



SEEK WISDOM, ELEVATE YOUR INTELLECT AND SERVE HUMANITY!



ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS

**FACTORS THAT AFFECT PUBLIC PROCUREMENT
PERFORMANCE: A CASE OF AKAKI KALITY SUB-CITY
ADMINISTRATION**

**A THESIS SUBMITTED TO COLLEGE OF BUSINESS AND
ECONOMICS AT ADDIS ABABA UNIVERSITY IN PARTIAL
FULFILLMENT OF THE REQUIREMENT FOR THE DEGREE OF
MASTER OF BUSINESS ADMINISTRATION**

BY: ZEINEBA YESUF (GSE//11)

ADVISOR: ASRES ABITIE (PHD)

JUNE 2021
ADDIS ABABA, ETHIOPIA

ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS

POST GRADUATE PROGRAM OF BUSINESS ADMINISTRATION

This is to certify that this research titled as “Factors That Affect Public Procurement Performance: A Case of Akaki Kality Sub-City Administration”. It is submitted to College of Business and Economics at Addis Ababa University in partial fulfillment of the requirement for the degree of Master of Business Administration in Management. The thesis written by Zeineba Yesuf is an authentic study carried out by her own effort Approved by Board of Examiners

Asres Abitie (PhD)

Advisor

Signature _____ Date _____

Amare Abawa (PhD)

Internal Examiner

Signature _____ Date _____

Temsgen Belayneh (PhD)

External Examiner

Signature  Date_13/07/21

DECLARATION

I declare that my study, entitled "Factors Affecting Public Procurement Performance: The Case of Akaki Kality Sub-City Administration", is the result of my own in-depth research. This study has not been submitted for a degree at any other university. It was submitted to the College of Business and Economics at the University of Addis Ababa to partially fulfill the requirement for a Master of Business Administration degree. All sources of materials used for research are properly accepted, cited and referenced.

Name: Zeineba Yesuf

Signature: -----

Date of submission:

LETTER OF CERTIFICATION

It has been confirmed that Zeineba Yesuf conducted her study under the supervision of factors affecting public Procurement performance in Case of Akaki Kaliti Sub-City Administration. This work is fundamental in its nature and is acceptable for partial fulfillment of the requirements for the degree of Master of business administration (MBA) in management.

Asres Abitie (PhD)

(Advisor)

Signature _____

Date _____

Acknowledgments

God (Allah). For giving me the strength, hard work, courage, endurance, motivation, commitment and patience overcoming various obstacles and coming to the conclusion of research.

I am deeply thankful to my advisor, Asres Abitie (PhD), is a very responsible genius for his understanding, answering my frequent questions without hesitation, I am so thankful for his countless suggestions, help, kindness and invaluable advice.

I would like to express my deepest gratitude to my brothers, Mr. Biruk Tafese, (MBA), Dr. Gashaw Haile (PhD), and Mr. Demlash Tades (MSc), and my classmates for their valuable advice and support. This thesis encourages comments on successful completion. I would also like to thank the management and staff of the Akaki Kaliti sub-city Administration for helping me to obtain the data needed for the study. My thanks to all the respondents for providing me with the data I needed. Also, a special thank you to my loving husband Mr. Admasu Muzyn for the inspiration and commitment throughout my life. My sincere thanks to my dear children for their patience, understanding and all the encouragement they gave me during my study period.

Abstract

The purpose of the study was to assess factors affecting public procurement performance A Case of Akaki Kality Sub-City Administration Specifically, the study examines the variables Procurement planning; Staff competency, Utilization of information communications technology, Procurement procedures, Procurement policy, Resource allocation that affect the performance of public procurement. Descriptive and explanatory research design were used in executing the study as well as quantitative research approach. The study employed stratified with simple random sampling technique to select the respondents. The sample size of the study is 197 respondents. The targeted group of the study were managers, staff's employees and procurement staffs who are related to the process, function and decision making of procurement which above 2 years' Work experience for the selected 13 sectors for working in Akaki Kality Sub-City Administration. Primary data was collected using self-administered questionnaire was designed to collect relevant information from respondents. Data was analyzed using both of descriptive statistics such as frequency tables percentage, mean and standard deviation and charts and inferential statistics such as correlation and regression using Statistical Package of Social Science (SPSS) version 24. Findings indicate that all Procurement Planning, Staff Competency, ICT Utilization, Procurement Procedure, Procurement Policy and Resource allocation are the major factors that significantly affect public procurement and they have a significant positive effect on procurement performance. The Conclusions this study indicate public procurement factors have statistically significant and effect on procurement performance of Akaki Kality Sub-city Administration. In addition, all the hypotheses were strongly supported and the proposed framework of the study was able to demonstrate moderate and significant relationship between independent and dependent variables. Therefore, notably this study has provided evidence for the direct effect of procurement factors on procurement performance as advocated by the literature. Finally, the study recommends that, must to give priority and enhance the procurement performance.

