management significantly impacts procurement performance by ensuring accuracy, efficiency, cost control, supplier management, risk mitigation, and strategic decision-making. It supports transparency and accountability, contributing to the overall effectiveness and success of the procurement function within an organization (Obura et al., 2021). Effective procurement record management affects the procurement performance of an organization as studied by various scholars as reviewed below:

Mordecai (2022) conducted a study on the records management and performance of procurement management units (PMUs) in Tanzania. The findings of the study revealed that records management attributes significantly affect procurement performance in Tanzania. Furthermore, government policy and integrity factors confound the association between records management and procurement performance.

Obura, Noor and Mukanzi (2021) carried out a study on the influence of procurement records management on the performance of procurement functions in service state corporations in Kenya. The study concluded that to enable the physical and logical control of records and to prevent unauthorized access, tampering, loss, misplacement, or destruction of documents, service state corporations must ensure there is proper management of the procurement records system. The study also revealed that procurement records management has a positive significant relationship with the performance of procurement function in service state corporations in Kenya.

Muinde, Mukulu and Odari (2020) conducted a study on the influence of procurement records management on procurement performance in public universities in Kenya. The study adopted a descriptive research design. The results showed that procurement

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records management and procurement performance had a significant positive relationship with the procurement performance.

Namaganda (2019) did a study on the effects of records keeping in the public procurement performance in Iganga District and the specific objectives were to find out the methods of record keeping at Iganga Local Government. The findings of the study revealed that at Iganga District Local government, there are various methods used in record keeping as respondents agreed to most of the statements that were used to measure this objective. However, it was realized that research record keeping is not fully done and also that administrative record keeping is not done at the district. The findings of the study also revealed that there are various factors that affect procurement performance the major one being one being the nature of control system and the least accepted was Evaluation of suppliers. Furthermore, the study respondents agreed that record keeping affects procurement performances.

Namukasa (2018) conducted a study on the influence of procurement records management and procurement performance of National Agricultural Advisory Services (NAADS), program in the central region of Uganda. The study findings indicated that procurement records management had a significant effect on procurement performance.

Research by Omae (2017) assessed the factors affecting the storage of records on the procurement performance of the Kisii county government. Based on the study findings, the study established that the storage of records in public institutions is affected by information communication technology followed by training and then procurement planning.

2.4.3 E-procurement and Procurement Performance

E-procurement enhances procurement performance by improving efficiency, reducing costs, increasing accuracy and compliance, and providing better supplier management, transparency, and data analysis. It supports a more strategic approach to procurement, facilitates user-friendly experiences, and offers scalability and flexibility for organizations. E-procurement affects the procurement performance of an organization as studied by various scholars as reviewed below:

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Kunnapapdeelert and Thepmongkorn (2021) did an empirical study on the e-procurement adoption in Thailand. Factor analysis was applied to indicate the factor affecting the implementation of e-procurement in Thailand. The results showed that most of the companies are ready to use e-procurement in the future. However, some companies do not have idea about the benefits and barriers of e-procurement adoption. It was also found that four main factors affecting e-procurement adoption are reliability of information technology and supplier performance, user acceptance of e-procurement systems, financial and integration of e-procurement systems, and top management support.

Aman and Kasimin (2020) did a study on the e-procurement implementation by the Malaysia Government. The study was carried out in order to understand the challenges of e-procurement implementation in the Government sector and the efforts taken to overcome the challenge. The study found out that challenges of e-procurement implementation in Government sector were not only related to software integration, data management and roll-out strategy, but also to information technology (IT) infrastructure, outsourcing contract and IT skills.

Kassim (2020) sought to investigate the effects of electronic procurement and organizational performance among commercial state corporations. The findings indicate that commercial state corporations in Kenya have adopted E-procurement but there are several functions they still perform manually. These include, short listing of suppliers, call for project s and tendering process. It was also established that E-procurement has led to cost reduction, improved transparency, and accountability among others.

Obunde (2019) did a study on the effect of E-procurement on supply chain performance of county governments in Busia county government. The findings moreover established that electronic ordering has a momentous effect on supply chain achievement. Moreover, electronic materials management plays important role in the management if county governments. The findings also established that e-supplier management has a noteworthy effect on supply chain achievement.

Masudin, Aprilia and Nugraha (2018) did a study on the impact of E-procurement adoption on company in Indonesian manufacturing industry. After conducting the pilot test, the final questionnaire was distributed to respondents. The study

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findings

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indicated that top management support has a significant effect on e-procurement implementation. Other results show that information quality has a significant effect on e-procurement implementation, while e-procurement implementation has a significant effect on company performance.

Ali (2018) conducted a study on the effects of e-procurement implementation and performance of county governments in Kenya. The study findings also indicate that E- procurement enhances organizational performance to a great extent. This implies that there existed a positive link between E-procurement and entity's performance. Based on the findings in relation to specific objective, the study concludes that E-procurement positively enhances County government performance.

Toroitich (2017) conducted a study on the influence of institutional factors on implementation of e-procurement in county governments in Kenya. The study found that institutional factors have a significant positive influence on the implementation of e-procurement in county governments.

Maina (2017) conducted a study on the effect of e-procurement on performance of the public sector in the ministry of devolution and planning in Kenya. The results revealed that e-tendering helped reduce the procuring period; e-tendering provided an effective audit trail of the procurement process; e-sourcing eliminated biasness and prejudice in supplier selection; e-sourcing had enhanced the level of competitive bidding; e- invoicing can lead to improved supplier/customer relationships; e-invoicing can lead to improved visibility of procurement dealings; e-payments were harder to manipulate leading to lesser financial improprieties and that e-payments enhanced the level of accountability in procurement payments.

2.4.4 Procurement Contract Management and Procurement Performance

Procurement contract management affects procurement performance by ensuring cost control, risk mitigation, performance improvement, and effective relationship management. It supports compliance and legal protection, enhances efficiency and productivity, and provides transparency and accountability (Muinde, 2022). Effective contract management also ensures alignment with organizational objectives, supports data-driven decision-making, and offers scalability and flexibility for future growth.

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Procurement contract management affects the procurement performance of an organization as studied by various scholars as reviewed below:

Gatari, Shale and Osoro (2022) conducted a study on the effects of procurement contract management and sustainable performance of state corporations in Kenya. The inferential analysis results revealed that procurement contract management had a significant and positive influence on the sustainable performance of state corporations in Kenya. This indicates that contract preparation, contract administration, contract control and monitoring and contract conflicts resolution mechanisms are crucial drivers of sustainable performance of an organization.

Muinde (2022) conducted a study on the contract management on procurement performance in public universities in Kenya. The study findings revealed that, buyer supplier collaboration, procurement risk management, transparency and accountability and contract records management influence procurement performance in public universities in Kenya. The study further established that legal compliance had significant moderating influence on the relationship between contract management and procurement performance in public universities in Kenya.

Batetah (2021) did a study on the effect of procurement contract management on performance of select county governments in Kenya. The study findings revealed that contract cycle, contract execution, contract relationship and contract monitoring have positive and a statistically significant relationship with procurement performance in selected County Governments in Kenya.

2.4.5 Procurement Performance

Procurement performance is a multifaceted concept that involves cost efficiency, operational effectiveness, supplier management, compliance, quality and strategic alignment (Omwenga & Kimani, 2019). By focusing on these aspects and continuously seeking improvement, organizations can enhance their procurement performance and achieve better outcomes. Various scholars have studied procurement performance as reviewed below:

Mutinda, Mulu-Mutuku and Ndunda (2019) conducted a quantitative research study to investigate the factors influencing procurement performance in public hospitals in Kenya. The study identified strategic sourcing, negotiation skills, and market analysis

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as key drivers of cost savings in procurement within public hospitals. Efficient procurement practices, such as effective negotiation with suppliers and market analysis for identifying cost-effective options, significantly contributed to achieving cost savings. The findings emphasized the importance of these factors in optimizing procurement processes and achieving financial benefits in the healthcare sector

Omwenga and Kimani (2019) conducted a quantitative study to explore cost-saving practices in the procurement of construction projects in Kenya. The findings revealed that construction companies in Kenya achieved cost savings in procurement through various strategies, including bulk purchasing, price negotiation, and supplier evaluation. The study highlighted the importance of strategic sourcing and effective supplier management in achieving cost savings in the construction industry. It emphasized the need for construction companies to adopt efficient procurement practices to optimize cost-saving opportunities.

Nyamu, Kariuki, and Mutwiri (2017) conducted a quantitative research study to examine the factors influencing cost-saving initiatives in procurement within the Kenyan public sector. The study identified factors such as efficient procurement planning, centralized procurement systems, and bulk purchasing as drivers of cost savings in the Kenyan public sector. It also highlighted challenges such as limited procurement expertise and bureaucratic processes that hindered cost-saving initiatives. The findings underscored the importance of addressing these challenges and promoting best practices to enhance cost savings in public procurement.

Muriithi and Kimani (2018) conducted a quantitative research study to investigate factors affecting delivery time management in public procurement in Kenya. The study aimed to identify challenges and strategies to improve the timeliness of procurement processes. The research findings revealed that factors such as bureaucratic processes, inadequate planning, and delayed approvals significantly contributed to delays in delivery time management in public procurement. The study highlighted the importance of improving coordination and communication among stakeholders, enhancing procurement planning, and streamlining approval processes to mitigate delays and enhance delivery time management.

Muturi and Njeru (2017) conducted a quantitative research study to investigate the factors influencing order cycle time in the procurement of construction materials in

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Kenya. The research findings revealed that factors such as accurate demand forecasting, efficient inventory management, and effective communication with suppliers were key drivers of order cycle time management in procurement. Accurate demand forecasting helped companies plan their procurement activities, while efficient inventory management ensured that materials were available when needed. Effective communication with suppliers facilitated timely order processing and delivery. The study highlighted the need for companies to focus on these drivers to reduce order cycle time and improve overall procurement efficiency.

Kinyua, Kimani and Waititu (2016) conducted a mixed-methods research study to explore order cycle time management in the procurement of pharmaceutical products in Kenya. The study identified several factors influencing order cycle time in pharmaceutical procurement, including supplier responsiveness, transportation logistics, and documentation processes. Supplier responsiveness, including prompt order confirmation and delivery, played a critical role in reducing cycle time. Efficient transportation logistics, such as reliable carriers and optimized routes, helped expedite order delivery. Streamlined documentation processes, including accurate and timely paperwork, contributed to faster order processing.

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2.5 Summary of the Reviewed Literature

From the reviewed literature, studies that focused on the procurement performance, revealed that drivers such as supply chain management functions, procurement planning, procurement management, bidding and supervision of awarded contracts, affects procurement performance. For instance, Mogere and Otuyah (2020) conducted a study on leveraging procurement performance through effective supplier relationship management: a critical review of literature. The study used a descriptive case research design and used 60 management staffs from the ministry of finances' procurement, administration and finance departments. The findings of the study indicated that lack of supplier relationship management strategies decreased the efficiency of supply chain management functions and recommended that supplier collaboration strategies should be embraced. However, the study used a case research design and focused on the supplier relationship management strategies while the current study focused on the procurement staff competency, procurement record management, E-procurement and procurement contract management.

Alfonso, Mendoza and Peixoto (2018) conducted a study on the effects of procurement and operational efficiency; an analysis of how IDB-financed projects are executed. The quantitative methods used included structured questionnaires. The study findings revealed that procurement-related factors were those elements and actions that intervene or affect directly or indirectly procurement processes in project execution, including planning, management, bidding and supervision of awarded contracts. However, the study focused on the procurement operational efficiency in project implementations while the current study focused on the drivers of public procurement on the performance of procurement in the county government of Nakuru.

Nasra (2017) conducted a study on the effects of procurement performance and operational efficiency in telecommunication industry in Kenya. The study found that flexibility ensured procurement performance to a great extent. Cost ensured procurement performance to a great extent. Quality ensured procurement performance to a great extent. Time ensured procurement performance to a great extent. However, the study focused on procurement operational efficiency in telecommunication industry while the current study focused on the procurement performance in the county government of Nakuru.

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2.6. Research Gaps

Table 2. 1: Research Gaps

Author	Focus of the Study	Study Variables	Findings of the Study	Gaps of the Study	How to address the Study Gaps
Mutesi and Safari (2021)	Impact of staff competence on procurement performance in public procurement in Rwanda	Staff competency and procurement performance	Results indicated that there was a significant relationship between staff competences and procurement performance at Rwanda public procurement authority.	However, the study was conducted on the public procurement in Rwanda and only focused on the staff competency	The current study addressed the gap by focusing on the performance of procurement in the County government of Nakuru and focused on the procurement staff competency procurement record management E-procurement and procurement contract management.
Eliah & Athumani (2020)	Influence of staff competency on performance of procurement management units in Tanzanian training institutions: case study of vocational education and training	Staff competency and procurement performance	The findings revealed that procurement performance influenced by experienced and skilled procurement personnel. The study further revealed that the organization employs competent and qualified procurement staff. The study also revealed that training of employees improves level of competency.	However, the study the study used case study design, Slovin's formula was used to determine a sample size of 76 from the population of 120 employees. Primary and secondary data were collected	The current study addressed the gap by collecting by collecting primary data on staff competency and performance of procurement in Nakuru county government. A descriptive research design was adopted, a censu technique was adopted incorporate all the 82 targeted staffs.
Mordecai (2022)	Records management and performance of procurement management units in Tanzania:	Records management and procurement performance	The findings revealed that records management attributes significantly affect procurement performance in Tanzania. Furthermore, government policy and integrity factors confound the association between records management and procurement performance.	However, the study adopted a cross-sectional survey design and quantitative approaches were used for data collection and analysis.	The current study adopted a descriptive research design with census sampling technique and questionnaires to collect data from the 82 targeted respondents in the County Government of Nakuru.

