

THE INTERNATIONAL JOURNAL OF BUSINESS & MANAGEMENT

Procurement Practices and Performance of Public Institutions in Turkana County, Kenya

Zephaniah Kipkogei Bartilol

Student, Department of Procurement and Supplies Management,
Mount Kenya University, Kenya

Dr. Peter Kamoni

Lecturer, School of Business and Economics, Mount Kenya University, Kenya

Dr. Peter Simotwo

Lecturer, School of Business and Economics, Mount Kenya University, Kenya

Abstract:

The success of any institution is majorly determined by the procurement practices adopted and how well they are implemented. Procurement concept has dominated most of the activities in public institutions because of the value attached to the role of procurement in enhancing the overall performance of the institutions; hence, the study seeks to investigate the procurement practices and performance of public institutions in Turkana County, Kenya. This research was pinned on Principal- Agency Theory, Contingency Theory, Stakeholder Theory and Porter Value Chain Analysis Theory. The study utilized a descriptive survey research design. The target population comprised 140 officials in various public entities in Turkana. The study used census techniques to come up with 140 participants as a sample size. Data were descriptively analyzed using means and standard deviations and inferentially by Pearson's correlation and regression analysis to measure strength and direction. Regression results demonstrated that procurement practices (procurement planning, E-procurement practices, sourcing ethics and evaluation practices) all yield statistically significant influence on procurement performance. The Coefficient of Determination or R square stood at ($p < 0.05$; $R^2 = 0.785$), which implied that 78.5% of the variation in the procurement performance was explained by variability in the variables under procurement practices (procurement planning, E-procurement practices, sourcing ethics and evaluation practices). The study recommends more pursuit of procurement practices involvement in procurement planning, E-procurement practices, sourcing ethics and evaluation practices. Public institution management, government, researchers and academicians will greatly benefit from this study as it provides viable insights that could guide decisions to serve their interests on the critical subject of enhanced procurement performance.

Keywords: Procurement practices, public institutions, performance, Turkana County

1. Background of the Study

According to Heinz Handler (2015), public procurement stipulates the process by which governments everywhere in the world and other key stakeholders under public law purchase products, services, and public works. The research study identifies the purpose of such purchases, which matches the specific national policy objectives like stimulating economic activity, protecting domestic industries, or alleviating regional disparities and this varies from purely restocking office general supplies or refurbishing an office building. This further explains the efforts undertaken both at the national and international levels to establish legal frameworks for these purchases to secure the markets so that they are not disrupted and taxpayers' money is efficiently utilized. In the recent past, several horizontal public strategic goals have come into play, among them environmental and social targets, as well as the promotion of research, development, and innovation perspectives. Procurement is one of the essential functions of both private and public institutions in the world.

In various nations of the world, procurement accounts for a large percentage of public expenditure. Hunt (2020) valued global public procurement at a tune of USD 13 trillion per year and asserted that over \$10 trillion, or 77% of the total, is spent by 17 countries. China is ranked highest in terms of public procurement, valued at \$4.2 trillion, while the USA spends about \$1.8 trillion. According to Organization for Economic Cooperation and Development (OECD, 2015), the UK spent 32.0% of general government expenditure and 13.7% of Gross Domestic Product (GDP) on procurement, while the Netherlands and Japan directed over 40% of government spending to procurement. In developing countries, it is increasingly recognized that the provision of essential service delivery on public procurement accounts for a high proportion of total expenditure (Basheka & Bisangabasaija, 2010). For instance, public procurement accounts for 70% of Uganda, 40% of Malawi, 58% of Angola, and 60% of Kenya's public spending (Abdi, 2012; Basheka & Bisangabasaija, 2010).

This expenditure is often in the form of goods, works and services with the best quantity, quality, price, and right place for the right purpose by instituting methods that comply with the rules and regulations. Procurement activity also extends to the ultimate disposal of property at the end of its useful life, as stated in the study by Lydia and Makori (2017). Excellent supply chain practices have improved over time globally, thus improving the organizational effectiveness and efficiency in the delivery of its objectives. Karimi and Rafiee (2014) assert that the historical supplier partnership, outsourcing, Information Technology sharing, and customer relationships have drastically shifted to a modern model approach in supply chain management of risk and award sharing, cooperation, process integration, and information sharing, creating a wider approach in the business environment.

Abdelhadi's (2017) study stated that procurement cannot be regarded as a primary value-adding activity notwithstanding its obligation to support function for value addition. However, sustainable procurement milestone is regarded as a source of competitive advantage only when it contributes directly to the formation of value over the traditional approaches. The procurement function has undergone significant change strides in many countries worldwide, shifting from a reactive activity to a more strategic model to keep pace with the expansion of procurement events and enhance procurement performance. The effectiveness of the procurement process refers to the ability to meet the need. Procurement efficiency focuses on how well this need has been met (Gonzalez & Muller, 2010). This implies that the procurement process must strive to meet procurement set objectives, with minimum impact and optimization of the organizational resources such as human capital and budget allocations that support the procurement function.