Key words: *Procurement planning; Staff competency, Utilization of information communications technology, Procurement procedures, Procurement policy, Resource allocation and Public procurement performance.*

Table of Contents

Acknowledgments.....	i
Abstract	ii
Table of Contents	iii
List of Tables	vii
List of Figures	viii
Acronyms	viii
CHAPTER ONE	1
INTRODUCTION	1
1.1 Background and organization of the study.....	1
1.2 Statement of the Problem	2
1.3 Hypothesis of the study	5
1.4 Objectives of the Study	5
1.4.1 General Objective	5
1.4.2 Specific objectives	5
1.5. Significance of the Study	6
1.6 Scope of study	6
1.7 limitations of the study	6
1.8 organization of the study	6
1.9 Operational definitions of terms and concepts	7
CHAPTER TWO	9
LITERATUR REVIEW	9
2.1 Theoretical Framework	10
2.1.1. Institutional theory	10
2.1.2. Technical, organizational and environmental aspects	11
2.1.3 legitimacy Theory	11
2.2 Definition of Public Procurement	12
2.3 Public Procurement vs. Private Procurement	13
2.4 The Importance of Public Procurement	14

2.5 Procurement functions.....	15
2.6 Factors Affect Public Procurement	15
2.6.1 Procurement planning	15
2.6.2 Staff Competency.....	15
2.6.3 Information Communication Technology	16
2.6.4 Procurement Procedures	17
2.6.5 Procurement Policy.....	17
2.6.6 Resource Allocation.....	18
2.7 Procurement Performance	19
2.8 Policy Framework of public procurement.....	20
2.8.1 Legal Framework of public procurement reforms in Ethiopia	20
2.8.2 Institutional Framework of Public Procurement in Ethiopia	21
2.8.3 General Principles of Public Procurement.....	22
2.9 Empirical Literature Review	22
2.9.1 Research gaps	27
2.10 Conceptual Framework	28
CHAPTER THREE	30
RESEARCH METHODOLOGY	30
3.1 Research Design.....	30
3.1.1 Target population.....	31
3.1.2. Sampling Techniques and Sample Size	32
3.2 Research Approach	34
3.3 Source of data	35
3.4. Data Collection Method	35
3.5. Data Collection Procedures	36
3.6 Data Analysis Method	36
3.6 .1 Descriptive Statistical Analysis	36
3.6.2 Inferential Statistical Analysis	36
3.7 Validity and Reliability of the test	38
3.7.1 Validity of the test	38

3.7.2 Reliability of the test.....	38
3.8 Ethical Consideration	39
CHAPTER FOUR.....	40
4. DATA ANALYSIS, INTERPRETATION AND DISCUSSION	40
4.1 Response Rate	40
4.2 General information of the respondents	41
4.2.1 Gender of Respondents	41
4.2.2 Education Level of Respondents	42
4.2.3 Work Office/Sector of Respondents	42
4.2.4 Work Experience of Respondents	44
4.3. The states of the public procurement practices in the Sub-city Administration.	46
4.3.1 Procurement Planning.....	46
4.3.2 Staff Competency	47
4.3.3 ICT Utilization.....	49
4.3.4 Procurement Procedure.....	50
4.3.5 Procurement Policy.....	51
4.3.6 Resource Allocation.....	52
4.3.7 Procurement Performance	53
4.4 Relationship between Public Procurement Factors and Procurement Performance	54
4.4.1 Correlation Analysis	55
4.5 The effect of public procurement factors on procurement performance of Akaki Kality Sub-City Administration.	57
4.5.1 Regression Analysis.....	57
4.5.2 Model Summary	63
4.5.3 ANOVA Model Fit	64
4.5.4 Regression Coefficients	65
4.5.5 Hypothesis Testing	68
CHAPTER FIVE	71
SUMMARY, CONCLUSION AND RECOMMENDATION	71
5.1 Summary of Findings	71

5.2 Conclusions	73
5.3 Recommendations	74
5.4. Limitations and suggestions for future research	75
REFERENCES	76
APPENDIX I: QUESTIONNAIRE	82
APPENDIX II: <i>σμελή</i>	88

List of Tables

Table 2.1 Legal Framework of public procurement reforms in Ethiopia	21
Table 3.1: Sampling Frame and Tabular View of Sampling Plan	34
Table 3.2: Cronbach's alpha reliability test	39
Table 4.1: Response rate	41
Table 4.2: Gender of respondents	41
Table 4.3: Educational level of respondents	42
Table 4.4: Working office/public sector of respondents	43
Table 4.5: Work experience of respondents	44
Table 4.6: Profession of respondents	45
Table 4.7: Procurement Planning practices	46
Table 4.8: Staff Competency	48
Table 4.9: Procurement Procedure	50
Table 4.10: Procurement Policy	51
Table 4.11: Resource Allocation	52
Table 4.12: Procurement Performance	53
Table 4.13: Pearson Correlation coefficients between dependent and independent variables	56
Table 4.14: Multi-collinearity Test Result	60
Table 4.15: Autocorrelation Test	63
Table 4.16: Model summary	64
Table 4.17: ANOVA model fit	65
Table 4.18: Regression coefficients	65

List of Figures

Figure 2.1: Conceptual Framework	29
Figure 4.1 Linearity Test.....	59
Figure 4.2: Normality Test.....	61
Figure 4.3: Homoscedasticity Test	62