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Obura, Noor and Mukanzi (2021)	Influence of procurement records management on performance of procurement function in service state corporations in Kenya.	Procurement records management and performance of procurement	The study concluded that to enable for the physical and logical control of records and to prevent unauthorized access, tampering, loss, misplacement or destruction of documents, service state corporations must ensure there is proper management of procurement records system.	However, the study used stratified random sampling technique to come up with the sample size.	In the current study a census technique was used to incorporate all the 82 sampled respondents from the procurement department in the County Government of Nakuru.
Namukasa (2018)	Influence of procurement record management and procurement performance: A case of National Agricultural Advisory Services	Procurement records management and procurement performance	The study findings indicated that procurement records management had a significant effect on procurement performance. Whereby, there was a positive and statistically significant relationship between records creation and procurement performance; there was a positive relationship between records maintenance, preservation and procurement performance.	However, the study focused on the procurement record management and procurement performance.	The current study addressed gap by focusing on the pre-tendering, tendering and contract administration phase on the public procurement performance in the County Government of Nakuru.
Omae (2017)	Factors affecting storage of records on procurement performance, a case study of Kisii county government	Storage of records on procurement performance	The study established that storage of records in public institutions is affected by information communication technology followed by training and then procurement planning.	However, the study adopted purposive sampling technique to get procurement officers, assistant procurement officers and employees from accounts departments who participated in the tendering process. The study also focused on the record storage	The current study used census sampling technique to incorporate all the 82 respondents. The study also addressed the gap by focusing on the record management on procurement performance.
Aman and Kasimin (2020)	E-procurement implementation of Malaysia Government.	Software, integration, data management information technology	The study found that challenges of e-procurement implementation in Government sector were not only related to software integration, data management and roll-out strategy,	However, the study focused on the challenges of e-procurement implementation related to software integration, data management	The study filled the gap by focusing on the effects of e-procurement on public procurement performance specifically, purchase management, order fulfillment management and inventory management

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		infrastructure, outsourcing contract	but also to information technology infrastructure, outsourcing contract and IT skills	and roll-out strategy, information technology infrastructure and outsourcing contract and IT skills.	on the procurement performance in the County Government of Nakuru.
Obunde (2019)	Effect of E-procurement on supply chain performance of county governments in Busia county government	Electronic ordering Electronic materials E-supplier management	The findings moreover established that electronic ordering has a momentous effect on supply chain achievement. Moreover, electronic materials management plays important role in the management if county governments	However, the study focused on the electronic ordering, electronic materials management and E-supplier management	The current study addressed the gap by focusing on the purchase management, order fulfillment management and inventory management on the procurement performance in the County Government of Nakuru.

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2.7 Conceptual Framework

A conceptual framework is a visual outline that illustrates the key concepts, variables, and relationships between them that are being studied or analyzed in a research project. The independent variables of this study included procurement staff competency, procurement record management, E-procurement and contract management. The dependent variable of the study was procurement performance.

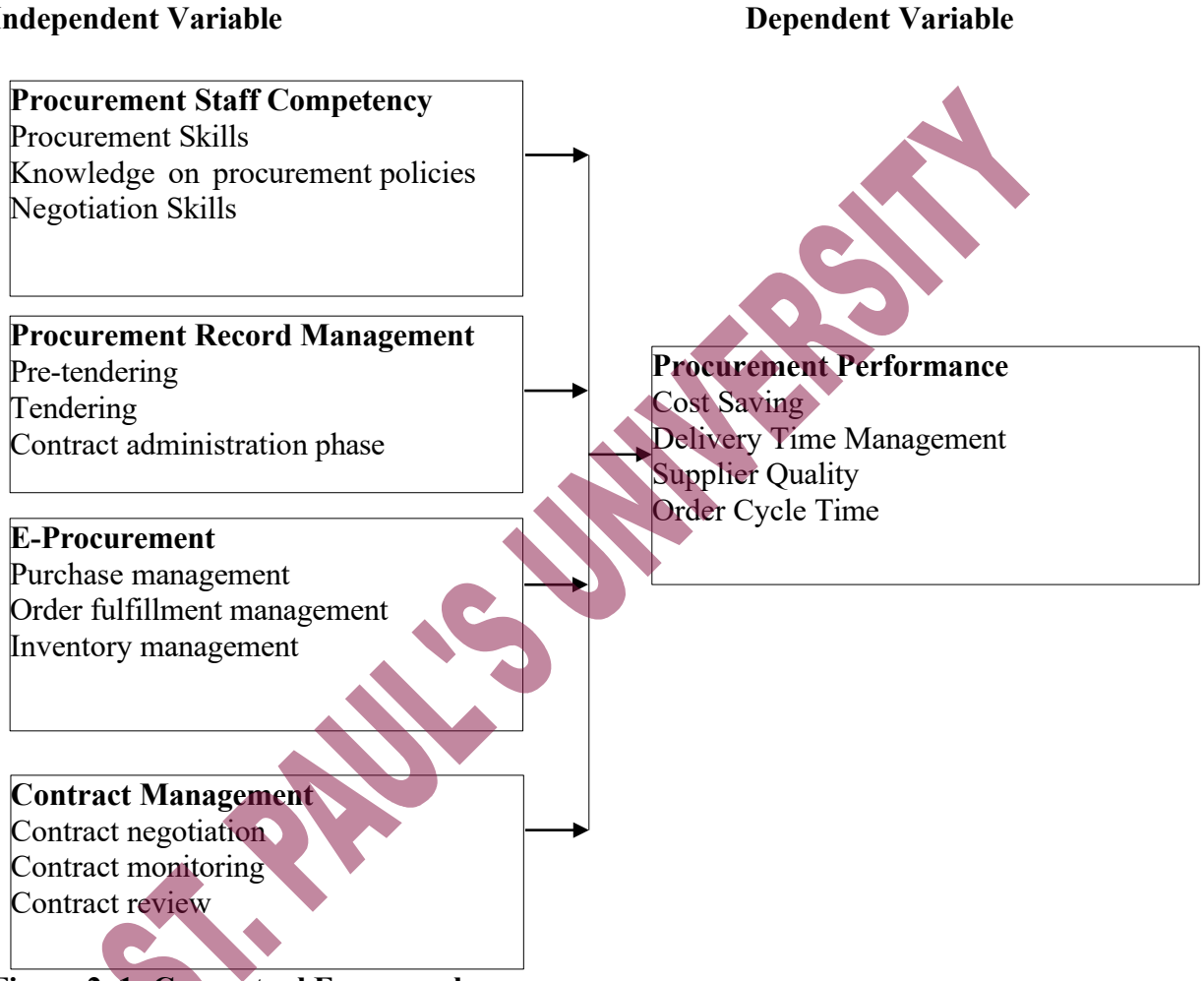


Figure 2. 1: Conceptual Framework

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Procurement staff competency refers to the skills, knowledge, and abilities that procurement professionals need to effectively manage procurement processes and achieve organizational goals. Procurement staff competency covers a broad range of skills and knowledge, including; procurement skills, knowledge on procurement policies and negotiation skills.

Procurement record management refers to the process of creating, organizing, and maintaining records related to procurement activities within an organization. Effective

procurement record management is essential for ensuring compliance with regulatory requirements, providing transparency in procurement processes, and facilitating effective decision-making. Procurement records typically include documents related to the procurement process, such as pre-tendering, tendering, contract administration. These records should be organized and stored in a way that makes them easily accessible and searchable.

E-procurement, or electronic procurement, refers to the use of technology and digital platforms to manage procurement processes. E-procurement can include a range of digital solutions such as: purchase management, order fulfillment management, inventory management. Some of the benefits of e-procurement includes cost savings: e-procurement can help organizations reduce procurement costs by automating manual processes, reducing administrative costs, and improving supplier selection and negotiation. Increased efficiency; e-procurement can improve the efficiency of procurement processes by eliminating manual tasks, reducing errors, and streamlining communication with suppliers.

Improved visibility and transparency: E-procurement provides greater visibility into procurement processes and supplier performance, enabling organizations to make more informed decisions and ensure compliance with regulatory requirements. E-procurement facilitates collaboration between internal stakeholders and suppliers, enabling faster decision-making and improved communication.

Contract management refers to the process of creating, executing, and managing contracts between an organization and its suppliers, vendors, or partners. Effective contract management is essential for ensuring compliance with contractual obligations, managing risk, and maximizing the value of supplier relationships. The contract management process typically includes the following steps: contract creation: This involves developing a contract that outlines the terms and conditions of the agreement between the organization and its supplier, including deliverables, timelines, pricing, and payment terms. Contract execution: Once the contract has been developed, it must be signed and executed by both parties to make it legally binding.

Contract monitoring: After the contract has been executed, it is important to monitor its performance to ensure that both parties are meeting their contractual obligations. This involves tracking deliverables, monitoring timelines, and ensuring compliance

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with payment terms. Contract renewal or termination: When a contract is approaching its end date, organizations must decide whether to renew the contract or terminate it. This decision is typically based on factors such as supplier performance, market conditions, and organizational needs.

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CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the research methodology that aided in carrying out the research study. This chapter describes research design, target population, and sampling procedure. Moreover, the chapter further transcripts on research instrument to be used, pilot testing, data collection technique, data analysis, presentation of analyzed data, and ethical considerations.

3.2 Research Design

This study adopted a descriptive research design. Descriptive research design is a type of research design that aims to systematically obtain information to describe a phenomenon, situation, or population (Creswell, 2013). Descriptive research design allows researchers to collect data about the characteristics of a population or phenomenon. In county government, this can be useful for understanding the demographics of the population being served, the scope and scale of services being provided, and the outcomes of those services. Descriptive research design can help identify trends and patterns in data. Descriptive research design was effective for this study as it was used to solicit the desired information through an adoption of a questionnaire and interview schedule.

3.3 Target Population

Target population is subjects or persons that the researcher collects data from (Patricia & Rangarajan, 2015). The unit of analysis was 10 departments in the County Government of Nakuru. The unit of observation was top and middle level employee working in procurement and finance departments. This included 35 procurement and 47 finance officers working in the 10 departments in the County Government of Nakuru. The officers are ideal for the study since they are directly involved in procurement processes in the county government. The study adopted census technique to incorporate all the targeted respondents. The distribution of the target population was as shown in Table 3.1

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Table 3. 1: Target Population

Departments	Procurement	Finance	Total
County Treasury	3	14	17
Agriculture, Livestock and Fisheries.	4	4	8
Health Services	3	3	6
Water Environment Energy and Natural Resources	4	4	8
Youth Culture Gender, Sport and Social Services	3	4	7
Public Services Training and Devolution	3	3	6
Infrastructure	4	4	8
Lands, Physical Planning and Housing	3	4	7
Industry, Marketing and Tourism minister	4	4	8
Education, Vocational Training ICT and e-Government	4	3	7
Total	**35**	**47**	**82**

Source: County Government of Nakuru Records (2023)

Since the population is small, the researcher used census technique to incorporate all the targeted respondents. To use a census, the researcher ensured that the data collected are relevant to the research questions and are of good quality. This involved designing appropriate survey questions and data collection methods, ensuring that the data is accurately collected and processed and taking steps to maintain the confidentiality and privacy of the respondent.

3.4 Data Collection Instrument

Primary data was collected using structured questionnaire and interview schedules. The questionnaire was designed to ask questions covering the five objectives of the study. The instrument was pre-tested and necessary adjustments made before the actual data collection. The questionnaire contained closed-ended/structured questions which are the questions that the researcher has given the respondents the choices of the answers that the respondents can answer. The design of the questionnaire was based on a multiple-item measurement scale. A five-point Likert Data was employed, using a list of response categories ranging from strongly agree to strongly disagree where 5=Strongly Agree, 4=Agree, 3=Undecided, 2=Disagree and 1=Strongly Agree. There are several advantages associated with the use of the questionnaire and which

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informs its usage in this study. These advantages include ease of distribution and data collection, ease of data analysis, standardization of the questions and cost efficiency.

An interview schedule is a structured or semi-structured set of questions that are designed to elicit information from participants in a consistent and systematic way (Bryman, 2016). The interview schedules contained open-ended questions which allows participants to provide detailed responses. Interview schedules are advantageous in that they allowed researchers to ask follow-up questions or request clarification when needed, which can help to ensure that the data collected is accurate and comprehensive. Because interviews are conducted in a personal and interactive manner, participants are often more engaged and willing to share information than they would be in other data collection methods such as surveys or questionnaires, (Patton, 2015).