Fernando (2016) cites that global wide procurement involves the co-ordination and integration of a highly complex network of common items and materials, processes, designs, technologies, and suppliers across the departments of purchasing, engineering, and operation locations. The approach applies to the international supply chain model covering the areas of procurement, production and logistics. The synergy brings together the global players in a strategic procurement dimension utilizing the advantages of low-cost country sourcing. Instead, consider the procurement of products and services from countries offering reduced cost of production and lower overhead costs than that of the home country. The introduction of an e-procurement component gives companies the ability to compare real-time essential parameters of sourcing, such as supplier prices, service levels, and product quality. Jaeger (2011) helps companies source input products and services at the lowest possible cost while ensuring those inputs meet technical and other general specifications. Again, in the UK, two components are now in use: *e-requisition* and *e-sourcing*. The former refers to the purchase of goods and services by the end user, while the latter emphasizes the negotiations between the company and its suppliers in the diaspora.

In Africa, public procurement procedures are poorly executed, negatively affecting the realization of increased economic development within the region. For instance, in Nigeria, high levels of corruption and bureaucratic procedures within the government have been reported to be linked to the key challenges liable for the lack of development of road network infrastructure within the northern parts of the country (Nshombo & Appolloni, 2014). Similarly, the procurement sections of public entities in Uganda are challenged with the matter of not having enough information about the procurement procedures, its inputs, outputs, resource consumption and results. They are, therefore, unable to work out their efficacy and effectiveness (Amos & Wallace, 2017).

The Public procurement system in Kenya has undergone important developments over the years. The system had no formal regulations within the 1960s. The treasury circulars for procurement purposes were implemented between 1210s and 1990s. Two significant acts were enacted-the first Public Procurement and Disposal Act, 2005 (PPDA) was followed by the Public Procurement and Disposal Regulations, 2006 (PPDR). The immediate development after the entrenchment of procurement in the constitution of Kenya 2010, these laws were repealed by the enactment of the Public Procurement and Assets Disposal Act (PPAD) of 2015 and connected to Public Procurement and Disposal Regulations (PPDR). Recently, an improved version of Public Procurement and Asset Disposal Regulations (2020) was released, which incorporates e-procurement, debarment, preference/reservations, and amendment/variations of contracts, making the regulations conform to global changes. These legislations provide a robust legal framework on which the fight against corruption in public procurement is anchored. The PPAD Act of 2005 establishes the procurement methodology to be applied, advertising and time limits rules, tender technical proposals or specifications, bid evaluation and award criteria, submission procedures, opening of tenders, and therefore forms the perfect complaints system structure (Noah, 2018).

The concept of procurement planning tool helps in finding a comprehensive mechanism and agreeing to terms by acquiring services, work or goods through which organizations obtain products and services from external suppliers. A procurement plan defines and documents the small print of purchases from suppliers needed for a specific department in an organization. Procurement planning phase is the major driver that sets the stage for successive procurement activities in an organization. It is very important for the following reasons:

First, it helps to make a decision about what to shop for, when and from what sources; it allows planners to work out if expectations are realistic. Secondly, it manages the expectations of the requesting entities, which usually expect their requirements to be met on short notice and over a shorter period than the stipulated procurement regulation method. Thirdly, it is an opportunity for all stakeholders involved in the processes to meet to discuss particular procurement requirements, Senait et al., (2016).

According to PPR (Year), although systematic procurement planning has been established in Kenya, there are gaps in compliance. It was found out, for instance, that there was a low portion of procurements that were done through an open tendering approach. Another study by KPMG International carried out after the introduction of the Regulations again found that public procurement still suffers from vices of fraud and misconduct. Kenya Anti-Corruption Commission (KACC) has highlighted that public officials distort the Regulations to restrict the participation of interested companies in procurement or still direct the outcome of others, per their report, Kyalo and Kitheka, (2020). Procurement practices are

specific activities carried out by organizations to promote effective management of their supply chain. Various studies conducted in the past by Turner (2011), Wanyonyi & Muturi (2015), Wangui (2014), Kiage (2013), Karanja & Kiarie (2015) place a premium on procurement practices as a precursor to excellent procurement practice indicators. Procurement practices are fundamental activities carried out by an institution to promote perfect and effective supply chain management (Sollish & Semanik, 2012).

Efficient procurement practices are essential for proper public financial management and effective budget implementation. Indeed, sound procurement practices are critical for economic growth and better-improved performance. They are essential for the achievement of organizational goals, cost reduction and supply chain performance. The implementation of procurement best practices in the world has enabled organizations to tackle difficulties associated with their performance (Ilyas, Mohammed, Fien & Shanty, 2018). From a positive perspective, organizational performance is the ability of an organization to fulfill its mission through sound procurement practices, strong governance and a persistent re-dedication to achieving results against its objectives (Kamaamia, 2016). It includes both financial and non-financial indicators capable of assessing the extent to which organizational goals and objectives have been attained. Overall organizational performance is closely linked to the performance of procurement and therefore, it is necessary to guarantee that procurement performs to the best levels so that the organization achieves high levels of operations excellence (Kinuthia & Abdallah, 2015).