List of Acronyms

CSA - Central Statistics Agency

EDI - Electronic Data Interchange

ERP - Enterprise Resource Planning

FDRE - Federal Democratic Republic of Ethiopia

GDP - Gross Domestic Product

ICT - Information Communication Technology

IT - Information Technology

PPA - Public Procurement and Property Administration Agency

PPAM - Public Procurement and Asset Management

PPPDS - Public Procurement and Property Disposal Services

ROI - Returns on investment

SPSS - Statistical Package for Social Science

CHAPTER ONE

INTRODUCTION

1.1 Background and organization of the study

Background of the Study

Procurement is the process of acquisition through contract arrangements, followed by a public competition of goods and services, functions and other equipment by a public entity (Getun, 2015). The main activities of an organization are called acquiring the goods, services, capabilities and knowledge that businesses need to maintain and maintain the right source, the right quality, the right quantity, the right cost and the right time. And ancillary activities (Giunipero, Handfield, and Eltantavi, 2007; Hines, 2007; porter 1979; Triantafilo, 2007; van, 2000). For most people, public procurement is a complete purchase. However, as Nguyen, & Hilda, (2012) confirmed, procurement is not a simple exchange of goods and services, but is subject to many important and significant activities; it raises questions about business, information communication technology, consumer well-being, potential risk management, laws, and so on. Overall, collecting is an important and expensive business activity for companies (Macbeth and Easter, 2012). Procurement practice is vital aspect of both private and public sector organizations. Government procurement is not only important for government services, but also a tool used to determine economic, environmental and social development (Malinga, 2009). Public procurement has a major impact on the national economy of Ethiopia, with more than 40% of total government expenditure and 16% of GDP spent by government procurement in a single year (Double, 2014). It should be noted that many African countries have already taken a number of steps to reform their public procurement system. However, the challenge of national, regional and international public procurement processes is to maintain efficiency, accountability and transparency (Abebe, 2012) African countries have already taken a number of steps to reform their public procurement system. In Ethiopian too, government announced the public procurement and property administration in 2009 to establish an efficient and effective procurement system. This particular thesis is conducted to Identify factors which affect public procurement practice in Akaki Kaliti Sub City Administration Addis Ababa.

Background of the Organization /The Study Area/

This specific topic refers to where the research was taking place or the data used in this study was collected. Therefore, the sub-city administration selected for this study is Akaki Kality sub-city administration. Akaki Kality sub-city administration is one of 11 sub-city administrations in Addis Ababa City Administration. It has 13 Woredas. It is located at the south part of Addis Ababa and it borders the Bole sub-city in the north, Nifasilk Lafto sub-city in the west, Oromia region in the South and East. It has 118.08 Sq.km coverage areas and its population density per m² is 1,653.7. Akaki Kality Sub-City Administration has a population of 198,834, out of which 100,484 (50.54%) are male while 92,556 (49.46%) are female (CSA, 2017). The Sub-City Administration is enacted to ensure deliver continuous through enhancing its human resources capacity and implementing need-based efficient pool procurement to meet the ever-increasing demand of public at large and community. It is organized in four pulls, namely Land Administration Pull, Main Executive Pull, Construction Pull and Public Service and Human Resource Development Pull. There are 38 sectors under all of them. As per the Human Resource Management and Development Department report on December 30, 2020, the total number of 1,743 employees at the sub-city level. Out of this 926 (53.23%) are male and 817 (46.87%) are female. As per the Akaki Kality Sub-City Administration Finance and Economic Development Office report on July, 2020, it has been planned budget for procurement (merchandise, construction/works and services procurement) last year/2012 EBY about ETB 464,648,884.28. It had been used ETB 449,392,446.50 (96.72%) of the total planned procurement budget of 2012 EBY. Currently, it has planned for procurement (merchandise, construction/works and services procurement) about ETB 197,072,469.46, which is 42.41% of the previous Ethiopian budget year (EBY). The procurement function has been implementing through four pulls Procurement departments including in the sub-city. The four pulls' Procurement Department is responsible in undertaking the overall procurement activities of the sub-city. 60% of the total budget is allocated for procurement activities of the sub-city in 2013 EBY.

1.2 Statement of the Problem

In many African countries, adequate attention has not been paid to the efficient management of public resources (Basheka, 2009). Research by Okinyi & Muturi (2016) and Mamiro (2010), shows that poor procurement performance is a problem among the public due to educational qualifications and experience, contract management and procurement planning

process. The obvious result of backward buying methods is the loss of money. Making unnecessary purchases, paying more for shipping, suffering from lack of quality control or developing problems within the scope of the contract are the results of poor purchasing strategies.

Empirical studies have shown that inefficient purchasing practices are observed in both developing and developed countries. As public procurement is increasingly prone to corruption, this has been identified in recent studies. Thai, (2001), reported that inexperience among procurement workers led to huge money losses. As an example, the USA lost a huge amount of money at auction due to unskilled procurement officers.

In most companies, the goods and services purchased are not such standard and employees face problems in their daily duties. Among many public institutions, as Njeru, (2015) states, inefficient use of public funds, incompatibility with procurement policies, lack of transparency and accountability, loss of quality goods and services and costly procurement cost are minimal. Celebrated. While most government agencies focus only on trend characteristics, knowing the root causes of these problems is at an early stage. As previous studies have shown, the impact of public procurement on the procurement policy of countries and organizations, the advancement of infrastructure especially information communication technology, buyer ethics, use of legal process, organizational structure. Availability and relationship with suppliers and adequate allocation of procurement resources.