3.5 Data Collection Procedures

The data collection process began by getting a letter from St Paul University authorizing the field study. The letter was then presented to the County Government as a means of seeking authority to collect data from the institution. The consent statement was issued and then the questionnaire administered. These assured confidentialities of any information that the respondents provided which improved the response rate. The researcher then issued questionnaire to the sampled procurement and finance officers through the department head which was collected after two weeks. Data was collected using the drop and pick later method.

3.6 Pilot Study

Pilot study assists in establishing the reliability of the research instruments and the operational aspects of administering the questionnaires. The importance of a pilot test is to discover possible weaknesses, inadequacies, ambiguities and problems in any aspect of the research process. A pilot-test was conducted at Kericho County where 8 questionnaires were issued out to the procurement officers. This represented 10% of the sample size (Kothari, 2012). Data collected from the pilot study was not incorporated in the main study. The researcher used the pilot data to make necessary revisions and modifications to the data collection instrument before the actual data collection process begins.

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3.6.1 Validity

Validity is the degree to which data collecting instruments surveys data the researcher intends to measure. To ensure content validity, the study captured all objectives in the questionnaires. For the purposes of content validity expert opinion were utilized in assessing and improving validity status of the instrument (Heale & Twycross, 2015). Opinions from the supervisor as a research expert was considered adequate.

For construct validity, the study used short, straight forward and close ended questions that was easily understood. Items found to be ambiguous, irrelevant or confusing were removed or reconstructed to convey the intended meaning, (Kumar, 2019). Criterion validity was ascertained. This was assessed by comparing the average scores of the different groups of respondents using analysis of variance (ANOVA). According to Cooper and Schindler (2015), pre-testing is a good way to ameliorate the probability of face validity. Validity was ascertained by having all the objective questions included in the questionnaire. To test the validity of the instruments was achieved by conducting a pilot study at Kericho County government.

3.6.2 Reliability

This is the degree to which the research findings can be replicated or repeated with consistent results. Reliability in this study was enhanced by pre-testing the questionnaire with a selected sample which was not included in the main study. An internal consistency technique was applied using Cronbach's Alpha. Internal consistency reliability is a measure of reliability used to evaluate the degree to which different test items that probe the same construct produce similar results. Higher values of alpha are more desirable. According to Kothari (2012), a reliability value of 0.70 or above is considered satisfactory based on findings from a large sample.

3.7 Data Analysis and Presentation

Data analysis is the process of bringing order, structure, and meaning to the mass information collected (Cooper & Schindler, 2015). Data analysis involves reducing accumulated data to a manageable size, developing summaries, looking for patterns, and applying statistical techniques. The study collected both quantitative and qualitative data.

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Qualitative data from the interview schedules was analyzed using thematic analysis. Thematic analysis is a qualitative method that involves identifying, analyzing, and reporting patterns within the data (Braun & Clarke, 2016). This method was used to identify and analyze themes or patterns in qualitative data, such as interview transcripts or observational notes. Thematic analysis involved coding the data based on the themes or patterns that emerge from the data (Boyatzis, 2017). Data from thematic analysis was presented in pros form

Quantitative data was analysed by use of Statistical Package for Social Sciences (SPSS) version 25 to generate both descriptive and inferential statistics. Descriptive statistics involved the use of percentages, frequencies mean and standard deviations. Biodata was analysed by use of descriptive means involving frequency and percentages. Quantitative result was presented in tables for easier interpretation of the findings. Inferential statistics involve the use of Pearson's correlation analysis and regression analysis. Inferential statistics determine the magnitude of the relationship between independent variable and dependent variable. Correlation analysis was used to determine the nature of the relationship between variables at a generally accepted conventional significant level of $P < 0.05$. Regression analysis was carried out in two ways; bivariate regression analysis and multivariate regression analysis. Bivariate regression analysis was used to analyze the relationship between each independent variable and dependent variable. Multivariate regression analysis was carried out to analyze the joint effect of all independent variable on public procurement performance. The regression models are presents as follows:

$Y = \beta_0 + \beta_1 X_1 + \varepsilon$……Bivariate regression analysis for each of the independent variable on public procurement performance in the county government of Nakuru

$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$……Multivariate linear regression analysis joint effect of all independent variables on public procurement performance in the county government of Nakuru

Where:

Y = Public procurement performance

$\boldsymbol{\beta_0}$ = Constant Term;

$\boldsymbol{\beta_1}$, $\boldsymbol{\beta_2}$ and $\boldsymbol{\beta_3}$ = Beta coefficients;

$\mathbf{X_1}$= Procurement Staff Competency

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X_2= Procurement Record Management

X_3= E-Procurement

X_4= Procurement Contract

Management ε = Error Term

The significance level, also known as alpha level, is the predetermined probability value that researchers set to determine whether to reject or fail to reject the null hypothesis (H0) in hypothesis testing. In this study the significance level was set at

0.05 which means that there is a 5% (Frost, 2015). In testing the hypothesis, the researcher first stated the null hypothesis (H0). The next step was determining the appropriate test statistic and the critical value. The third step was involved setting the level of significance (alpha) and calculate the p-value. The study then compared the p-value to the significance level (0.05). Finally, the researcher draws a conclusion and interprets the results in the context of the research hypotheses.

3.9 Ethical Considerations

Ethical considerations in research are principles and guidelines that ensure that research is conducted in a manner that is respectful, responsible, and accountable, (Jackson, 2011). Some of the ethical considerations in research include: The researcher then obtained informed consent from study participants, ensuring that participants fully understand the purpose, risks, and benefits of the study before agreeing to participate. The researcher then protected the confidentiality and privacy of study participants, ensuring that their personal information and data are not disclosed to unauthorized individuals or organizations. The researcher then assured the respondents that participation in research is voluntary and participants should be able to withdraw from the study at any time without penalty. The researcher then ensured that their research does not discriminate against any particular group or individual based on their age, gender, ethnicity, religion, or other characteristics. The researchers must ensure that their research was conducted in a manner that is safe and does not harm study participants.

The researcher also ensured that data was collected, stored, and analyzed in a secure and responsible manner, and that the data are only used for the purposes of the study. Researchers must disclose any conflicts of interest that may arise during the study,

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ensuring that their research is conducted in an objective and unbiased manner.

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Researchers must respect the dignity and rights of study participants, ensuring that their research is conducted in a manner that is respectful and non-discriminatory, (MacDonald, Headlam & Coolican, 2014).

The researcher sought consent from the administration of county government of Nakuru before administering the questionnaires. A research permit was obtained from the National Commission for Science and Technology (NACOSTI). The researcher also sought authorisations from St Paul's University. Participants were taken through an introductory letter for their consent to answer the questions in the questionnaire while respecting their willingness to participate. All the responses were treated with confidentiality and assured that the collected data was not going to be used anywhere else other than for this research purpose. The questionnaires did not contain any degrading, discriminating or any other unacceptable language that could be offensive to any members of the sample group. Journals and text books belonging to other authors were acknowledged.

3.10 Chapter Summary

In this chapter, the research methodology is comprehensively outlined, providing a roadmap for the execution of the study. The chosen descriptive research design facilitates a systematic gathering of information to elucidate the procurement performance in Nakuru County Government. This chapter meticulously details key aspects, including the research design rationale, target population and sampling procedure. The census technique was justified given the relatively small but crucial population of procurement and finance officers in the county government. A pilot study was conducted in Kericho County to aid in refining the research instruments before the main data collection. Additionally, the chapter elaborates on the data processing and presentation methods, including statistical analyses for quantitative data and thematic analysis for qualitative data. Robust diagnostic tests are planned to assess the reliability and validity of the collected data. Ethical considerations underscore the importance of participant consent, confidentiality, voluntary participation, and responsible data handling throughout the research process.

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CHAPTER FOUR
RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

The chapter focuses on data analysis, results presentation and discussion of the findings. The general objective of the study was to evaluate the drivers of public procurement performance in county governments in Kenya.

4.2 Response Rate

Response rate equals the number of people with whom semi-structured questionnaires were properly completed divided by the total number of people in the entire sample. The study administered 82 questionnaires for data collection. However, 73 questionnaires were properly filled and returned. This represented 89% overall successful response rates.

Table 4. 1: Response Rate

Question Issued	Question Correctly Filled	Response Rate (%)
82	73	89

4.3 Reliability Test Results

A pilot-test was conducted at Kericho County where 8 questionnaires were issued out to the procurement officers. Statistical Package for Social Sciences (SPSS) software was used to analyze the data. The result of the findings is shown in Table 4.2

Table 4. 2: Reliability Test Results

Variable	No. of Items	Cronbach's Alpha Value
Procurement Staff Competency	7	.874
Procurement Record Management	7	.889
E-procurement	7	.854
Procurement Contract Management	7	.899
Public Procurement Performance	7	.798

The questionnaires were coded and Cronbach's Alpha Test was then conducted. All the 5 variables gave Cronbach's Alpha threshold values greater than 0.7 as shown in Table

4.2. From the pilot study the Cronbach Alpha values were 0.874, 0.889, 0.854, 0.899 and 0.798 for procurement staff competency, procurement record management, E-

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procurement, procurement contract management and public procurement

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performance respectively. All the variables had Cronbach values which were greater than 0.7. This implies that the instruments were reliable.

4.4 Demographic Information

The demographic information presented is on the gender of the respondents, age of the respondents, education level of the respondents and duration the respondents had been working in the banking industry.

4.4.1 Gender of the Respondents

The respondents were also asked to indicate the gender representation of the study subjects. The findings were as presented in Table 4.3

Table 4. 3 : Gender Representation of the Study Subjects

Gender	Frequency	Percentage
Female	24	33
Male	49	67
Total	**73**	**100**

According to the findings, (67%) of the respondents were male while (33%) were female. This implies that majority of the respondents were male. Gender is important for a public service because it can ensure equitable access and provide benefits from diversifying the services (Kirton 2012). The gender of procurement officers exerts a tangible influence on procurement performance within organizations. From decision-making and risk management to communication, negotiation, and supplier relationships, gender dynamics permeate every aspect of the procurement process. Embracing gender diversity, promoting inclusive practices, and leveraging the unique strengths of procurement professionals of all genders are essential steps towards optimizing procurement performance and achieving organizational success in today's rapidly evolving business landscape.

4.4.2 Age of the Respondents

The researcher sought to assess the age of the respondents; the findings were as indicated in Table 4.4.

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Table 4. 4: Age of the Respondents

Age of the respondents	Frequency	Percentage
20-25 years	14	19
26-45 years	23	32
46-50 years	27	37
Above 50 Years	9	12
Total	**73**	**100**

From the findings 19% of the respondnets were in age brackets of 20-25 years, 32% were in age bracke of 26-45, 37% were in age bracket of 46-55 while 13% were in age bracket of more than 50 years. This implies that majority of the respondents were in age brackets of 26-45 years and 46-50 years. The age composition of procurement teams reflects a spectrum of experiences, perspectives, and approaches shaped by generational influences. One of the most apparent ways in which age influences procurement performance is through the accumulation of experience and industry knowledge. Seasoned procurement officers, often older in age, bring a wealth of expertise garnered from years of navigating supplier relationships, negotiating contracts, and managing procurement risks (Omezzine & Freitas, 2022). Their deep understanding of market dynamics, regulatory requirements, and industry trends equips them with invaluable insights that can drive informed decision-making and strategic sourcing initiatives (Strittmatter, Sunde, & Zegners, 2020).

4.4.3 Education Level

The respondents were asked to indicate their highest level of education. The findings were as shown in Table 4.5

Table 4. 5: Education Level of the Respondents

Level of Education	Frequency	Percentage
Certificate	0	0
Diploma	19	26
Bachelor	31	42
Masters	23	32
Total	**73**	**100**

From the findings none of the respondents had certicate, 26%had diplom aeductaion, 42% had bachelors eductaion while 32% had masters education level. This implies that majority of the respondnets had bachelors and masters eductaion level. Higher education levels often correlate with enhanced critical thinking and problem-solving skills. Higher levels of education often correspond to greater knowledge and expertise

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in specific fields. Procurement officers with higher education levels, such as bachelor's or master's degrees in procurement, supply chain management, or related fields, often possess a deeper understanding of procurement practices, principles, and strategies (Kaaria, 2020). This knowledge equips them with the skills needed to navigate complex procurement processes effectively. Advanced education provides procurement officers with a deeper understanding of procurement-related technologies, such as e- procurement systems, supplier relationship management software, and data analytics tools. This technical knowledge enables officers to leverage technology to streamline procurement processes, enhance transparency, and improve decision-making (Ndung'u, Were, & Mwangangi, 2020).

4.4.4 Length of Service

The respondents were asked to indicate the duration they have served in their current organization. The findings were as shown in Table 4.6

Table 4. 6: Length of Service in the Organization

Length of service	Frequency	Percentage
1-5 Years	13	18
6-10 Years	32	43
11-15	18	25
15 Years and above	10	14
Total	**73**	**100**

From the findings, 18% of the respondents had worked in County Government of Nakuru for 1-5 years, 43% were in age bracket of 6-10 years, 25% were in age bracket of 11-15 years while 14% were in age bracket of 15 years and above. This implies that majority of the employees had served in the County Government of Nakuru for 6-10 years and 11-15 years. Long-serving employees possess valuable institutional knowledge and experience. Procurement officers with longer lengths of service typically possess more experience and expertise in procurement practices, supplier management, contract negotiation, and supply chain management. This accumulated knowledge allows them to navigate complex procurement processes more efficiently and make informed decisions based on past experiences (Kirimi, 2023). Over time, procurement officers develop a deep understanding of their organization's policies, procedures, and operational requirements. This familiarity enables them to align procurement activities with organizational objectives,

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streamline processes, and anticipate potential challenges, leading to smoother procurement operations (Dixon, 2021).