Successful procurement practices are vital for economic growth and excellent procurement performance. In the process of adoption and adherence to procurement practices, organizations have realized the benefit of handling the challenges with their performance (Ilyas, Mohammed, Fien & Shanty, 2018). Procurement processes that consider the core parameters of social, economic, and environmental factors can drive sustainability along value chains. A study conducted by United Nations Environment Program (UNEP, 2017) on sustainable public procurement towards alignment with Sustainable Development Goals was acknowledged by the international community because of the inclusion of sustainability factors. The results of the study focused on sustainable public procurement practices in accordance with the stipulated procurement policies, regulations, priorities, and performance. Despite the global lens on procurement performance success, there are limitations of risks, challenges in communication, risk of unstable exchange rates and some notable reputational risks such as branding quality checks. In the United Kingdom, many companies are finding e-procurement to be an effective way to maintain their supply chain management and performance.

Globally, organizations continue to face the pressure of delivering results in an uncertain world due to emerging dynamics. The modern business environment with set organization objectives demands companies to continuously improve processes in a timely and cost-effective manner while maintaining the organization's profitability and market relevance. In this context of a dynamic global marketplace, procurement must play a leading role in capturing the value at stake to position its successes (Spiller, Reinecke, Ungerman & Teixeira, 2014). Organizations are gradually confronted with global competitiveness, markets and business models change, the pressure of cost reduction, price volatility and scarcity of raw materials. They respond to these challenges by mitigating the risks through cost reduction, new market entry or partnerships, the release of new products and services to the market, and redesigning the organizational structure (Pande, 2018). According to Organization for Economic Co-operation and Development (OECD) (2014), all United States federal government agencies use the Federal Procurement Data System (FPDS) to report on public procurements greater than USD 25000. The US federal government purchases more than USD 500 billion per year in terms of goods and services. The US government, through the procurement model, has established mandates for socio-economic goals such as purchasing from small businesses, forms of people with disabilities, companies owned by local Native Americans, gender balance and other socially disadvantaged groups; and finally, consider green, sustainable purchase acquisition. The federal program has swiftly considered sustainability to cover recycled content products, energy, water-efficient products, bio-based products, environmentally friendly products, vehicle energy, and reducing toxic and hazardous materials in the atmosphere. Since the early 1990s, the federal government has been stressing sustainable green procurement monitoring, reporting and reports to congress every two years on the results achieved. The FPDS tool has progressively improved to help agencies accurately report compliance achievement with the sustainable acquisition set mandates.

Locally, several studies have been done in procurement with issues ranging from e-procurement to case studies of public institutions. Munyao and Moronge (2018) highlighted the importance of automation of the procurement process to minimize risks, costs and possible losses of manually interfering decisions that favor specific players. The findings of this study elaborated that the adoption of an e-procurement system significantly affects the procurement performance in public universities in Kenya. Audi's (2014) study concluded that multinational companies in Kenya have a lot to benefit by practicing classic strategic procurement and the need for further research and wider coverage of strategic procurement practices in the future. Mokogi, Mairura and Ombui (2015), in their study, confirmed that procurement practices are significant in checking the performance research conducted on a commercial state-owned enterprise in Nairobi County. Odero and Shitseswa (2017), in their study, concluded that procurement practices affect the procurement performance of public sugar manufacturing firms in western Kenya and recommended that further research should focus on other areas, such as the importance of supplier selection.

2. Statement of the Problem

Public procurement plays a fundamental role in the economic development of any country globally. The Kenyan government utilizes the revenue raised annually for the implementation of public service delivery for its citizens. Jackline and Noah (2018) allude that the public procurement system that is economically inefficient always undermines the government programs for economic growth in any country. Kenya government loses about one-third of the national budget to corruption, with 80 percent of all corruption cases before the Kenya Anti-corruption Commission linked to

procurement (AfriCOG, 2015). Other related studies show that the PPDA's objectives of clearing out inefficiencies in the procurement process are in vain. The removal of the culture of abuse and meeting the desire of public purchases to obtain adequate value for the expenditure of public resources has not been fully achieved in practice.

The challenges experienced could be because of weak procurement management practices. Some of the notable procurement scandals such as the recent Kenya Medical Supplies Agency (KEMSA) procurement scandal in the year 2020 for COVID-19 medical supplies, National Youth Service scandal, The Anglo Leasing scandal, the National Security Social Fund (NSSF) medical cover scheme scandal, the Standard Gauge Railway (SGR) among others. The study of Hope K.R. (2017) pointed out an alarming indicator that Kenya is one of the most predatory states in the African continent and has become a brigand economy where corruption pervades all levels of society. Without proper procurement practice, public funds may not be adequately utilized at the devolved units; hence, there is a need to examine further the current procurement practices, their effectiveness and how they can improve procurement performance.

Although studies have been done on this topic at the national level, there is little evidence of the deep dive of procurement practices and performance at public institutions at the county level despite investments in devolved governance structures in Kenya since 2013. The gap calls for further research models to document more evidence. This study is intended to bridge this gap by investigating the effect of procurement practices and the performance of public institutions with a closer lens to the region of Turkana County and the subsequent findings were replicated to inform on the status of other counties in Kenya. The necessity of this research is not only limited to its applicability to the present challenges that Kenya is facing in its procurement system but also to other countries globally which are facing similar experiences and problems in the procurement sector. Most importantly, this study will focus on procurement performance practices, namely procurement planning, e-procurement, sourcing ethics and evaluation practices of public institutions. The research study shall adopt the approach of a descriptive survey research design to scrutinize procurement management practices and procurement performance.