According to Njeru, (2015), in most African countries, the procurement policy is more than the size that fits all strategies and has no modifications. This creates delay and opens the door to corruption. In countries where flexibility and a frequently revised procurement approach facilitate effective procurement. The unnecessary procurement process required for the procurement process is frustrating and greatly affects the service delivery and performance of government agencies (Mwanjumwa & Simba, 2015). In most government agencies, the legal framework/ environment delays the procurement process due to its bureaucracy and corruption (Kirui & D, 2015). On the other hand, the purchasing party may not have a good understanding of the legal framework and will not enforce it accordingly. Employee ethics plays a big role in the smooth running of work in the procurement process. Interesting conflict, staff position abuse, timely audit, accountability, fair and equitable decision based on rules and regulations and time taken to evaluate tender (Ngugi & Hildah, 2012). Procurement

staff should be experts and more experienced in this field because as reports and studies have shown, many companies are losing huge amounts of procurement budget due to poor ethics.

Njeru, (2015); Kirui & D, (2015); Barsemoi, et al., (2014) stated that effective procurement practice can be achieved through attracting and recruiting effective procurement staff, providing appropriate professional training to procurement staff, motivating procurement staff, and their negotiation skills and experience. In the case of Akaki Kaliti Sub-City, although it aims to be customer-centric, providing the best quality services to customers, meeting customer requirements standards, and meeting factors that affect public procurement performance are not considered a major resource. The goal. As a result, they do not qualify as having a significant impact on the intent of the sub-city administration. In general, studies of public procurement performance in public places in Ethiopia are very limited. In Ethiopia, the number of studies on the purchase of public spaces of the city and sub-city administration is almost very small and even existing ones have limitations in addition to their strength.

The role of procurement in companies has increased and over the years, attention has been increasing. Importantly, a strategic approach to procurement can help achieve its policy objectives and achieve value for money in spending on goods and services (Gian, 2012). The World Bank (WB) generally advises developing countries to improve their procurement systems (Mwangi & Moronge, 2019). However, the purchase performance as a result of failure to implement the recommended procurement methods is not good. High operating costs, low inventory control, unacceptable supplier valuation and standards are barriers to public procurement. As the reports show, the procurement budget is very large in most countries.

As in developing countries such as Kenya, it is 234 billion Kenyan shillings and in Ethiopia it reaches 60 - 70% of the country's GDP each year (Dubale, 2014). In spite of the fact, procurement performance is far below the standard. Inefficient use of public funds, Poor purchasing strategies, purchase of substandard products, Incompatibility with procurement policies, Lack of transparency and accountability, the prices of most purchased items in public places are more than 60% of the market value (Njeru, 2015). Therefore, the thesis emphasized on identifying the underlying causes of the above outlined and other challenges of public procurement.

1.3 Hypothesis of the study

According to Kothari (2004), hypothesis is a logical conjectured relationship between two or more variables expressed in the form of testable statements. It is a formal statement of an unproven proposition that is empirically testable (Zikmund, et al., 2009). Moreover, hypothesis testing is undertaken to explain the variance in the dependent variable or to predict organizational outcomes (Sekaran, 2000). Accordingly, for the purpose of this study, the following 3 (three) hypotheses are formulated based on previous research findings from literature, and were tested. These are, therefore, the proposed overall effect of public procurement factors on procurement performance which can be best described by the following three hypotheses: these are:

Hypothesis 1 (Alternative hypothesis): The states of each public procurement activities of (procurement planning, staff competency, ICT utilization, procurement procedure, procurement policy and resource allocation) were occasional practiced and significantly contributed to the sub-city administration procurement performance.

Hypothesis 2 (Alternative hypothesis): The relationship between each Public Procurement Factors and Procurement Performance has a positive and statistically significant in Akaki Kality Sub-City Administration.

Hypothesis 3 (Alternative hypothesis): The effect of the public procurement factors has statistically significant and positive on procurement performance of Akaki Kality Sub-City Administration.

1.4 Objectives of the Study

1.4.1 General Objective

The overall aim of the study was to examine the factors that affect the public procurement performance of the Akaki Kality sub-city administration.

1.4.2 Specific objectives

In particular, the investigation seeks to address the following major study objectives:

- Determine the states of the public procurement practices and Procurement Performance in the Sub-city Administration.

- Establish the relationship between public procurement factors and procurement performance in the Sub-city administration
- Examine the effect of public procurement factors on procurement performance of the y Sub-City Administration.

1.5. Significance of the Study

This research aimed at studying the factors affecting performance of procurement function in Akaki Kaliti sub-city administration. It is significant in many aspects. Primarily the findings of the study may initiate interventions to improve the procurement practice in the study area. Besides, it can also be used by the management of the sub city administration, policy and law makers at city administration and national level. Last but not list is the significant of the study in pointing out research gaps for future study.

1.6 Scope of study

The study covers concepts, theories and empirical findings connected to procurement practice: Definition of procurement & procurement practice, Theories related to procurement practice, Procurement policy frameworks. And Factors affecting procurement practice specifically, Procurement planning; Staff competency, Utilization of information communications technology, Procurement procedures, Procurement policy, Resource allocation on the procurement performance of the administration. Geographically the thesis is confined to Akaki Kaliti sub–City Administration and the eleven (11) selected public sector offices.