4.5 Descriptive Statistics

The study requested respondents to give opinions regarding the influence of procurement staff competency, procurement record management, E-procurement and procurement contract management on public procurement performance in the County Government of Nakuru. The interpretation of the findings was made based on the mean and standard deviation. The value of the mean indicated the level of agreement. The value of the mean ranged between 1-5, with 1 being the least mean and 5 being the highest mean. Standard deviation is a measure of the dispersion of a set of data from its mean.

4.5.1 Procurement Staff Competency on Public Procurement Performance

The respondents were asked to indicate their level of agreement on the influence of procurement staff competency on public procurement performance in the County Government of Nakuru. The findings are presented in Table 4.7.

Table 4. 7: Procurement Staff Competency on Public Procurement Performance

Statement	SA %	A %	U %	D %	SD %	Mean	Std
The county government staffs have vast skills in procurement	26	47	17	10	0	3.887	0.907
Procurement skills helps the staffs to identify opportunities for cost savings	37	45	13	5	0	4.113	0.870
Procurement skills helps the staffs to develop effective sourcing strategies	55	42	3	0	0	4.516	0.565
Procurement skills helps the staffs to manage supplier relationships more efficiently.	57	37	6	0	0	4.500	0.621
The procurement staffs are equipped with procurement knowledge on policy compliance	39	44	11	6	0	4.145	0.866
Knowledge on policy and compliance helps the employees to handle procurement processes effectively.	49	39	10	2	0	4.351	.767
Policy compliance minimizes unnecessary spending	48	39	6	4	3	4.345	.692
Good negotiation skills helps the staffs to drive cost savings	44	38	7	7	4	4.273	.689
Good negotiation skills helps the staffs to negotiate favorable contract terms	57	37	6	0	0	4.500	0.621
Through good negotiation skills procurement staffs have been able to build positive relationships with suppliers.	42	39	11	8	0	4.145	0.921

According to the findings, majority of the respondents (73%) agreed that the county government staffs have vast skills in procurement with a mean of 3.887 and the

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standard deviation of 0.907. The findings further indicated that majority of the respondents (82%) agreed that procurement skills help the staff to identify opportunities for cost savings with a mean of 4.113 and the standard deviation of 0.870. In addition, majority of the respondents (97%) agreed that procurement skills help the staffs to develop effective sourcing strategies with a mean of 4.516 and the standard deviation

0.565. The study findings are in line with those of Eliah and Athumani (2020), who found that procurement professionals with strong skills can conduct thorough market analyses, identifying potential suppliers, market trends, and cost structures. This information is crucial in developing sourcing strategies that are aligned with organizational goals and budget constraints.

The findings further indicated that majority of the respondents (94%) agreed that procurement skills help the staff to manage supplier relationships more efficiently with of mean 4.500 and the standard deviation of 0.621. In addition, majority of the respondents (83%) agreed that the procurement staffs are equipped with procurement knowledge on policy compliance with a mean of 4.145 and the standard deviation of 0.866. Furthermore, majority of the respondents (88%) agreed that knowledge on policy and compliance helps the employees to handle procurement processes effectively (mean=4.351, SD=0.767). The study findings are in line with those of Njogu and Chege (2020), who found that knowledge of policies and compliance requirements enables procurement staff to mitigate risks related to contract breaches, disputes, or ethical concerns. It ensures that all transactions are conducted in a manner that aligns with organizational values and legal standards.

In addition, the majority of the respondents (87%) agreed that policy compliance minimizes unnecessary spending (mean=4.345, SD=0.692). Moreover, the majority of the respondents (82%) agreed that good negotiation skills help the staff to drive cost savings (mean=4.273, SD=0.689). Moreover, the majority of the respondents (94%) agreed that good negotiation skills help the staff to negotiate favorable contract terms (mean=4.500, SD=0.621). Finally, majority of the respondents (81%) agreed that through good negotiation skills procurement staffs have been able to build positive relationships with suppliers a mean of 4.145 and a standard deviation of 0.921. The standard deviation ranged from 0.565 to 0.921 indicating that the dispersion of the respondents from the mean was minimal. The study findings are in line with those of

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Onkangi and Muturi, (2018) who observed that building positive relationships

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through negotiation fosters trust and collaboration between the organization and its suppliers. This is essential for the long-term success of procurement initiatives, as reliable suppliers are more likely to provide quality goods and services consistently.

The researcher further sought to assess how procurement knowledge and skills affect procurement performance in the County Government of Nakuru. One of the respondents concurred that

> Procurement knowledge and skills play a pivotal role in enhancing procurement performance in the County Government of Nakuru. Well-trained and skilled procurement professionals contribute to efficient decision-making, effective supplier management, and strategic sourcing. The ability to navigate complex procurement processes, interpret and apply relevant policies, and negotiate favorable terms leads to better contract outcomes, cost savings, and overall improved procurement performance (Procurement Officer 1)

4.5.2 Procurement Record Management on Public Procurement Performance

The respondents were asked to indicate their level of agreement on the influence of procurement record management on public procurement performance in the County Government of Nakuru. The findings are presented in Table 4.8.

Table 4. 8: Procurement Record Management on Public Procurement Performance

Statement	S A %	A %	U %	D %	SD %	Mean	Std
Pre-tendering brings about many suppliers thus opens up positions for innovation and cost effectiveness	52	39	9	0	0	4.419	0.667
Pre-tendering leads to strategic advantage through cost leadership of the suppliers	37	31	19	13	0	3.887	1.073
Pre-tendering of suppliers minimizes the cost incurred in screening and analyzing bids tendered	44	40	6	10	0	4.177	0.932
Tendering process brings about economic cost and value for money through effective suppliers' selection	37	39	10	14	0	3.984	1.032
Tendering has brought about multi-criteria selection approach during tendering rather than the notion of lowest price wins	42	39	11	8	0	4.145	0.921
Tendering process enhances most competitive firms in terms of cost of supply to win the tender	44	38	7	7	4	4.273	.689
Contract administration helps in decision making on how goods will be procured.	62	32	3	3	0	4.604	.670
Effective contract administration ensures that the terms of the contract are adhered to	55	42	3	0	0	4.516	0.565

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According to the findings, majority of the respondents (91%) agreed that the pre-tendering brings about many suppliers thus opens up positions for innovation and cost effectiveness with a mean of 4.419 and the standard deviation of 0.667. The findings further indicated that majority of the respondents (68%) agreed that pre-tendering leads to strategic advantage through cost leadership of the suppliers with a mean of 3.887 and the standard deviation of 1.073. Also, the findings indicated that majority of the respondents (84%) agreed that pre-tendering of suppliers minimizes the cost incurred in screening and analyzing bids tendered with a mean of 4.177 and a standard deviation of 0.932. The study findings are in line with those of Namaganda (2019) who found that pre-tendering activities enable organizations to assess the financial stability, past performance, and capabilities of potential suppliers. This risk assessment helps in selecting suppliers with a higher likelihood of meeting contract requirements, minimizing the risk of project delays or failures.

Furthermore, majority of the respondents (76%) agreed that tendering process brings about economic cost and value for money through effective suppliers' selection with a mean of 3.984 and a standard deviation of 1.032. Also, majority of the respondents (81%) agreed that tendering has brought about multi-criteria selection approach during tendering rather than the notion of lowest price wins a mean of 4.145 and a standard deviation of 0.921. Similarly, the majority of respondents (82%) agreed that tendering process enhances most competitive firms in terms of cost of supply to win the tender with a mean of 4.273, and standard deviation of 0.689. The study findings are in line with those of Namukasa, (2018) who found that the tendering process promotes transparency and fairness in procurement. Allowing multiple firms to bid on the same terms ensures that the selection is merit-based, fostering trust among suppliers and stakeholders.

Furthermore, majority of respondents (94%) agreed that contract administration helps in decision making on how goods will be procured with a mean of mean 4.604 and a standard deviation of 0.670. Moreover, majority of the respondents (97%) agreed that effective contract administration ensures that the terms of the contract are adhered to with a mean of 4.516 and standard deviation of 0.565). The standard deviation ranged from 0.667 to 1.073 indicating that majority of the respondents agreed with the issues raised. The study agrees with those of Omae, (2017) who noted that effective contract administration provides a framework for resolving issues that may arise during the

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contract period. This proactive approach minimizes disputes and ensures that any deviations from the agreed-upon terms are addressed promptly.

The researcher further sough to assess the how tendering affects procurement performance in the County Government of Nakuru. One of the respondents conquered that

> Tendering significantly impacts procurement performance in Nakuru County Government by fostering competition, ensuring transparency, and promoting value for money. The tendering process allows for the selection of suppliers based on a comprehensive evaluation, considering factors beyond just cost. This approach enhances the quality and reliability of suppliers, contributes to cost-effectiveness, and ensures that the government engages with the most competitive firms, thereby positively influencing overall procurement performance (Procurement Employee from Water Environment Energy and Natural Resources Department).

4.5.3 E-procurement on Public Procurement Performance

The respondents were asked to indicate their level of agreement on the influence of E-procurement on public procurement performance in the County Government of Nakuru. The findings are presented in Table 4.9

Table 4. 9: E-procurement on Public Procurement Performance

Statement	S A %	A %	U %	D %	SD %	Mean	Std
Through E-procurement the county government is able to manage the purchases.	47	34	13	6	0	4.210	0.908
Purchase management has helped the county government to save on procurement costs.	50	31	15	5	0	4.258	0.886
Proper purchasing management allows the county government to maximize production.	44	53	3	0	0	4.403	0.557
Managing the order fulfillment ensures quality control of procured goods and services.	37	44	16	3	0	4.145	0.807
Order fulfillment management creates constant communication between the county government and suppliers.	35	45	5	0	0	4.452	0.592
Effective order fulfillment management ensures that goods or services are delivered on time	40	42	9	3	6	3.873	1.037
Inventory management minimizes overstocking which improves efficiency of the procurement	53	44	3	0	0	4.145	0.807
Inventory management helps to manage seasonal items throughout the year.	44	46	7	3	0	4.307	0.738
Inventory management helps to reduce the risk of stock outs and excess inventory	37	45	13	5	0	4.113	0.870

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According to the findings, majority of the respondents (81%) agreed that the through E-procurement the county government is able to manage the purchases with a mean of 4.210 and a standard deviation of 0.908. Also, majority of the respondents (81%) agreed that purchase management has helped the county government to save on procurement costs with a mean of 4.258 and a standard deviation of 0.886. Furthermore, majority of the respondents (97%) agreed that proper purchasing management allow the county government to maximize production with a mean of 4.403 and a standard deviation of 0.557. The study findings are in line with those of Kunnapapdeelert and Thepmongkorn (2021) who observed that building and maintaining strong relationships with suppliers through proper purchasing management can lead to better collaboration, discounts, and preferential terms. This can positively impact the availability and cost of inputs, thus maximizing production efficiency

In addition, majority of the respondents (81%) agreed that managing the order fulfillment ensures quality control of procured goods and services with a mean of 4.145 and a standard deviation of 0.807. Further majority of the respondents (80%) agreed that order fulfillment management creates constant communication between the county government and suppliers with a mean of 4.452 and a standard deviation of 0.592. Moreover, majority of the respondents (82%) agreed that effective order fulfillment management ensures that goods or services are delivered on time (mean=3.873, SD=1.037). The study is in line with those Aman and Kasimin (2020) of who noted that timely delivery of goods and services is crucial for meeting the needs of internal and external stakeholders. Effective order fulfillment management ensures that products or services are delivered on time, contributing to overall customer satisfaction.

Similarly, majority of respondents (97%) agreed that inventory management minimizes overstocking which improves efficiency of the procurement (mean=4.145, SD=0.807). Moreover, majority of the respondents (90%) agreed that inventory management helps to manage seasonal items throughout the year (Mean=4.307, SD=0.738). The findings further indicated that majority of the respondents (82%) agreed that inventory management helps to reduce the risk of stock outs and excess inventory with a mean of

4.113 and the standard deviation of 0.870. The findings concur with those of Kassim

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(2020) who found that inventory management involves

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maintaining optimal stock levels to meet demand without overstocking. This ensures that essential goods and materials are always available, minimizing the risk of production delays due to stock-outs.

The researcher also assessed how E-Procurement affects procurement performance in the County Government of Nakuru. The respondents revealed that, one of the respondents agreed that:

> E-Procurement has transformative effects on procurement performance in Nakuru County Government. Through electronic systems, the government can streamline procurement processes, reduce manual errors, and enhance efficiency. E-Procurement facilitates better management of purchases, leading to cost savings. It improves communication with suppliers, allows for real-time tracking, and enhances transparency. The overall impact is increased accuracy, reduced procurement costs, and improved procurement performance. (Finance staff from Education, Vocational Training ICT and e-Government Department)

4.5.4 Procurement Contract Management on Public Procurement Performance

The respondents were asked to indicate their level of agreement on the influence of procurement contract management on public procurement performance in the County Government of Nakuru. The findings are presented in Table 4.10.