3. Literature Review

A study by Wagner, Padhi, and Bode (2013) on the topic of the procurement process sought to examine the global sourcing landscape that has constantly produced new challenges, risks, and opportunities, which makes purchasing and supply management increasingly complex. The study found the need to design various purchasing plans because different plans are being applied to different suppliers depending on the relationship between the company (buyer) and the suppliers, the classification of goods and services that were procured and the risks faced by the company to acquire the goods and services. A similar study by Toktas-Palut et al. (2014) aimed at finding out the impact of e-commerce on logistics common general problems and discovered that e-procurement has attracted great attention from the academic class and numerous studies have been conducted on risks associated with e-procurement. The study reiterates the comprehensive cycle of procurement that kicks off with procurement planning, a step closely associated with the budget forecast proposal process.

Mamiro's (2010) study on the effect of procurement planning concluded that one of the major setbacks in public procurement in the world has highlighted areas of poor procurement planning, scheduling and management of the procurement process. The study defines procurement planning as the principal function that sets the stage for subsequent procurement activities in the supply chain and is extremely essential to the successive phases in the procurement cycle and summarizes findings on a perfect procurement plan that clearly defines the process of appointing and contracting suppliers. Wily & Njeru's (2014) study on the effects of procurement planning on procurement performance identifies the adherence to planning, revealing that procurement planning is the primary function that sets the stage for subsequent list of procurement activities and a driver that rolls over the procurement process. The study again states that procurement planning is the process used by companies, organizations, or institutions to plan purchasing scheduling activities for a definite period. The outcome singles out the primary role of procurement planning, which triggers cost savings, more efficiency in business operations, and, therefore, increased profitability. Hence, procurement planning is the core component of the purchasing function through which institutions obtain products and services from external vendors.

Gallego's (2011) study on the review of modeling plans examined the impact of deprived areas regeneration in cities' transformation dynamics and found out that the success of a buying institution is highly dependent on the supplier's performance and the fact that the supplier and the buyer have the same idea of what satisfies their quality of the product or service needed. Further to this reflection, he asserted that poor inspection of goods and services has resulted in non-delivery of certain items. The outcome may lead to under-delivery or delivery of sub-standard or counterfeit goods. In some instances, it is not evident whether all the organizations had established a committee in charge of inspection and acceptance to ensure that procured goods and services were delivered as required.

Rotich's (2011) study focused on the Influence of planning on procurement performance and targeted establishing the influence of procurement portfolio management on procurement performance, effects of logistics management on procurement performance, adherence and impacts to procurement plans on procurement performance with a focus on public corporations. The study found out the existence of a strong matrix relationship between procurement planning and procurement performance. This shows that adherence to procurement plans, the presence of a procurement portfolio and efficient logistics management affect procurement performance in public institutions. The study elaborates on a good procurement plan that goes further to assess the buyer and ensures that a vendor or supplier has suitable systems and procedures in place for monitoring and managing its operational outputs. The detection and correction systems that identify any defects are called quality control, while those for prevention of defects are known as quality assurance systems, which the buyer needs to check that the supplier streamlines its process. These findings confirm that organizations appraising the quality of suppliers may find themselves looking at matters such as procedures for

inspections and cross-checking of purchased materials, compliance with the accreditation of national and international quality standards regulatory bodies such as the company standards, Association of Trade Standards, International Standards Organization (ISO).

Kumar (2014) researched Integrated planning and sustainable development, aimed at identifying the sustainable integrated planning approaches documented that the lack of an integrated planning process is a serious shortcoming that leads to many supply chain inefficiencies such as high safety stock, difficulties in managing seasonal demand patterns and reorder levels, lack of sufficient demand forecasting, delay in planning horizons and inability to capture supply limitations concerning capacity or materials availability. Public procurement should enable public institutions to deliver efficient services to the public. However, public procurement inefficiencies, which include but are not limited to delays in preparations and submissions of department procurement plans, delay the subsequent preparation of the overall organizational procurement plan. This outcome revealed a massive contribution of procurement planning in facilitating an effective and efficient service in public sector organizations in both developed and developing countries. The result acknowledges that a procurement plan is influenced by several factors, including the value of the procurement, the type of procurement and determining whether it is sensitive, unique, high risk, or of strategic significance to the procuring team.

Zhen and Zhang (2018) managed to study the Procurement risk under uncertainty and sought to provide researchers with an overview of the common uncertainties that occur in procurement including applicable best practice approaches for analyzing diverse uncertain scenarios. The study concluded that managing procurement risk not only needs to mitigate the risk of price and lead time but also create a classic analysis technique in supply and demand uncertainty in the market environment. It confirms that a procurement plan has the potential to cut costs, shorten procurement lead times, enhance stakeholder's relationships, reduce procurement risks, and improve the overall procurement performance. This result further explains that procurement planning is perceived in terms of quality, delivery, cost, and flexibility of the procurement process, which influence the competitive competence of the organization in meeting customer requirements.