1.7 limitations of the study

Some respondents were hesitant to give information. It took much time to convince such hesitant respondents and to get their consent. Some others didn't fill some of the items in the questionnaire. These were the major limitations encountered during the thesis work. Their potential to affect the research finding was minimized while data cleaning, and statistically recommended adjustments were made before interpretation was carried out.

1.8 organization of the study

This section provides a brief overview of the structure of the study. It is organized into five parts. The first chapter provides readers with an overview of what this particular research is all about. Therefore, it is an introductory chapter that highlights the background of the study; an

explanation of the current procurement practice that inspired this study, description of the problem, research questions, study objectives, the importance of this research, scope of the study, limitations of the study, and finally, operational definitions of terms and concepts that are utilized in this study.

The second chapter addressed literature review. The literature review section incorporated comprehensive review of information from published and electronic books, peer reviewed journal articles, and other publications. The section provided conceptual, theoretical, and empirical review in relation to the topic of study. The review was undertaken in a way it can enable the identification of independent variables easier and set forth the ground to the preceding sections of the study.

The third chapter presents the research methodology. It included the research design, data sources, data type, data collection tools, study population, sampling frame, sampling techniques, sample size, data analysis, and ethical consideration.

The fourth chapter is for data presentation. In this chapter the organized and statistically interpreted data was organized in accordance with the research questions. Interpretation and presentation of the major findings is also carried out in this chapter.

Finally, chapter five provides a summary of the results, conclusions, and recommendations and suggestions for future research.

1.9 Operational definitions of terms and concepts

Public procurement: - obtaining the goods, services, capabilities and knowledge required for businesses to carry on and maintain the basic operations of the company with the right source, the right quality, the right quantity, the right price and the right business. The right time. And ancillary activities (Giunipero, Handfield, and Eltantawy, 2007; Hines, 2007; Porter 1979; Triantafillou, 2007; Van, 2000).

Public procurement performance: measures whether the value for money is due to the appropriate process and method or whether there is good customer satisfaction. This includes faster delivery of services; high return on investment (ROI); low transaction costs; high-quality collection of supplies, and modern supply chains (Odhiambo & Kamau, 2003).

Procurement plan: there is a need to assess the future need of procurement of goods and services to fulfill the strategic objectives of the companies by estimating customer segments

or areas. It includes the selection of the collection method, the type of contract to be used and the timetable for the implementation of the plan.

Staff competency: These include qualification or know how to do job tasks. It involves knowledge, background and skill; interpersonal or expertise. These are essential for effectively connecting with others, namely the ability to listen defensively and teamwork and customer service skills.

Use of information communication technology: information communication technology that involves the use of computer, software and internet connection infrastructure to support information processing and communication functions (Crampton 2007) in the advancement of information operations.

Procedure: operation instructions and process manual "how" manual describing the functions or tasks (Monczka, 2005).

Procurement procedure: contains detailed work instructions related to functional functions or activities.

Procurement policy: these are the rules and regulations governing the procurement process in an organization (Bartic 2009).

Allocation of resources: funds allocated to departments for procurement are sufficient for financial, physical, human or technical resources to implement the project or achieve the intended objectives.

Goods: responsibilities for the installation, transportation, maintenance or supply and consulting of raw materials, products and equipment and goods in solid, liquid or gaseous form, as well as marketable software and live animals. (Addis Ababa City Government Procurement and Property Administration (AACGPPA) Proclamation No.17/2009)

Sub city: second administrative level of the city (Addis Ababa City Administration Charter Proclamation No. 361/203).

CHAPTER TWO

LITERATUR REVIEW

Hart (2018), defines a literature review as a variety of pre-existing documents, both published and unpublished, relating to the subject (in this case, the public procurement rules, results), which contain information, ideas, arguments, and evidence written from a particular perspective, in order to achieve certain goals, or to express certain views on the nature of the subject, and the right to study, and then the effective price of these documents are related to the research suggests.

In this chapter, we will provide a comprehensive overview of the information from the secondary evidence, sources, and topics of interest. The research section provides a theoretical review, empirical review, the gap of the research, and the conceptual framework. In other words, a theoretical introduction, a number of journals and other scholarly publications, such as the average, Books, databases, doctoral theses, scientific papers, and on-line databases.

The widely accepted theories in this research were institutional theory, the technology, organization and environment theory, and legitimacy theory. The theory describes among those terms that are provided by the corresponding theory. In addition to this, the theory of the executive summary provides a brief overview of that, buying factors, and their impact on the purchase of the efficiency of public procurement. An empirical examination, describe the study variables and to consider because they represent the basic point of departure for the study, and are expected to have a broader knowledge of the subject and once again, we have highlighted the key findings and gaps. Used in order to develop research hypotheses.

Finally, the article discusses the conceptual foundations of the study and summarizes the structure of the study is to develop a structure which is composed of independent and dependent variables. The six independent variables are to be discussed, that is: procurement, planning, scheduling, personnel skills, use of information and communications technology, procurement procedures, procurement policies and resource allocation in the procurement process. The dependent variable in the case that there were estimates of the effectiveness of purchases in terms of the achievement of purchasing objectives of efficiency, which is the (time, quality, quantity, cost, and supplier).