Table 4. 10: Procurement Contract Management on Public Procurement Performance

Statement	SA %	A %	U %	D %	SD %	Mean	Std
Contract negotiation ensures that a contract is mutually beneficial to both the supplier and the county government	37	34	10	16	3	3.855	1.185
Contract negotiation adds economic value to both parties and protect organization against risk	55	34	8	3	0	4.403	0.778
Effective contract negotiation helps the county government to reduce the cost of procured goods	44	46	7	3	0	4.307	0.738
Contract monitoring ensures contract visibility	37	44	16	3	0	4.145	0.807
Contract monitoring improves compliance to procurement policies.	55	33	7	5	0	4.387	0.869
Effective contract monitoring ensures that the supplier meets contract obligations.	44	50	6	0	0	4.371	0.607
Contract review ensures that procurement terms are fair and have no potential risks.	64	29	2	5	0	4.403	0.778
Contract review determine compliance with the procurement legal and institutional framework	48	44	0	5	3	4.307	0.738
Effective contract review helps to drive continuous improvement in the procurement process.	39	44	11	6	0	4.145	0.866

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According to the findings, majority of the respondents (71%) agreed that contract negotiation ensures that a contract is mutually beneficial to both the supplier and the county government with a mean of 3.855 and a standard deviation of 1.185. In addition, majority of the respondents (89%) also agreed that contract negotiation adds economic value to both parties and protect organization against risk with a mean of
4.403 and a standard deviation of 0.778. Furthermore, majority of the respondents (90%) agreed that effective contract negotiation helps the county government to reduce the cost of procured goods with a mean of 4.307 and a standard deviation of 0.738. The study findings are in line with those of Gatari, Shale and Osoro (2022), who found that skillful negotiation allows the county government to secure favorable terms, pricing, and conditions in contracts. This directly contributes to cost savings, enabling the government to procure goods and services at the most advantageous rates.

In addition, majority of the respondents (81%) agreed that contract monitoring ensures contract visibility with a mean of 4.145 and a standard deviation of 0.807. In addition, majority of the respondents (88%) agreed that contract monitoring improves compliance to procurement policies with a mean 4.387 and a standard deviation of 0.869. Also, majority of the respondents (94%) agreed that effective contract monitoring ensures that the supplier meets contract obligations with a mean of 4.371 and a standard deviation of 0.607. The study findings are in tandem with those of Muinde (2022) who noted that contract monitoring involves tracking and assessing supplier performance against agreed-upon terms. This ensures that suppliers deliver goods or services in accordance with quality standards, timelines, and other contractual obligations.

Furthermore, majority of respondents (93%) agreed that contract review ensures that procurement terms are fair and have no potential risks (mean=4.403, SD=0.778). Moreover, majority of the respondents (92%) agreed that contract review determine compliance with the procurement legal and institutional framework with a mean of 4.307 and standard deviation of 0.738. In addition, majority of the respondents (84%) agreed that effective contract review helps to drive continuous improvement in the procurement process with a mean of 4.145 and the standard deviation of 0.866. The standard deviation ranged from 0.607 to 1.185 indicating that majority of the

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respondents agreed with the issues raised. The study findings agreed with those of

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Muhammada et al. (2019) who observed that regular and systematic contract reviews provide an opportunity to evalu+ate the overall performance of suppliers and the effectiveness of the procurement process. This information can be used to identify areas of success and areas that may require improvement.

The researcher further sought to determine how contract management affects procurement performance in the County Government of Nakuru. One of the respondents agreed that,

> Contract management is a critical determinant of procurement performance in Nakuru County Government. Effective contract management ensures that the terms of agreements are adhered to, minimizing the risk of disputes, delays, or deviations. It contributes to visibility, compliance with policies, and adds economic value by optimizing contract outcomes. The proactive monitoring of contracts enhances overall performance, fosters stakeholder confidence, and is essential for sustaining positive procurement practices (Finance staff from the Public Services Training and Devolution Infrastructure Department)

4.5.5 Public Procurement Performance in the County Government

The respondents were asked to indicate their level of agreement on public procurement performance in the County Government of Nakuru. The findings are presented in Table 4.11

Table 4. 11: Public Procurement Performance in the County Government

Statement	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mean	Std. Deviation
The county government has put in place cost saving measures in the procurement of goods and services	64	29	2	5	0	4.403	0.778
The county government has been able to reduce the operational costs through cost saving in procurement of goods and services	54	30	8	5	3	4.307	0.738
Delivery time management affects procurement performance in the County government of Nakuru.	38	38	4	11	9	4.145	0.807
Goods and services are procured within the estimated deadlines	43	34	7	5	11	4.387	0.869
Supplier quality affects procurement performance in the County government of Nakuru.	30	54	5	8	3	4.181	0. 513
Order cycle time affects procurement performance in the County government of Nakuru.	49	40	3	5	3	4.403	0.778
The county government selects suppliers with a track record of on-time delivery	44	38	7	7	4	4.273	.689

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According to the findings, the majority of respondents (93%) agreed the county government has put in place cost saving measures in the procurement of goods and services with a mean of 4.403 and a standard deviation of 0.778. Furthermore, the majority of respondents (84%) agreed that the county government has been able to reduce the operational costs through cost saving in procurement of goods and services with a mean score of 4.307 and a standard deviation of 0.738. Moreover, majority of the respondents (76%) agreed that delivery time management affects procurement performance in the County government of Nakuru with a mean of 4.145 and a standard deviation of 0.807. According to Anand, Sahay and Saha (2018), suppliers' timely delivery of goods and services is essential for maintaining the operational efficiency of the County government. Delays in procurement can lead to disruptions in services, project delays, and increased costs.

Further, majority of the respondents (77%) agreed that goods and services are procured within the estimated deadlines with a mean of 4.145 and standard deviation of 0.807. From the findings, majority of the respondents agreed that supplier quality affects procurement performance in the County government of Nakuru with a mean of 4.181 and standard deviation of 0.513. Further, majority of the respondents (89%) agreed that order cycle time affects procurement performance in the County government of Nakuru with a mean of 4.403 and standard deviation of 0.778. Also, majority of the respondents (82%) agreed that the county government selects suppliers with a track record of on-time delivery (mean=4.273, SD=0.689). According to Basheka (2019), selecting suppliers with a proven track record of on-time delivery enhances the reliability of the procurement process. Reliable suppliers contribute to the stability and continuity of government operations.

The researcher also sought to assess how savings affect procurement performance in the County Government of Nakuru. One of the respondents agreed that,

> Cost savings are a key driver of procurement performance in Nakuru County Government. Implementing cost-effective procurement strategies, negotiating favorable terms, and identifying opportunities for savings contribute to efficient resource allocation. Savings can be reinvested in other crucial areas, improving service delivery, and enhancing overall government effectiveness. Therefore, a focus on cost savings directly correlates with positive procurement performance in Nakuru. (Finance Staff from County Treasury Department).

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The researcher also sought to assess how delivery management affects procurement performance in the County Government of Nakuru. One of the respondents agreed that,

> Effective delivery management is crucial for procurement performance in Nakuru County Government. Timely delivery of goods and services ensures that projects and services are not delayed, contributing to overall operational efficiency. Proper delivery management, including constant communication with suppliers, minimizes the risk of disruptions and enhances the government's ability to meet its commitments (Public Services Training and Devolution Infrastructure Department)

4.6 Inferential Statistics

Inferential statistics makes inferences and predictions about a population based on a sample of data taken from the population in question. For inferential statistics the study used Pearson's correlation analysis and regression analysis

4.6.1 Correlation Analysis

The study conducted correlation analysis to determine the relationship between two quantitative, continuous variables. The study adopted Pearson correlation analysis. The value of Pearson's correlation coefficient (r) ranges from -1 to +1. When r is 4 and below the relationship is considered moderate and positive and anything above 4 is considered high positive correlation as indicated in table 4.12

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Table 4. 12: Correlation Analysis

		Procurement Staff Competency	Procurement Record Management	E-Procurement	Procurement Contract Management
Procurement Staff Competency	Pearson Correlation	1			
	Sig. (2-tailed)	056	1		
	N	73			
Procurement Record Management	Pearson Correlation	.416	.541	1	
	Sig. (2-tailed)	.076	089		
	N	73	73		
E-Procurement	Pearson Correlation	.981	.987	.641	1
	Sig. (2-tailed)	.059	.089	098	
	N	73	73	73	
Procurement Contract Management	Pearson Correlation	.974	.987	.976	.987
	Sig. (2-tailed)	.078	.098	067	098
	N	73	73	73	73
Public Procurement Performance	Pearson Correlation	.473**	.541**	.641**	.741**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	73	73	73	73

The study conducted a correlation analysis between procurement staff competency, procurement record management, E-procurement and procurement contract management on procurement performance of Nakuru County Government. The study indicates that there was a strong positive and statistically significant correlation between procurement staff competency and public procurement performance in the County Government of Nakuru ($r=0.473$; $p<0.05$). This implies that better procurement staff competency enhances public procurement performance in the County Government of Nakuru. The study findings are in line with those of Mutesi and Safari (2021) results indicated that there was a significant relationship between staff competences and procurement performance at Rwanda Public Procurement Authority with ($r=0.100$ and $p=0.003$).

The study also indicated that there was a strong positive and statistically significant correlation between procurement record management and public procurement performance in the County Government of Nakuru, Kenya ($r=0.541$; $p<0.05$). This implies that better procurement record management enhances public procurement

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performance in the County Government of Nakuru. The study findings are in line with those of Mordecai's (2022) study that revealed that records management attributes significantly affect procurement performance in Tanzania, with (r=0.705 and p=0.001). Furthermore, government policy and integrity factors confound the association between records management and procurement performance.

The study also established that there was a strong positive correlation between E-procurement and public procurement performance in the County Government of Nakuru (r=0.641; p<0.05). The results of the correlation analysis indicated that better E-procurement enhances public procurement performance in the County Government of Nakuru. The study findings are in line with those of Obunde (2019) which established that electronic ordering has a momentous effect on supply chain achievement. Moreover, electronic materials management plays important role in the management if county governments. The findings also established that e-supplier management has a noteworthy effect on supply chain achievement (β1=0.971, p=0.000).

The study further established that a strong positive correlation existed between procurement contract management and public procurement performance in the County Government of Nakuru (r=0.741; p<0.05). The results of the correlation analysis indicated that better procurement contract management enhances public procurement performance in the County Government of Nakuru. The study findings are in line with those of Gatari, Shale and Osoro (2022) which revealed that procurement contract management had a significant and positive influence on the sustainable performance of state corporations in Kenya. This indicates that contract preparation, contract administration, contract control and monitoring and contract conflicts resolution mechanisms are crucial drivers of sustainable performance of an organization.

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4.6.2 Bivariate Regression Analysis

Bivariate regression analysis was used to model the relationship between two variables. The study conducted a bivariate regression analysis to analyze the relationship between a single dependent variable and several independent variables.

4.6.2.1 Bivariate Regression on Procurement Staff Competency

The study conducted a bivariate regression to assess the effect of procurement staff competency on public procurement performance. First the study conducted a model summary to assess the proportion of the total variation in the public procurement performance that is explained by the procurement staff competency. The study used the value of R-Squared. R-Squared is the percentage of the response variable variation that is explained by a linear model. From the findings the R-squared was 0.196, indicating that procurement staff competency explains 19.6% of the variation in Public procurement performance in the County Government of Nakuru. The findings agree with Wambui and Kavale (2022) who revealed that competent procurement staff is well-trained and knowledgeable about procurement regulations, procedures, and best practices. Their expertise enables them to conduct procurement processes efficiently and effectively, ensuring that goods, services, and works are procured in a timely manner and at the best value for money.

Table 4. 13: Model Summary on Procurement Staff Competency

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.443[a]	.196	.183	.370

a. Predictors: (Constant), Procurement Staff Competency

b. Dependent Variable: Public Procurement Performance

Analysis of variance was used to determine the significance of the regression model. From the findings, the F-Value of (17.296) was found to be significant at (0.000) which shows that the model was fit in predicting the effect of procurement staff competency on public procurement performance in the County Government of Nakuru.