Kavuva & Ngugi's (2014) study on the Effect of procurement practices on the procurement performance of public sugar manufacturing firms in western Kenya aimed to establish the effect of procurement planning and staff competence on procurement performance. This research affirmed that good procurement planning attributes contribute to improved efficiency and effectiveness of performance in local government procurement systems in public institutions in Kenya. Apiyo and Ogubala's (2014) study on the Influence of quality management on the supply chain examined the influence of quality management on supply chain performance and found out that a lack of ICT tools, budgeting procedures and immediate management support severely affects procurement planning. The study showed that budgetary planning influenced procurement performance and confirmed that management plays important roles in ensuring that competent staff, allocations of funds, budget adherence, and training of staff to increase their knowledge and skills. Suppliers also play a very big role in procurement performance by complying with the delivery lead times and according to the specifications provided as a sample of the huge supply. A consolidated procurement planning prepared collaboratively with ownership of all departments contributes to successful organizational management with optimal results across all sectors.

Mahama et al.'s (2016) study on Enterprise Resources Planning systems and the effects on management control sought to understand how changes regarding Management Control (MC) systems can be explained in response to the implementation of an ERP system. The research argued that the social and material entities that makeup ERP systems through their collective force should define the agency of ERP systems. This implied that when Enterprise Resource Planning (ERP) systems are fully operational in a business organization, they can yield good results, including reduced cycle time, faster information transactions, better financial management, laying the groundwork for e-commerce, and making implied knowledge explicit of capacity building. ERP represented a larger evolution of applications, which are integration beyond accounting but an extension of material requirements planning (MRP), later accounting resource planning and computer-integrated accounting in an organization. A study was conducted by Maditinos, Chatzoudes and Tsairidis (2012) on the Factors affecting ERP system implementation with the purpose of how ERP enhances productivity and working quality by offering integration, standardization, and simplification of multiple business transactions. The study found out that much of the research reported the failure caused by a possible high degree of complexity from the massive theory of change but not the ERP software platform in an organization. Some global studies reveal that despite an increase in the turnover of purchased goods and services, the management of these costs and processes does not match the cost management of direct and indirect goods. There is a need to bridge the gap. Hence, the advancement of information technology specification helps provide the description of a technology product, service or works that a customer seeks to procure and is also a description of what a vendor must be prepared to supply to be considered for an award. Leveraging information in the electronic procurement process enables the visibility of organizational purchasing data with tangible evidence instantly, creating the opportunity to negotiate better terms with suppliers based on key parameters of volumes, price and quality, amongst other terms and conditions. Similarly, supplier performance metrics for agreed lead time shipments, quality and invoicing process can be considered when negotiating general terms with suppliers and determining key sourcing strategies for categories of goods or services. Through the analysis of historical purchasing, organizations can compute the total cost of ownership rather than just the purchase price perspective. The extracted evidence-based data information can also be leveraged by end users to track procurements status, delivery, and payment terms. This allows an organization to plan and manage order requirements effectively. A central database for storing and maintaining information of supplier catalogues and pricing information allows users to order against current pricing data and approved prequalified suppliers. Indeed, the market players change quite often, and the long-term agreements need to be reviewed periodically, hence providing a healthy competitive comparative advantage to organizations.

Luo et al. (2017), in a case study entitled Supply Chain Management, sought to understand the modalities of efficient planning and flexible operations that enable supply chains to scale with ease to meet the emerging challenges of high growth and seasonal demand shifts for quicker time to market and improved customer service. The study result emphasized that once you have a Systems Applications and Products (SAP) account, you can access the information you need wherever you are. The study confirms that the minimum order quantities and spending volumes can be set for each organization's internal departments, hence making a consolidation of multiple purchase requests through a collaborative supply plan model with well-organized scheduling. This arrangement has the benefit of reducing the total number of purchase orders or contractual obligations, which in turn reduces processing costs, being a key driver in value for money. The model is linked to the theory of economies of scale in procurement cycle scheduling, where similar supply needs are clustered together for huge procurement negotiations. Information Technology increases efficiencies through its process workflow from the initial stage of preparing a procurement requisition through to the settlement of bills by finance, which can be managed electronically by e-procurement processes, reducing errors and processing time. This is a shift in most organizations in the world of commerce towards a paperless transaction process, which helps in reducing carbon footprint as well, which is critical in sustainable procurement. These efficiencies enable a reduced procurement cycle time from requisition to payment. The timesaving largely contributes to reduced inventory levels with monitored reorder levels, resulting in a multiplier effect on cost savings through better cash flow and diminished inventory carrying costs. Building the capacity of procurement staff through training and support with new responsibilities and end users is an important component in managing the theory of change. Similarly, the core senior management team must show leadership and support during the implementation of the change strategy by insisting on compliance for an overall organization's success. The problem of high turnover of qualified procurement staff was faced by all case study countries, as reported by African Development Bank Group (2012).

Kushch's (2019) study on Procurement leadership sought to learn how to assess current conditions to choose and implement a strategy that will provide the greatest potential for added economic value and competitive advantage. The study asserts that a modern procurement leader and IT procurement success is based on the identification of logical expectations of the applicable software tools' performance, plus the measurement of consistent metrics and key performance indicators for measuring the performance and success of the product outcome. The three categories of information technology procurement management processes are namely: supplier relationship management, asset management and total quality management. The management processes consist of activities involved in the overall governance of information technology and are not specific to any procurement event but rather generalized across all such events in an organization, which is a shift from traditional management. Record management is one of the key success factors of strategic procurement implementation. The organizational record management systems and information flow process also have a major influence on organizational performance. Similarly, organizational record management is an important driver for increasing internal process improvement and enhancing learning and innovation, including the knowledge of purchasing personnel, their computer skills and resources. Therefore, record management support is a key influence on organizational performance and makes the procurement scheduling process more transparent, helping organizations realize good practices in governance impacts (Hui et al., 2011).