2.1 Theoretical Framework

A good study should be based on theory (Defeat et al., 2010). Many theories and models that describe and explain the way public procurement works are carried out, such as principal-agent theory, organizational theory, technology, organizational and environmental theory, legitimacy theory, and general system theory, theory of action and competitive bidding, contract theory. However, these three theories were used as points of interest and recommendations, while referring to the analysis and discussion of the results of this study. Institutional theory, technology, organization and environment theory and legitimacy theory. This is because they are able to describe the factors that will affect the procurement result and a number of selected links, and effectively communicate with the notification. In general, this theory was used to develop the conceptual basis of this study.

2.1.1. Institutional theory

This theory is the most traditional methods that are used to study individual parts of the public procurement process. The theory is that adopting a sociological perspective to explain organizational structures and behaviors (Dunn & Jones, 2010). Scott (2004) states that there are three columns of institutions, namely: regulatory, normative and cultural-cognitive. The regulatory component focuses on the use of rules, regulations, and procedures that must be followed. The regulatory component, on the other hand, deals with norms and values, social obligations, and resulting compliance issues. Cultural and cognitive skills based on a common understanding of common beliefs, symbols, and common understanding). The main thing in this theory is that all government entities in Ethiopia are guided by the terms and conditions of such laws and related regulations, as well as the guidelines governing the processes and activities of public procurement. Institutional theories as an indication that procedures must be followed to ensure all stakeholders participate in the procurement to obtain a fair treatment. The procedures which include planning, procurement of the process requires a certain amount of time before payment, and in the performance of the contract. If an institution follows procedures during their implementation and supply chain, then operational efficiency will be improved (Mayer & Rowan, 1977). In addition, the effectiveness of sources can be improved by training and professional development of procurement department employees. Due to the latest changes in the world around us, there is a need for a strong and qualified procurement staff to cope with the complexity of the market offer. Mainly Carry & Smeltzer (2000) for

strategic level procurement, staff organize a variety of skills and competencies. Therefore, the theory is supported by procurement planning, staff competency, and procurement procedures.

2.1.2. Technical, organizational and environmental aspects

Technology, organization, and environmental theory was developed in the 1990s by Tornatzky & Fleischer. They identify three aspects of the organization's impact on the adoption and implementation of technological innovations. These three aspects are: technological context, organizational context, and environmental context. The technology context describes both internal and external technologies that are relevant to the organization of procurement performance. This should be the current practice and equipment for activities within the organization, as well as technologies that exist outside the institution. Organization context refers to organization-descriptive metrics like scope, size, and administrative structure. From an environmental point of view, this is the arena in which the organization operates relations with suppliers Matasio, (2017). According to Basheka (2009), procurement is automated, as much as possible, in order to integrate the activities of procurement units and potential beneficiaries of services. This will help speed up repetitive operations and connections within the customer organization. These include: connect with sellers and suppliers via phone, e-mail and interactive website; including tenders and procurement information sharing, communication with internal users by e-mail, telephone or electronic bulletin boards; implement, automate and simplify the use of enterprise resource planning systems, and automate internal purchases, control procedures like payment authorization, confirmation of purchase of goods and services, and tracking of deliveries, process, results, etc. Therefore, institutions and governments recognize the importance of information communication technologies in public procurement process, and performance of public procurement may be easy Amemba, et al., (2013). Therefore, this theory of technology, organization, and environment is most relevant and useful in this research because it helps the researcher explain and show the impact of ICTs on procurement performance.

2.1.3 legitimacy Theory

Dowling and Pfeiffer (1975) define legitimacy theory as states that available when the value of system units is consistent with the value system of the larger social system of which it is a part.

But, when there is an inequality between the two values, the device's legitimacy remains at risk (Guthrie et al., (2007). According to the theory of legitimacy an organization that is responsible for disclosing its approaches to shareholders and, in particular, the public and justifying the existence within the restrictions of society (Wilmshurst & Frost, (2000).note the aspects that control the main points of procurement policies to ensure compliance with laws and regulations on public procurement, which must be achieved through organization and monitoring processes to assess and report on physical defenselessness (Rendon& Rendon, 2015). One of the functions of government bodies regulating procurement activities is to monitor and report on the application of the public procurement system by organizations of deposits and debt, in terms of legitimacy theory. This theory can be applied in order to support independent variables of procurement in research, specifically procedures, policy, and resource allocations.

2.2 Definition of Public Procurement

Public procurement "is the comprehensive process of acquiring goods, civic works and services, including identifying requirements, selecting and requesting resources, preparing contracts and awarding and all stages of contract administration until the end of the service." 'Contract or useful life' (UNDP, 2010). Arrowsmith (2010) defines public procurement as the act by which a government purchases goods and services necessary to perform its functions. Similarly, according to the Ethiopian federal government procurement and property administration proclamation (2009), procurement means the acquisition of goods, works, consultancy or other services by purchase, appointment or other contractual means; and public procurement means the acquisition of a public institution using public funds.