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Table 4. 14: Anova for Procurement Staff Competency

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.236	1	9.236	17.296	.000[b]
	Residual	37.886	71	0.534		
	Total	47.122	72			

a. Predictors: (Constant), Procurement Staff Competency

b. Dependent Variable: Public Procurement Performance

The researcher sought to establish the regression coefficient for procurement staff competency and public procurement performance. From Table 4.15 the beta coefficient for procurement staff competency was 0.596 which illustrate that, a unit change in procurement staff competency would result to 0.596 times change in public procurement performance. The t-value for this beta was 5.570 while the p-value was less than 0.05. Since the p-value was less than 0.05, it means the beta coefficient for procurement staff competency is greater than zero and thus this variable has a statistically significant effect on public procurement performance. This finding led to the rejection of the null hypothesis and accept the alternative hypothesis that procurement staff competency has a statistically significant and positive effect on public procurement performance in the County Government of Nakuru. The findings agree with Hui (2019), who showed that competent procurement staff build and maintain positive relationships with suppliers and contractors. They engage in fair and transparent procurement practices, fostering trust and cooperation with vendors. Strong supplier relationships can lead to better value for money, improved delivery performance, and access to innovative solutions. From the findings, the overall multiple regression model is $Y= 2.026+ 0.596X_1$

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Table 4. 15: Regression Coefficients for Procurement Staff Competency

	Unstandardized Coefficients		**Standardized Coefficients**		
Model	B	Std. Error	Beta	**t**	**Sig.**
(Constant)	2.026	.420		4.824	.000
Procurement Staff Competency	.596	.107	.548	5.570	.013

a. Predictors: (Constant), Procurement Staff Competency

b. Dependent Variable: Public Procurement Performance

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4.6.2.2 Bivariate Regression on Procurement Record Management

The study conducted a bivariate regression to assess the effect of procurement record management on public procurement performance. First the study conducted a model summary to assess the proportion of the total variation in the public procurement performance that is explained by the procurement record management. From the findings the R-squared was 0.156 indicating that procurement record management explains 15.6% of the variation in public procurement performance in the County Government of Nakuru. Kagwiria (2022) concluded that proper record management ensures that all procurement activities are accurately documented and easily accessible. This transparency enhances accountability by allowing stakeholders to track the entire procurement process, from planning to contract implementation. It minimizes the risk of fraud, corruption, and irregularities by providing a clear audit trail of transactions. **Table 4. 16: Model Summary on Procurement Record Management**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.395[a]	0.156	.141	.000

a. Predictors: (Constant), Procurement Record Management

b. Dependent Variable: Public Procurement Performance

Analysis of variance was used to determine the significance of bivariate regression model. From the findings, the F-Value of (13.123) was found to be significant at (0.000) which shows that the model was fit in predicting the effect of procurement record management on public procurement performance in the County Government of Nakuru. **Table 4. 17: Anova on Procurement Record Management**

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.365	1	5.365	13.123	.000[b]
	Residual	29.026	71	.4088		
	Total	34.391	72			

a. Predictors: (Constant), Procurement Record Management

b. Dependent Variable: Public Procurement Performance.

The researcher further sought the beta coefficient for procurement record management. From Table 4.18 the beta coefficient for procurement record management was 0.233 which implies that a unit change in procurement record management would result in 0.233 times change in public procurement performance.

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The t-value for this beta was 2.877 while the p-value was less than 0.05. Since the p-value was less than 0.05, it means the beta coefficient for procurement record management is greater than zero and thus this variable has a statistically significant effect on public procurement performance. This finding led to the rejection of the null hypothesis and accepts the alternative hypothesis that procurement record management has a statistically significant and positive effect on public procurement performance. With regards to the findings of Kariuki (2019) he showed that procurement record management supports effective risk identification, assessment, and mitigation. By documenting risks, control measures, and mitigating actions, County Governments can proactively manage procurement-related risks such as budget overruns, quality issues, and supplier performance issues. From the findings the overall multiple regression model is $Y= 2.026+ 0.233X_2$

Table 4. 18: Regression Coefficients for Procurement Record Management

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.026	.420		4.824	.000
Procurement Record Management	.233	.081	.245	2.877	.006

a. Predictors: (Constant), Procurement Record Management

b. Dependent Variable: Public Procurement Performance

4.6.2.3 Bivariate Regression on E-Procurement

The study conducted a bivariate regression to assess the effect of E-procurement on public procurement performance the findings are indicated in table 4.19. First the study conducted a model summary to assess the proportion of the total variation in the public procurement performance that is explained by E-procurement. From the findings the R- squared was 0.194 indicating that e-procurement explains 19.4% of the variation in public procurement performance in the County Government of Nakuru. The findings match with Mwangi (2019) who showed that e-procurement streamlines the procurement process, reducing manual tasks such as paperwork, data entry, and physical storage. Automated workflows, electronic bidding processes, and digital documentation speed up procurement cycles, leading to time and cost savings for County Governments.

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Table 4.19: Model Summary on E-Procurement

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.441[a]	.194	.180	.3376

a. Predictors: (Constant), E- Procurement

b. Dependent Variable: Public Procurement Performance.

Analysis of variance was used to determine the significance of bivariate regression model. From the findings, in table 4.20, the F-Value of (17.089) was found to be significant at (0.000) which shows that the model was fit in predicting the effect of e-procurement on public procurement performance in the County Government of Nakuru. **Table 4. 20: Anova on E-Procurement**

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.654	1	8.654	17.089	.000[b]
	Residual	35.954	71	.5064		
	Total	44.608	72			

a. Predictors: (Constant), E- Procurement

b. Dependent Variable: Public Procurement Performance.

The researcher further sought the beta coefficient for E-procurement. From Table 4.21 the beta coefficient for e-procurement was 0.241 which implies that a unit change in e- procurement would result to 0.241 times change in public procurement performance. The t-value for this beta was 1.640 while the p-value was less than 0.05. Since the p- value was less than 0.05, it means the beta coefficient for e-procurement is greater than zero and thus e-procurement has a statistically significant effect on public procurement performance. This finding led to the rejection of the null hypothesis and accept the alternative hypothesis that e-procurement has a statistically significant and positive effect on public procurement performance in the County Government of Nakuru. The findings agree with Bausch and Pils (2019) who established that e-procurement systems enforce compliance with procurement laws, regulations, and policies by incorporating built-in controls and validation checks. Standardized procurement procedures and templates ensure consistency and fairness in the evaluation and awarding of contracts, fostering trust among suppliers and contractors.

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From the findings the overall multiple regression model is $Y= 2.026+ 0.241X_3$

Table 4. 21: Regression Coefficients for E-Procurement

	Unstandardized Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	**t**	**Sig.**
(Constant)	2.026	.420		4.824	.000
E- Procurement	.241	.147	.421	1.640	.022

a. Predictors: (Constant), E- Procurement
b. Dependent Variable: Public Procurement Performance

4.6.2.4 Bivariate Regression on Procurement Contract Management

The study conducted a bivariate regression to assess the effect of procurement contract management on public procurement performance the findings are indicated in table

4.22. First the study conducted a model summary to assess the proportion of the total variation in the public procurement performance that is explained by the procurement contract management. The study conducted a regression analysis to determine the relationship between independent and dependent variables as shown in Table 4.22. The findings indicate that 73.0% of the variation in public procurement performance in the County Government of Nakuru is explained by procurement contract management while 27.0% is the variation due to other factors which have not been covered in this study. According to Alslehat and Altahtamouni (2016), proper contract management ensures that all parties adhere to the terms and conditions outlined in procurement contracts. By monitoring compliance with contractual obligations, County Governments can mitigate the risk of contract disputes, legal challenges, and financial penalties.

Table 4. 22: Model Summary on Procurement Contract Management

Model Square	R	R Square	Adjusted R	Std. Error of the Estimate
1	.867[a]	.752	.730	.36261

a. *Predictors: (Constant), Procurement Contract Management*
b. *b. Dependent Variable: Public Procurement Performance.*

In the ANOVA table 4.23, the F value =49.123. Since the f calculated is greater than f statistic, it infers that the model is statistically significant. Therefore, there is strong

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evidence that the regression results are statistically significant and the variation in the

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results is insignificant that cannot result to much difference in case of a change in the study units and therefore the model did for the data.

Table 4. 23: ANOVA for the Procurement Contract Management

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.930	1	17.930	49.123	.000[b]
	Residual	25.917	71	.365		
	Total	23.847	72			

a. Predictors: (Constant), Procurement Contract Management

b. Dependent Variable: Public Procurement Performance

The study also conducted a regression analysis to establish the regression coefficient between procurement contract management and public procurement performance. From the results in Table 4.24 the beta coefficient for e-procurement was 0.016. It means that the effect of procurement contract management on public procurement performance is positive. The results also illustrate that, a unit change in e-procurement would result to 0.016 times change in public procurement performance. The t-value for this beta was 0.112 while the p-value was less than 0.05. Since the p-value was less than 0.05, it means the beta coefficient for procurement contract management is greater than zero and thus this variable has a statistically significant effect on public procurement performance. This finding led to the rejection of the null hypothesis and accepts the alternative hypothesis that procurement contract management has a statistically significant and positive effect on public procurement performance in the County Government of Nakuru. The findings match with those of Bausch and Pils (2019) who showed that contract management ensures that procured goods, services, and works meet specified quality standards and requirements. By implementing quality assurance processes and inspections, County Governments are able verify the quality and suitability of delivered products and services, thereby safeguarding public investments and ensuring value for money.

From the findings the overall multiple regression model is $Y= 0.627+ 0.016X_4$

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Table 4. 24: Regression Coefficients for Procurement Contract Management

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	.627	.490		1.280	.207
Procurement Contract Management	.016	.146	.016	.112	.011

a. Predictors: (Constant), Procurement Contract Management

b. Dependent Variable: Public Procurement Performance

4.6.3 Multiple Regression Analysis

The researcher conducted a multiple regression analysis to determine the relationship between all the independent variables (procurement staff competency, procurement record management, e-procurement and procurement contract management) on procurement performance of Nakuru County Government.

4.6.3.1 Overall Model Summary

The study conducted a model summary analysis to determine the proportion of the variance in the dependent variable that is explained by the independent variables in the model. The finding is indicated in Table 4.25

Table 4. 25: Overall Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig. F Change
1	.878[a]	.770	.749	.3873	.000

The findings revealed that R-Squared was 0.770, which shows that the four independent variables (procurement staff competency, procurement record management, e- procurement and procurement contract management) can explain 77.0% of on public procurement performance in the County Government of Nakuru while other factors explain 23.0%.

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4.6.3.2 Overall Analysis of Variance

Analysis of variance was used to determine whether the independent variables have a significant effect on the dependent variable. The findings are indicated in Table 4.18

Table 4. 26: Overall Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.563	4	7. 141	56.674	.000[b]
	Residual	8.532	68	.126		
	Total	37.095	72			

a. Dependent Variable: Public procurement performance in the County Government of Nakuru.
b. Predictors: (Constant), procurement staff competency, procurement record management, e-procurement and procurement contract management

From the findings, the p-value was 0.000 was less than 0.05 which implies that the model was good in predicting how the four independent variables (procurement staff competency, procurement record management, e-procurement and procurement contract management) influence public procurement performance in the County Government of Nakuru. Further, the F-value was (56.674) which shows that the model was fit in predicting the influence of the independent variables on the dependent variable.

4.6.3.3 Overall Regression Coefficients

The study conducted a regression coefficient analysis to make predictions about the drivers of public procurement performance based on new values of procurement performance in county governments. The findings are indicated in Table 4.27.

Table 4. 27: Overall Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.038	.145		.260	.796
	Procurement Staff Competency	.596	.107	.548	5.578	.023
	Procurement Record Management	.233	.081	.245	2.877	.016
	E-procurement	.245	.104	.179	2.356	.022
	Procurement Contract Management	.323	.106	.360	3.052	.003

From the findings when the four independent variables are held constant, the value of public procurement performance in the County Government of Nakuru, is 0.038. In addition, holding all the other independent variables constant, a unit procurement staff competency would lead to a 0.596 improvement in public procurement performance

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in the County Government of Nakuru. The study findings are in line with those of Matunga, Ngugi and Odhiambo (2021) which found that procurement staff competency significantly affects positively implementation level of public procurement regulatory framework in the devolved governments in Kenya.

Further, holding on the other independent variables constant, a unit increase in procurement record management would lead to a 0.233 improvement in public procurement performance in the County Government of Nakuru. The study findings are in line with those of Obura, Noor and Mukanzi (2021) who revealed that procurement records management has a positive significant relationship with the performance of procurement function in service state corporations in Kenya with a coefficient matrix with a p-value =.000 <.05.

In addition, holding all the other variables constant, a unit increase in E-procurement would lead to a 0.245 improvement in public procurement performance in the County Government of Nakuru. The study findings are in line with the findings of Maina's (2017) results which revealed that e-tendering helped reduce the procuring period; e-tendering provided an effective audit trail of the procurement process; e-sourcing eliminated biasness and prejudice in supplier selection; e-sourcing had enhanced the level of competitive bidding; e-invoicing can lead to improved supplier/customer relationships; e-invoicing can lead to improved visibility of procurement dealings; e-payments were harder to manipulate leading to lesser financial improprieties and that e-payments enhanced the level of accountability in procurement payments.