Public institutions' (2010) research on the codes of ethics as contraction constraints of the abuse of authority with hierarchies sought to understand the application, influence, and compliance with ethical procurement practices on the management of public secondary schools being selected as an example of a public institution. The study defined ethics as the activity of examining the moral values of a society and interrogating how these cultural practices apply to the life of someone on reasonable standards or otherwise. Ethics involve a system of moral principles by which human activities and proposals may be judged to be either good or bad, right or wrong, and the instructions of conduct recognized in respect of a particular class of human actions and moral values of an individual. In the Kenya context, it is fundamental that procurement expertise looks keenly for any signs of unacceptable practices in the supply chain process, such as fraud, corruption, bribery, environmental degradation, migration of human trafficking for cheap labour, and wider issues of oppression in the society such as child labour. The end users, being consumers, should always demonstrate integrity and take the time to understand the essentials of ethical behaviour while choosing and managing suppliers for all-inclusive ownership of behaviour change strategies. The implementation of this includes having a policy in place that helps institutions to ensure that the products/goods and services being procured are produced and delivered ethically and responsibly. Public procurement in Kenya has undergone significant development since 1960s and has had good success in the introduction of the Procurement and Disposal Act (PPDA) in 2005 and later procurement regulation in 2006, which introduced new standards for public procurement practice in public sectors in Kenya.

Karanja and Mugo's (2010) study on Determinants of Effective Procurement Ethical Practices in Kenya pursued a comprehensive insight into the determinants of effective implementation of good, acceptable ethical practices in procurement procedures. The research results found that public officials should always behave ethically and fairly in their business undertakings. Ethical procurement in public institutions provides advice and guidance to the buying organizations on how to develop ethical purchasing practices in their standard operating procedures within their supply chain systems for better sustainability. The Chartered Institute of Purchasing and Supply (CIPS) trusts that all public institutions should collectively apply the ethical practices set out through the laws, regulations, policies, or procedures and should motivate all departments of an organization to include proper ethical business practices in all areas of their work ethics. Organizations should also involve all stakeholders throughout the process for ownership to comply with the practices and understanding because it is vital that the organization's management visibly endorses procurement ethical policy with non-negotiable terms. Over the years, ethical supply chain issues become more widely visible and understood, whilst stakeholders are starting to task organizations about their compliance. The study by Basheka & Tumutegyereize

(2010) interpreted the effects of the ethical procurement process of medical equipment and supplies in public hospitals, with an interest in the impact of ethics on the procurement process approaches of medical supplies or equipment in the public hospitals in Nyeri County, Kenya. The results indicated that ethics was strongly and positively correlated with the procurement process and further elaborated that those unethical practices have unlawfully enriched public officials themselves and close allies by misusing the public procurement trust bestowed on them as public servants. There is a rapid growth in ethical investment funds that encourages organizations to look for insights on issues of corporate social responsibility. The common stresses on procurement ethics being an important perspective in procurement because procurement staff in an institution are the representatives of their organization in dealing with suppliers. More so, sound ethical conduct in dealing with suppliers is crucial to the creation of long-term relationships and the establishment of supplier goodwill. It is arguably impossible to claim procurement professional status without reference to a consideration of its ethical aspects as a measurement of integrity.

A study by Abubakar and Rajput (2012) on Supplier development practices and current trends had the purpose of finding out from different organizations the parameters of supplier development, activities, programs, and critical elements to measure applicable supplier development practices. The study found out that supplier development practices are important components of supply chain management and supplier evaluation is a process that requires resources or cost commitments to establish and maintain an effective evaluation system in an organization. This evaluates the content of potential to research and innovate, being the key criterion for supplier's evaluation and suppliers are expected to contribute about 50% of development. In 2008, HP was awarded the process award for its successful Social and Environmental Responsibility (SER) Program after the company heavily focused on working with existing suppliers to improve SER activities and through a self-assessment evaluation that triggered around 200 high-risk suppliers around the world. Arsan and Shahn (2011), in their study on supply evaluation, which aimed to determine the success factors for supplier evaluation, found out that it is a customer-oriented approach that will increase performance and ensure positive results.

4. Research Methodology

The study applied a cross-section survey approach because it employs a single point of data collection for each participant where the results from the sample are inferred to the larger population. The results shall provide a reflection on the behaviours of other similar public institutions in Kenya but with a focus on public institutions in Turkana County. The study used census techniques to come up with 140 participants as a sample size. The data were analysed exclusively and then harmonized and/or shared (Creswell & Clark, 2011). This study requires utilizing multiple approaches, data sources, observers, or theories to earn a more comprehensive perception of the aspect being investigated. Primary data was collected using questionnaires. Questionnaires were utilized to present the influence of procurement practices on the procurement performance of public institutions in Turkana County. Public institution management, government, researchers and academicians will greatly benefit from this study as it provides viable insights that could guide decisions to serve their interests on the critical subject of enhanced procurement performance.