Therefore, all the more conceptual frameworks and applications of public procurement will be discussed in their own way. In general, public procurement is defined differently by different authors, but conceptually all definitions have the same meaning and function, i.e. It is of the right quality, in the right quantity, from the right sources, in the right time, place and price acquisition of goods, services and works. Time, space and value to publicly achieve organizational goals through pre-determined rules, regulations and standards with objective value for money.

2.3 Public Procurement vs. Private Procurement

Goods and services must be procured in the public and private sectors, and in both, there are good reasons to strive for the best deal in obtaining the necessary goods and services. However, despite these similarities, it is accepted that public procurement is very different from private collection (Johnson & Duberley, 2000).

However, this was noted by Knight et al. (2012) there are several distinct aspects of public sector procurement, such as the high level of public disclosure and the number of resources devoted to public procurement. Although the two are not in principle different in terms of whether or not to acquire goods or services, they are in fact very different (Knight et al., 2012). Walker & Brammer (2009) suggest that the nature and context of public sector procurement are different from commercial practice, concerned with reducing costs and achieving value as such, public sector buyers will be able to reap social, environmental and other benefits to fulfill government responsibilities to society.

When comparing public and private sector procurement, it appears that the demands on public procurement are greater and more highly varied than those on the private sector. Knight et al. (2012) categorized the various demands that separate public and private procurement as follows: external demand, internal demand and contextual-demand, multiple roles for process demand and public organization. He noted that external demands are for transparency, integrity, accountability and exemplary behavior, as the government is expected to set an example not only in terms of ethical standards but also in terms of the efficiency and effectiveness of its own actions. Whereas, private companies are allowed to apply any criteria they like and suppliers are allowed to use appropriate regulatory mechanisms to control the flow of funds, as the public sector operates under very flexible and fair control limits, as good custodians of public money (Larson, 2009). Knight et al (2012), the internal demands of a government agency are different from those of a private procurement agency; Public agencies have different goals at the same time, some of which may be contradictory, such as a good sewer system or road works.

Public institutions also have political goals; an officer may be elected on the platform of these specific goals. Clearly, there are many stakeholders in public procurement: citizens, taxpayers, voters, elected officials, management and procurement officers, all of whom have different goals and agendas. While public procurement buys goods or services for themselves, they also

buy for the citizen they are going to serve. Suppliers are citizens, taxpayers and voters. Public procurement is budget driven, i.e., the budget decides what to buy and what not to do. These budgets are open and people are rapidly changing the supplier-buyer relationship from private procurement. Given these differences, it is fair to say that public sector procurement is more complex than private sector procurement (Knight et al., 2012).

According to Snyder (2006), procurement may have a more strategic character in the private sector than in the public sector and this is due to the difference between public and private procurement in the strategic and strategic role of procurement. Public and private procurement more or less share many goals such as gaining value for money and guaranteeing an effective procurement process. Until recently, it was believed that public procurement had only social and environmental goals, but the private sector focused on promoting social and environmental goals (Aerosmith, 2010). In short, it seems fair to say that public sector procurement is more complex than private sector procurement. Apart from the demands placed on private sector procurement, all the above demands were met by public procurement experts. Working on public procurement is a challenging topic and needs to be further developed to adequately deal with these complications (Knight et al., 2012).

2.4 The Importance of Public Procurement

The Procurement has a significant contribution to the efficiency and effectiveness of the firm. Experts expect to purchase goods / services or works with price, space size and quality at the right time for the use of all sections of the organization so that the company can benefit greatly from it and therefore be able to assist customers on its own potential (Snider and Rendon, 2001). A collection section when it is inefficient in its procurement activities it affects all other sectors and therefore has a great impact on the supply chain of the entire. Poor public procurement increases poverty and inequality by diverting resources away from the focus on social needs; This creates the wrong choice, encouraging competition in corruption rather than quality or price.

The ultimate goal of public procurement is to satisfy the public interest. Therefore, good procurement should largely meet the needs of the people, be fair to businesses and not waste public resources. Good public procurement is a good tool to implement public policy in all areas, and should be a tool for good governance and government. In this sense, good procurement contributes to the legitimacy and credibility of government (Transparency International, 2006).

2.5 Procurement functions

According to Mentzer, (2001) and (Michael Hugos, 2011). The functions of procurement can be classified as five activities. These are purchasing, consumption management, vendor selection, contract negotiation and contract management.

2.6 Factors Affect Public Procurement

2.6.1 Procurement planning

Procurement planning is the act of procuring goods through which companies procure goods and services from external providers. (Burt et al, 2004) A procurement plan describes and documents the details of purchases from suppliers needed for a particular division. According to Basheka (2008), procurement planning is the major function that sets the phase for successive procurement activities. Similarly, James (2004) describes that the doctrines of planning can be executed in an atmosphere of entire harmony. The same author states that, as a function, procurement planning activities to answer the questions as to what one wants to procure; when & where to procure it from; when the budgets be obtainable; the approaches of procurement to be used; How the timely purchase or failure of products affects the consumer; procurement and disposal unit; Efficiency in the procurement process; And people join in the procurements.