Finally, holding all the other variables constant, a unit increase in procurement contract management would lead to a 0.323 improvement in public procurement performance in the County Government of Nakuru. The study findings agree with those of Muinde (2022) who revealed that, buyer supplier collaboration, procurement risk management, transparency and accountability and contract records management influence procurement performance in public universities in Kenya. From the findings the overall multiple regression model is:

$$\mathbf{Y= 0.038+ 0.596X_1 + 0.233\ X_2 +0.245X_3 + 0.323\ X_4} \quad \mathbf{4.1}$$

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4.6.4 Summary of Research Hypothesis

The research hypothesis test was carried out based on the outcome of regression analysis particularly regression coefficient from bivariate analysis

Table 4. 28: Summary of Research Hypotheses Tests

Research hypothesis	Hypothesis Test	Results
H_{0_1} : Procurement staff competency has no significant effect on procurement performance of Nakuru County Government	H_{0_1} : $\beta_{0=2.026}$ $\beta_1 = 0.596$, $p<0.05$ **Reject H_{0_1} if P-value< 0.05** **Accept H_{0_1} if P-value> 0.05**	Reject H_{0_1}
H_{0_2} : Procurement record management has no significant effect on procurement performance of Nakuru County Government	H_{0_2} : $\beta_{0=2.026}$ $\beta_2 = 0.233$, $p<0.05$ **Reject H_{0_2} if P-value< 0.05** **Accept H_{0_2} if P-value> 0.05**	Reject H_{0_2}
H_{0_3}: E-procurement has no significant effect on procurement performance of Nakuru County Government.	H_{0_3} : $\beta_{0=2.026}$ $\beta_3 = 0.241$, $p<0.05$ **Reject H_{0_3} if P-value< 0.05** **Accept H_{0_3} if P-value> 0.05**	Reject H_{0_3}
H_{0_4} : Procurement contract management has no significant effect on procurement performance of Nakuru County Government.	H_{0_4} : $\beta_{0=0.627}$ $\beta_4 = 0.016$, $p<0.05$ **Reject H_{0_4} if P-value< 0.05** **Accept H_{0_4} if P-value> 0.05**	Reject H_{0_4}

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The study sought to test the hypothesis that: H_{01}: Procurement staff competency has no significant effect on procurement performance of Nakuru County Government. From the findings the p-value was 0.013 which was less the 0.05 significant level. Therefore, based on the rule of significance, the study rejects the null hypothesis (H_{01}) and concluded that procurement staff competency has a significant effect on procurement performance of Nakuru County Government. The findings agree with Hui (2019) who showed that competent procurement staff build and maintain positive relationships with suppliers and contractors

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The study sought to test the hypothesis that: H_{02}: Procurement record management has no significant effect on procurement performance of Nakuru County Government.

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From the findings the p-value was 0.006 which was less the 0.05 significant levels. Therefore, based on the rule of significance, the study rejects the null hypothesis (H_{02}) and concluded that procurement record management has a significant effect on procurement performance of Nakuru County Government. The study agrees with Kagwiria (2022) who argues that proper record management ensures that all procurement activities are accurately documented and easily accessible.

The study sought to test the hypothesis that: H_{03}: E-procurement has no significant effect on procurement performance of Nakuru County Government. From the findings the p-value was 0.022 which was less the 0.05 significant levels. Therefore, based on the rule of significance, the study rejects the null hypothesis (H_{03}) and concluded that E-procurement has a significant effect on procurement performance of Nakuru County Government. The findings agree with Bausch, and Pils, (2019) who revealed that e- procurement systems enforce compliance with procurement laws, regulations, and policies by incorporating built-in controls and validation checks.

The study sought to test the hypothesis that: H_{04}: Procurement contract management has no significant effect on procurement performance of Nakuru County Government. From the findings the p-value was 0.011 which was less the 0.05 significant levels. Therefore, based on the rule of significance, the study rejects the null hypothesis (H_{03}) and concluded that procurement contract management has a significant effect on procurement performance of Nakuru County Government. The findings agree with Alslehat and Altahtamouni (2016) who argue that proper contract management ensures that all parties adhere to the terms and conditions outlined in procurement contracts.

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CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter provides a detailed summary of the major findings of the actual study in accordance with research objectives which were procurement staff competency, procurement record management, E-procurement and procurement contract management on public procurement performance in the County Government of Nakuru. The chapter further provided conclusions and made some recommendations and suggestions on areas of further study. The main aim of this study was to establish the effect of knowledge management strategies on performance in the energy sector in Kenya.

5.2 Summary of Major Findings

This section contained the summary of the findings which was done as per the study objective. The objectives were; to assess the effect of procurement staff competency on public procurement performance in the County Government of Nakuru, to establish the effect of procurement record management on public procurement performance in the County Government of Nakuru, to determine the effect of E-procurement on public procurement performance in the County Government of Nakuru and to evaluate the effect of procurement contract management on public procurement performance in the County Government of Nakuru.

5.2.1 Procurement Staff Competency and Public Procurement Performance

From the analysis the study found that the county government staffs have vast skills in procurement. Procurement skills help the staffs to identify opportunities for cost savings. Procurement skills help the staffs to develop effective sourcing strategies. The study also revealed that procurement skills help the staffs to manage supplier relationships more efficiently. The study also found that the procurement staffs are equipped with procurement knowledge on policy compliance.

The study also revealed that there was a positive and statistically significant correlation between procurement record management and public procurement performance in the County Government of Nakuru, Kenya ($r=0.441$; $p<0.05$). The

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study findings are in line with those of Mordecai (2022) findings which revealed that records management attributes significantly affect procurement performance in Tanzania, with (r=0.705 and p=0.001). Furthermore, government policy and integrity factors confound the association between records management and procurement performance.

From the findings on the hypothesis testing that p-value was 0.016 which was less the 0.05 significant level. Therefore, based on the rule of significance, the study rejects the null hypothesis **(**H_{02}**)** and concluded that procurement record management has significant effect on the on public procurement performance in the County Government of Nakuru. The study agreed with those of Muinde, Mukulu and Odari (2020) who revealed that procurement records management and procurement performance had a significant positive relationship with the procurement performance.

5.2.2 Procurement Record Management and Public Procurement Performance

From the analysis the study found that pre-tendering brings about many suppliers thus opens up positions for innovation and cost effectiveness. The study also found that pre- tendering leads to strategic advantage through cost leadership of the suppliers. Pre- tendering of suppliers minimizes the cost incurred in screening and analyzing bids tendered. The study also found that tendering process brings about economic cost and value for money through effective suppliers' selection.

The study also found that there was a positive and statistically significant correlation between procurement record management and public procurement performance in the County Government of Nakuru, Kenya. The study findings are in line with those of Mordecai (2022) findings which revealed that records management attributes significantly affect procurement performance in Tanzania, with. Furthermore, government policy and integrity factors confound the association between records management and procurement performance.

From the findings on the hypothesis testing that p-value was 0.016 which was less the 0.05 significant level. Therefore, based on the rule of significance, the study rejects the null hypothesis **(**H_{02}**)** and concluded that procurement record management has significant effect on the on public procurement performance in the County

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Government of Nakuru. The study agreed with those of Muinde, Mukulu and Odari, (2020) findings which revealed that procurement records management and procurement performance had a significant positive relationship with the procurement performance (R of 0.440 and p-value of 0.000).

5.2.3 E-procurement and Public Procurement Performance

From the analysis the study revealed through E-procurement the county government is able to manage the purchases. Purchase management has helped the county government to save on procurement costs. The study also revealed that proper purchasing management allow the county government to maximize production. Managing the order fulfillment ensures quality control of procured goods and services.

The study further found that there was a strong positive correlation between E-procurement and public procurement performance in the County Government of Nakuru. The study findings are in line with those of which revealed that Obunde (2019) which established that electronic ordering has a momentous effect on supply chain achievement. Moreover, electronic materials management plays important role in the management if county governments. The findings also established that e-supplier management has a noteworthy effect on supply chain achievement.

From the findings on the hypothesis testing that p-value was 0.022 which was less the 0.05 significant level. Therefore, based on the rule of significance, the study rejects the null hypothesis (H_{03}) and concluded that E-procurement has significant effect on the on public procurement performance in the County Government of Nakuru. The finding agrees with those of Ali (2018) which indicated that E-procurement enhances organizational performance to a great extent. This implies that there existed a positive link between E-procurement and entity's performance.

5.2.4 Procurement Contract Management and Public Procurement Performance

The study findings revealed that contract negotiation ensures that a contract is mutually beneficial to both the supplier and the county government. The study revealed that contract negotiation adds economic value to both parties and protect organization against risk. The study revealed that effective contract negotiation helps the county government to reduce the cost of procured goods. Contract monitoring

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ensures contract visibility. The study revealed that contract monitoring improves compliance to procurement policies.

The study also found that there was a strong positive correlation existed between procurement contract management and public procurement performance in the County Government of Nakuru. The study findings are in line with those of Gatari, Shale and Osoro (2022) which revealed that procurement contract management had a significant and positive influence on the sustainable performance of state corporations in Kenya. This indicates that contract preparation, contract administration, contract control and monitoring and contract conflicts resolution mechanisms are crucial drivers of sustainable performance of an organization.

From the findings on the hypothesis testing that p-value was 0.003 which was less the 0.05 significant level. Therefore, based on the rule of significance, the study rejects the null hypothesis **(H_{04})** and concluded that procurement contract management has significant effect on the on public procurement performance in the County Government of Nakuru. The findings are in agreement with those of Batetah (2021) which established that contract cycle, contract execution, contract relationship and contract monitoring have positive and a statistical significant.

5.2.5 Public Procurement Performance

Regarding the dependent variable which was public procurement performance in the county government of Nakuru, the study revealed that: - The county government has put in place cost saving measures in the procurement of goods and services. The county government has been able to reduce the operational costs through cost saving in procurement of goods and services. The study also revealed that delivery time management affects procurement performance in the County government of Nakuru. Goods and services are procured within the estimated deadlines. Supplier quality affects procurement performance in the County government of Nakuru. The study further revealed that order cycle time affects procurement performance in the County government of Nakuru. Finally, the study revealed that the county government selects suppliers with a track record of on-time delivery.

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5.3 Conclusions of the Study

5.3.1 Procurement Staff Competency and Public Procurement Performance

From the findings the study on the influence of procurement staff competency on public procurement performance, the study concluded that there was a positive and statistically significant correlation between procurement staff competency and public procurement performance in the County Government of Nakuru.

The study also concluded that that majority of the respondents agreed that knowledge on policy and compliance helps the employees to handle procurement processes effectively. The study also concluded that majority of the respondents agreed that policy compliance minimizes unnecessary spending. Moreover, good negotiation skills help the staffs to drive cost savings. Good negotiation skills help the staffs to negotiate favorable contract terms. The study also concluded that majority of the respondents agreed that through good negotiation skills procurement staffs have been able to build positive relationships with suppliers.

5.3.2 Procurement Record Management and Public Procurement Performance

Based on the findings of the study on the effect of procurement record management on public procurement performance, the study concluded that there was a positive and statistically significant correlation between procurement record management and public procurement performance in the County Government of Nakuru, Kenya.

The study also concluded that majority of the respondents agreed that tendering has brought about multi-criteria selection approach during tendering rather than the notion of lowest price wins. The study also concluded that majority of the respondents agreed that tendering process enhances most competitive firms in terms of cost of supply to win the tender. The study also concluded that majority of the respondents agreed that contract administration helps in decision making on how goods will be procured. Moreover, the study revealed that effective contract administration ensures that the terms of the contract are adhered to.

5.3.3 E-procurement and Public Procurement Performance

According to the findings of the study on the influence of E-procurement on procurement performance, the study concluded that there was a strong positive

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correlation between E-procurement and public procurement performance in the County Government of Nakuru.

The study concluded that majority of the respondents agreed that revealed that order fulfillment management creates constant communication between the county government and suppliers. Moreover, majority of the respondents agreed that effective order fulfillment management ensures that goods or services are delivered on time. The study also concluded that majority of the respondents agreed that inventory management minimizes overstocking which improves efficiency of the procurement. Inventory management helps to manage seasonal items throughout the year. The study further concluded that majority of the respondents agreed that inventory management helps to reduce the risk of stock outs and excess inventory.

5.3.4 Procurement Contract Management and Public Procurement Performance

Based on the findings on the influence of procurement contract management on procurement performance, it was concluded that there was a strong positive correlation existed between procurement contract management and public procurement performance in the County Government of Nakuru.

The study concluded that majority of the respondents agreed that, effective contract monitoring ensures that the supplier meets contract obligations. Moreover, study also concluded that majority of the respondents agreed that that contract review ensures that procurement terms are fair and have no potential risks. Contract review determine compliance with the procurement legal and institutional framework. The study finally concluded that majority of the respondents agreed that effective contract review helps to drive continuous improvement in the procurement process.

5.4 Recommendations of the Research Findings

From the findings the study made the following recommendations:

5.4.1 Procurement Staff Competency and Public Procurement Performance

The county government is encouraged to recognize and leverage the vast skills of its procurement staff. The study underscores the importance of these skills in identifying opportunities for cost savings. To further enhance procurement performance, the government should invest in continuous training programs to strengthen staff competency in developing effective sourcing strategies and managing supplier

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relationships efficiently. Additionally, the government should continue to prioritize and reinforce staff knowledge on policy and compliance, as this contributes significantly to effective procurement processes. Furthermore, the government should promote and recognize the value of good negotiation skills, which not only drive cost savings but also foster positive and collaborative relationships with suppliers.