5. Results

The study had a sample size of 140 research participants and the researcher administered the questionnaire to all of them, but he managed to get back 121 of the filled-in questionnaire. This represents a response rate of 86.4 percent of the total response, as indicated in table 2. The study considers the rate of 86.4 as very good since it was over 70 percent, as stated by Saunders et al.'s (2017) proposition that a response rate over 70 percent is very good.

	N	Mean	Std. Dev.
Needs identification is done prior to sourcing goods and services in your organization.	121	3.929	.9112
Collaborative procurement planning is effective and efficient in your organization.	121	3.641	1.185
Preparation of delivery schedules is strictly done regarding procurement in your organization.	121	3.629	.9329
Your organization involves all stakeholders with regard to procurement activities.	121	3.427	.9823
Your organization identifies potential procurement risks/ mitigation measures.	121	3.526	.9488
The overall performance of procurement planning of your organization is rated well.	121	3.804	.9204

Table 1: Procurement Planning

	N	Mean	Std. Dev.
There is greater productivity in implementing an e-procurement strategy	121	3.13	1.284
E-procurement has enhanced control mechanisms compared to traditional methods and practices of procurement.	121	3.49	1.151
E-procurement has supported the reduction of mistakes and human errors that were common in traditional procurement practices.	121	3.21	1.295
There is improved management of business relationships and vendor evaluation mechanism	121	3.34	1.178
Centralized tracking of transactions has enhanced efficiency and effectiveness in your organization.	121	3.00	1.167
Has the organization introduced an Enterprise Recourse planning (ERP) platform in your organization?	121	3.44	1.148

Table 2: E-Procurement

	N	Mean	Std. Dev.
Your organization is committed to the delivery of quality goods, services and works in line with qualifications, professional commitments and contract terms.	121	4.174	.6544
Procurement department acts lawfully and ethically, and it encourages this behavior in the marketplace, including its suppliers.	121	3.937	.7638
Procurement employees maintain independence objectivity and avoid conflicts of interest or undue influence.	121	3.993	.7337
Your organization preserves client, business confidentiality and privacy.	121	3.946	.9846
There is fair competition and honesty in the procurement of goods and services	121	4.180	.7110
The procurement practices commit to reducing the environmental impact of designs, manufacturing processes, services, and waste emissions.	121	4.281	.6700

Table 3: Sourcing Ethics

	N	Mean	Std. Dev.
Adherence to all the legal processes of tendering	121	3.723	.9406
Tender award stem is fair and transparent	121	3.885	.9581
Access to information about tenders is effective and efficient in your organization	121	3.951	.9881
Supplier selection is critical in the tendering processes phase and is applied in my organization.	121	3.872	.9806
Integrity or honesty is upheld during tendering processes	121	3.985	.9581
Tendering process in your organization is effective in enhancing the performance of the institution.	121	3.866	.9024

Table 4: Evaluation Practice

	N	Mean	Std. Dev.
Effectiveness and efficiency of procurement practices	121	3.862	.9069
Level of Accountability	121	3.764	.8981
Level of transparency and fairness	121	3.892	.12181
Timely deliveries	121	3.843	.9806
Delivery of right and quality goods	121	3.856	.9881
Quality of service deliveries	121	3.866	.9024

Table 5: Procurement Performance

		Procurement Practices	Procurement Planning	E-Procurement Practices	Sourcing Ethics	Evaluation Practices
Procurement Practices	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	121				
Procurement Planning	Pearson Correlation	.742**	1			
	Sig. (2-tailed)	.000				
	N	121	121			
E-Procurement Practices	Pearson Correlation	.606**	.045	1		
	Sig. (2-tailed)	.002	.686			
	N	121	121	121		
Sourcing Ethics	Pearson Correlation	.346*	.141	.025	1	
	Sig. (2-tailed)	.011	.063	.501		
	N	121	121	121	121	
Evaluation Practices	Pearson Correlation	.517**	.081	.085	.054	1
	Sig. (2-tailed)	.000	.411	.267	.440	
	N	121	121	121	121	121

Table 6: Correlation Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.886 ^a	.785	.775	.50415

Table 7: Model Summary

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig
		B	Std. Error	Beta		
1	(Constant)	3.649	.251		8.216	.000
	Procurement Planning	.673	.199	.661	3.513	.002
	E-Procurement Practices	.519	.231	.462	2.564	.006
	Sourcing Ethics	.301	.276	.331	1.332	.008
	Evaluation Practices	.448	.226	.086	2.240	.000

Table 8: Coefficient Results

6. Conclusions

From the analysis, it has been observed that procurement practices influence procurement performance in public institutions in Turkana County. The regression results indicated that procurement practices (procurement planning, E-procurement practices, sourcing ethics and evaluation practices) had explanatory influence over the procurement performance of public institutions in Turkana County, where it accounted for 78.5 percent of the variation in procurement performance of public institutions in Turkana County ($R^2 = .785$). Based on the study findings, the study, therefore, concluded that procurement practices (procurement planning, E-procurement practices, sourcing ethics and evaluation practices) had a significant influence on procurement performance in public institutions in Turkana County.