5.4.2 Procurement Record Management and Public Procurement Performance

The study highlights the positive impact of pre-tendering on supplier diversity, innovation, and cost-effectiveness. To capitalize on these benefits, the county government is advised to continue and possibly expand pre-tendering practices. Emphasizing the strategic advantages of cost leadership through pre-tendering aligns with the findings and should be integrated into procurement strategies. Furthermore, the county government should uphold the multi-criteria approach during tendering, emphasizing value for money and considering factors beyond just the lowest price. Effective contract administration remains crucial, and the government should prioritize decision-making processes and adherence to contract terms.

5.4.3 E-procurement and Public Procurement Performance

The study underscores the positive impact of E-procurement on purchase management, leading to significant cost savings for the county government. To optimize procurement performance, the government should continue to leverage E-procurement tools and platforms. Furthermore, the study highlights the role of proper purchasing management in maximizing production. The county government should continue to invest in and refine its purchasing strategies to achieve cost efficiency and operational effectiveness. Effective order fulfillment management, particularly in ensuring timely delivery, is vital for maintaining quality control. Constant communication between the government and suppliers should be encouraged to further enhance the efficiency of order fulfillment processes. Inventory management practices, as revealed by the study, should be sustained to minimize the risks of overstocking and stockouts.

5.4.4 Procurement Contract Management and Public Procurement Performance

The study emphasizes the mutual benefit of effective contract negotiation for both the supplier and the county government. To sustain this mutual benefit, the government

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should continue to invest in honing negotiation skills. The reduction of procurement costs through effective negotiation should be an ongoing priority. Contract monitoring and review play crucial roles in ensuring visibility, compliance, and continuous improvement in the procurement process. The county government is recommended to strengthen these processes, fostering transparency, adherence to policies, and driving ongoing enhancements in procurement practices. Additionally, recognizing and rewarding effective contract management practices can further incentivize the pursuit of excellence in procurement contracts within the county government.

5.5 Areas for Further Research

The researcher suggested that further study should be a comparative study across multiple county governments in Kenya to analyze the variations in public procurement performance. Investigate how differences in procurement staff competency, record management, E-procurement adoption, and contract management practices impact overall performance.

Moreover, there is the need to investigate the driver's implementation and of automated record management systems in county governments procurement departments. Such a study should examine the moderating effect of regularotary framework in Kenya

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APPENDICES

APPENDIX I: RESEARCH QUESTIONNAIRE

I am Master Students at St. Paul's University I am currently carrying out a research study on **"EVALUATION OF EFFECTS OF PUBLIC PROCUREMENT DRIVERS ON PROCUREMENT PERFOMANCE OF NAKURU COUNTY GOVERNMENT"** I kindly request you to provide the required information by responding to the questions in the questionnaire. The information required is purely for academic purposes and will be treated in the strictest confidentiality possible.

SECTION A: Respondents Details (Please tick where appropriate)

1. **Gender**

   Male [ ]
   Female [ ]

2. **Age**

   20-25 years [ ]
   26-45 years [ ]
   46-55 years [ ]
   Above 50 Years [ ]

3. **What is your Education Level?**

   Certificate [ ]
   Diploma [ ]
   Bachelor [ ]
   Masters [ ]

4. **How long have you Worked with this Organization?**

   1-5 Years [ ]
   6-10 Years [ ]
   11-15 Years [ ]
   15 ears and above [ ]

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SECTION B: Procurement Staff Competency and Public Procurement Performance

5. In a scale of 1-5 where 1=Strongly Disagreed, 2=Disagreed, 3= Undecided, 4= Agree and 5= Strongly Agrees. Indicate the level of agreement on the effects of procurement staff competency on public procurement performance in the County Government of Nakuru.

Procurement Staff Competency	**5**	**4**	**3**	**2**	**1**
The county government staffs have vast skills in procurement					
Procurement skills helps the staffs to identify opportunities for cost savings					
Procurement skills helps the staffs to develop effective sourcing strategies					
Procurement skills helps the staffs to manage supplier relationships more efficiently.					
The procurement staffs are equipped with procurement knowledge on policy compliance					
Knowledge on policy and compliance helps the employees to handle procurement processes effectively.					
Policy compliance minimizes unnecessary spending					
Good negotiation skills helps the staffs to drive cost savings					
Good negotiation skills helps the staffs to negotiate favorable contract terms					
Through good negotiation skills procurement staffs have been able to build positive relationships with suppliers.					

SECTION C: Procurement Record Management on Public Procurement Performance

6. In a scale of 1-5 where 1=Strongly Disagreed, 2=Disagreed, 3= Undecided, 4= Agree and 5= Strongly Agrees. Indicate the level of agreement on the effect of procurement record management on public procurement performance in the County Government of Nakuru

	Procurement Record Management	**5**	**4**	**3**	**2**	**1**
PRM1	Pre-tendering brings about many suppliers thus opens up positions for innovation and cost effectiveness					
PRM2	Pre-tendering leads to strategic advantage through cost leadership of the suppliers					
PRM3	Pre-tendering of suppliers minimizes the cost incurred in screening and analyzing bids tendered					
PRM4	Tendering process brings about economic cost and value for money through effective suppliers' selection					
PRM5	Tendering has brought about multi-criteria selection approach during tendering rather than the notion of lowest price wins					
PRM6	Tendering process enhances most competitive firms in terms of cost of supply to win the tender					
PRM7	Contract administration helps in decision making on					

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	how goods will be procured.					
PRM8	Effective contract administration ensures that the terms of the contract are adhered to					

SECTION D: E-procurement on Public Procurement Performance

7. In a scale of 1-5 where 1=Strongly Disagreed, 2=Disagreed, 3= Undecided, 4= Agree and 5= Strongly Agrees. Indicate the level of agreement on the effect of E-procurement on public procurement performance in the County Government of Nakuru.

	E-procurement	**5**	**4**	**3**	**2**	**1**
EP1	Through E-procurement the county government is able to manage the purchases.					
EP2	Purchase management has helped the county government to save on procurement costs.					
EP3	Proper purchasing management allow the county government to maximize production.					
EP4	Managing the order fulfillment ensures quality control of procured goods and services.					
EP5	Order fulfillment management creates constant communication between the county government and suppliers.					
EP6	Effective order fulfillment management ensures that goods or services are delivered on time					
EP7	Inventory management minimizes overstocking which improves efficiency of the procurement					
EP8	Inventory management helps to manage seasonal items throughout the year.					
EP9	Inventory management helps to reduce the risk of stock outs and excess inventory					

SECTION E: Procurement Contract Management on Public Procurement Performance

8. In a scale of 1-5 where 1=Strongly Disagreed, 2=Disagreed, 3= Undecided, 4= Agree and 5= Strongly Agrees. Indicate the level of agreement on the effect of procurement contract management on public procurement performance in the County Government of Nakuru.

	Procurement Contract Management	**5**	**4**	**3**	**2**	**1**
PCM1	Contract negotiation ensures that a contract is mutually beneficial to both the supplier and the county government					
PCM2	Contract negotiation adds economic value to both parties and protect organization against risk					
PCM3	Effective contract negotiation helps the county government to reduce the cost of procured goods					
PCM4	Contract monitoring ensures contract visibility					
PCM5	Contract monitoring improves compliance to procurement policies.					

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PCM6	Effective contract monitoring ensures that the supplier meets contract obligations.					
PCM7	Contract review ensures that procurement terms are fair and have no potential risks.					
PCM8	Contract review determine compliance with the procurement legal and institutional framework					
PCM9	Effective contract review helps to drive continuous improvement in the procurement process.					

SECTION F: Procurement Performance in the County Government of Nakuru

9. In a scale of 1-5 where 1=Strongly Disagreed, 2=Disagreed, 3= Undecided, 4= Agree and 5= Strongly Agrees. Indicate the level of agreement on the procurement performance in the County Government of Nakuru

	Procurement Performance	**5**	**4**	**3**	**2**	**1**
PP1	The county government has put in place cost saving measures in the procurement of goods and services					
PP2	The county government has been able to reduce the operational costs through cost saving in procurement of goods and services					
PP3	Delivery time management affects procurement performance in the County government of Nakuru.					
PP4	Goods and services are procured within the estimated deadlines					
PP5	Supplier quality affects procurement performance in the County government of Nakuru.					
PP6	Order cycle time affects procurement performance in the County government of Nakuru.					
PP7	The county government selects suppliers with a track record of on-time delivery					

THANK YOU

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APPENDIX II: INTERVIEW SCHEDULE

My name is Jacintah Wayua conducting a study on **"INFLUENCE OF DRIVERS OF PUBLIC PROCUREMENT ON PROCUREMENT PERFORMANCE OF COUNTY GOVERNMENTS OF KENYA; THE CASE OF NAKURU COUNTY."** You are kindly requested to give precise and honest information. Please fill in the required information in the spaces provided.

1. Briefly explain how procurement knowledge and skills affects procurement performance in the County Government of Nakuru.

……
……
……..

2. Describe how tendering affects procurement performance in the County Government of Nakuru.

……
……
……

3. Kindly describe how E-Procurement affects procurement performance in the County Government of Nakuru.

……
……
……..

4. Please explain how contract management affects procurement performance in the County Government of Nakuru.

……
……
……..

5. Briefly explain how saving affects procurement performance in the County Government of Nakuru cost.

……
……

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……..

6. Briefly explain how delivery management affects procurement performance in the County Government of Nakuru.

……

……

……..

7. Pleases explain how supplier quality affects procurement performance in the County Government of Nakuru.

……

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……..

8. Please explain how order cycle time affects procurement performance in the County Government of Nakuru.

……

……

……..

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APPENDIX III: RESEARCH AUTHORIZATION

ST. PAUL'S UNIVERSITY

Private Bag 00217 Limuru,
Kenya
Email: office@spu.ac.ke
Website: www.spu.ac.ke

Tel Office: +254 (0) 20-2020505/10
Mobile: +254 (0) 728-669000
(0) 736-424440

REF: SPU/128/2024 **Date: 6th March 2024**

TO: Jacintah Wayua
St. Paul's University

Dear Jacintah,

==========

REF: Evaluation of Effects of Public Procurement Drivers on Procurement Performance of Nakuru County Government – Kenya

==========

Greetings,

This is to inform you that SPU- Institutional Scientific Ethics Review Committee has reviewed the above-named research proposal. **Your ERB approval number is 137, for the period between 6th March 2024 – 6th March 2025 (1 year).**

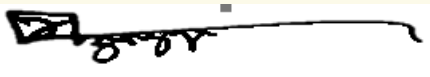
This approval is subject to compliance with the following requirements;

i. Only approved documents including (informed consents, study instruments) will be used.
ii. All changes including (amendments, deviations, and violations) are submitted for review and approval by SPU- Institutional Scientific Ethics Review Committee.
iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to SPU- Institutional Scientific Ethics Review Committee within 72 hours of notification
iv. Any changes, anticipated or otherwise that may increase the risks or affected safety or welfare of study participants and others or affect the integrity of the research must be reported to *SPU- Institutional Scientific Ethics Review Committee* within 72 hours

v. Clearance for export of biological specimens must be obtained from relevant institutions.
vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal.
vii. Submission of an executive summary report within 90 days upon completion of the study to SPU- Institutional Scientific Ethics Review Committee.
viii. Please note that it is within the ISERC's mandate to monitor your research and to do random visits to the site. All research is subject to post approval monitoring.

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) https://research-portal.nacosti.go.ke and also obtain other clearances needed.

Yours sincerely,



Dr. Daniel Nzengya, PhD
Chairperson
SPU- Institutional Scientific & Ethics Review Committee



ST. PAUL'S UNIVERSITY

APPENDIX IV: NACOSTI RESEARCH PERMIT

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: 600631

Date of Issue: 03/April/2024

RESEARCH LICENSE



This is to Certify that Miss.. JACINTAH WAYUA MIRITI of Saint Paul University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nakuru on the topic: EVALUATION OF EFFECTS OF PUBLIC PROCUREMENT DRIVERS ON PROCUREMENT PERFOMANCE OF NAKURU COUNTY GOVERNMENT for the period ending : 03/April/2025.

License No: NACOSTI/P/24/33960

600631

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Verification QR Code

NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.

See overleaf for conditions

APPENDIX V : PLAGIARISM REPORT

JACINTA WAYUA 14-6-2024.doc

ORIGINALITY REPORT

17%	3%	2%	1%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

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9	Submitted to Saint Paul University Student Paper	<1%

ST. PAUL'S UNIVERSITY

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(0) 736 - 424440

BOARD OF POSTGRADUATE STUDIES

12th March, 2024

National Commission for Science and Technology,
P.O. BOX 30623-00100,
Nairobi.

Dear Sir/Madam,

RE: RECOMMENDATION FOR JACINTA WAYUA MIRITI MBADIST367821–TO CONDUCT RESEARCH

This letter confirms the above-named person is a student in the Master of Business Administration Program at St. Paul's University.

The second year consists of a major research work leading to a Thesis. The student's selected topic is:

"Evaluation of effects of public procurement drivers on procurement performance of Nakuru County Government, Kenya."

Kindly grant this student the required permit.

Yours Faithfully,

DIRECTOR POSTGRADUATE STUDIES
ST. PAUL'S UNIVERSITY
12 MAR 2024
TEL: 020-2020505/2020510
PRIVATE BAG - 00217, LIMURU

Dr. John Muhoho
Director Board of Postgraduate Studies