7. Recommendations

It was discovered that procurement practices significantly influenced procurement performance, though with the varied individual influence of each of the procurement practices measures (procurement planning, E-procurement practices, sourcing ethics and evaluation practices). The study, therefore, advised that the management of public institutions should define and adopt the required procurement practices for procurement performance to be guaranteed; thus, they have the expected sequence to generate a precise fit to make them perform better.

8. References

- i. AfriCOG. (2015). *Africa Centre for Open Governance*. Nairobi. Factors Influencing Procurement Practices in Government Ministries in Kenya. *The Journal of Strategic Business and Change Management* 5(2), 2033–2059.
- ii. Abouzeedan, A., & Busler, M. (2002). Information Technology (IT) Impact on Acquiring Complex Facilities and Projects. *The Journal of Public Procurement*, 4(3), 471.
- iii. Alexander. (2009). *Procurement Planning and Accountability of Local Government*.
- iv. Basheka, B. (2008). *Procurement Planning and Local Governance in Uganda. A Factor Analysis Approach Uganda Management Institute*. *The Journal of Business Management* 2(3).

- v. Beatrice, N. A. (2012). *Factors influencing effectiveness in Tendering process in public sector, the case of Nyeri County, Kenya*. The Journal of Business Management 1 (2).
- vi. Caldwell, N., Roehrich, J., & Davies. (2009). procuring complex performance in construction: London Heathrow Terminal 5 and private finance initiative Hospital. *Journal of purchasing and supply management*.
- vii. Collins. (2009). Human resource development practices as a determinant of HRD climate and quality orientation. *Journal of European Industrial Training*, 30(1), 4-18.
- viii. Creswel, J. (1999). *Research Design 4th ed, London Culture Policy: Kenya*.
- ix. Croom & Johnston. (2003). The Impact of User-Perceived e-Procurement Quality on System and Contract Compliance. *International Journal of Operations & Production Management*, 274-296.
- x. Dozzi, S., & Schoreder. (1996). Utility Theory model for bid mark-up. *Decision journal of constructing Engineering and Management ASCE*, 122(2) 119-124.
- xi. Freeman, E. (1999). (1984) *Strategic Management: A Stakeholder Approach*. Boston. Pitman Publishing.
- xii. Government of Kenya. (2010). *Constitution of Kenya (2010)*. Nairobi: Government Printers.
- xiii. Hagén, h., & Zeed, J. (2005). Does ICT Use Matter for Firm Productivity?
- xiv. Hill, C. (2011). Stakeholder-agency theory. *Journal of Management Studies*, 29(2), 131-154.
- xv. Joan, W. (1958). *Contingency Theory*.
- xvi. Juliana, A. M. (2013). *Effectiveness of procurement planning on service delivery in public sector a case study of Tanga city council*.
- xvii. Kabaj, O. (2003). *The Challenges of African Development*. UK: Oxford.
- xviii. Kakwezi, & Nyeko. (2010). *Procurement Processes and Performance Efficiency and Kenya*. MBA Project, University of Nairobi.
- xix. Karanja, M. (2015). Influence of Procurement practices on Organizational performance in private sector in Kenya: A case study of Guaranty Trust Bank Kenya Ltd. *International Journal of Business & Law Research*, 3(2).
- xx. Kenard. (2006). Sustainable procurement, Commercial Management, Shaping and Change. F.A University, *Ed Journal of Public Procurement*.
- xxi. Kiage. (2013). Factors Affecting Procurement Performance. A case of Ministry of Energy. *International Journal of Business and Commerce*, 3 (1) 54-70.
- xxii. Kihara, J. (2009). Oversight Authority Public Procurement. *Kenya Procurement Journal, Issue 003*.
- xxiii. Kiplagat, P. (2010). *The Impact of Strategic Procurement in Communications Commission of Kenya*. MBA Project. University of Nairobi (Unpublished).
- xxiv. Kiruja, B. (2014). *Procurement Methods and Procurement Planning Among Parastatals under National Treasury*.
- xxv. Kothari, C. R. (2004). *Research Methodology: Methods & Techniques*. New Delhi India: New Age International Publishers.
- xxvi. Lysons, K., & Dillingham. (2003). *Purchasing and Supplies Chain Management*.
- xxvii. Mamiro, R. (2010). Value for Money, the Limping Pillar in Public Procurement. *Tanzania Procurement Journal*, 4 (5).
- xxviii. Aketch, J., & Karanja, P. (2013). *Factors Influencing Procurement Performance in Constituency Development Fund (CDF): Case of CDF Use in Makadara Constituency*.
- xxix. Mosoba, T. (2012). *Public Procurement System in Kenya*.
- xxx. Mugenda, O. M., & Mugenda, A. G. (2003). *Research Methods*. AfriCOG. (2015), *Factors Influencing Procurement Practices in Government Ministries in Kenya*.
- xxxi. Abouzeedan, A., & Busler, M. (2002). *Information Technology (IT) Impact on Acquiring Complex Facilities and Projects*.
- xxxii. Alexander. (2009). *Procurement Planning and Accountability of Local Government*.
- xxxiii. Allen. (2013). *Impact of Job Analysis on Job Performance*.
- xxxiv. Basheka, B. (2008). *Procurement Planning and Local Governance in Uganda. A Factor Analysis Approach Uganda Management Institute*.