There are three types prospects are involved in the procurement of the organizations, namely long term, medium term and short term. A long-term planning process supports decisions about capacity provision and is normally ten years cycle, a medium-term panning process deals on how to match with supply and demand within three years and short-term planning process is a strategy to less than a year demand as it explains (Harrison and Hoek, 2008). Peter (2012) identifies that excellent procurement plan should define the process in detail to appoint relevant suppliers contractually. At the commencement, the items needed to procure are defined, and then the process for acquiring those items is explained in detail. Finally, the timeframe for delivery is scheduled.

2.6.2 Staff Competency

Knowledge and skills, performance delivery and behaviors required to perform tasks well are referred to as efficiency (Armstrong & Baron, 1995). Furthermore, efficiency refers to the competence of knowledge and skills that allow one to demonstrate in many situations (Akech

and Karanja, 2013). According to Russell (2004), lack of knowledge on collection issues can lead to serious consequences for violating the code of conduct. Several firms do not have employee with the correct competence crucial to better procurement process management (Banda, 2009). Consequently, substantial and continual investment is incurred in training and development (Sultana, 2012) and there is a need for wide-ranging external training for human resources to be able to increase and contribute to the efficiency of companies (Appiah, 2010). Moreover, Saunders (1997) recommends that multiskilling offers employees with a variety of skills and should be developed comprehensively. Hence, all staffs need broad and unceasing learning and exercise. The core of provision of any service on value for money principle is carrying out a procurement function professionally (Berger & Humphrey, 2007). Furthermore, Japheth Ocharo (2013) the study reveals that procurement staff competencies affect procurement performance both for procurement unit and to the whole ministry in other words the study reveals that experienced staffs carry out duties in a professional manner and reduces wastage of resources.

2.6.3 Information Communication Technology

As the procurement function of several companies is becoming more strategic, procurement technology permits for a process re-design. This makes the procurement process open with enhanced accountability, transparency and reporting capabilities; thus, speeding up the procurement cycle and delivering better access to more opportunities for providers (Charles, 2008). Procurement technology aids companies speed up procurement practices by assimilating suppliers and inventory management in order to increase on stock level performance. Information communication technology delivers new ways to store, process, dispense and exchange key information with clients and suppliers in the whole procurement system.

Simatupang and Sridharan (2005) highlighted that information is the glue that grasps firms together and can be used to assimilate procurement procedure activities both within a process and across several processes. Information on request, predicting and replacement is acknowledged as a main constituent in integration of planning and control. Internal integration focuses on cross-functional processes while external focus is on relationships with outside clients and providers.

Thomas and Rainer (2005) discoursed that procurement systems have long been supported by information communication technology. With the execution of Enterprise Resource Planning

systems in the 1990s, Electric Data Interchange networks with suppliers were established through automation of delivery schedules by connecting user materials management system with supplier systems. Information communication technology allows companies to decentralize activity procurement processes and focus on strategic ones due to high information transparency. Prior to e-procurement, strategic procurement often dealt with routine activities, namely individual transactions. Strategic aspects were frequently ignored, with the purchaser having minor impact over the choice of suppliers and purchased products. Internet technologies simplify quicker and more efficient operative procurement procedures allowing administrators to focus on strategic tasks. Information communication technology aids as the linking between various phases of the system, allowing them to co-ordinate and maximizes total supply profitability.

2.6.4 Procurement Procedures

Moncska, et.al, (2010) stated that procedures provide direction to employees what to follow in the implementation of activities put constraints on behavior and demonstration how the procurement activities should work to attain strategic objectives. As Oumaand & Jennifer, (2014) discussed companies need standard procurement procedures which cover all aspects of the procurement cycle, encompassing supplier selection, contract negotiations, order placement and payment. Procedural procurement ensures orderliness and efficiency in any procurement division. Baily et al (2005) discussed that public procurement procedures incline to be characterized by high levels of bureaucracy independent of order value; poor communications and emphasizing on unit price rather than lasting relations. Ineffective procurement procedures would end up with failure of the aims of government policy. Burt et al. (2004) stated that every firm is expected to develop procedures to permit its personnel implement policies and strategies; designed to meet objectives. Lacking elaborate and effective procurement procedures, government policy aims would fail to meet the required objectives.

2.6.5 Procurement Policy

Procurement policies are the initial and obligatory instruments that guide procurement specialists for the fulfillment of business needs (Njeru, et.al, 2014). Procurement by its nature is a very complex task that must have an inclusive procurement policy manual that guides procurement staffs, the agency staffs and all the concerned bodies including investors and shareholders to comply the proper procedures and rules. A procurement policy helps

concerned staffs by providing clear and reliable understanding of the required guidelines. In the lack of such procurement guidance, absence of consistency in how procurement work is carried out becomes poorer. If discrepancy appears, frustration will be occurred both inside and outside the company; this yet again results in arbitrary and one-sided procurement actions. It is therefore serious for public procurement to have an inclusive procurement policy direction. In most public organizations, the existence of insufficient obedience of procurement rules, being meager procurement policies, using poor procurement procedures, and absence of efficient policy making process are empirical evidences that threatens the functioning of procurement practice. Procurement policies are important not only for effective procurement program but also for development standpoint (Agbesi, 2009). Absence of compliance with procurement rules commonly results in irregular procurement functions in the company that create huge gap for the waste of public resources. Ensuring accountability, honesty, transparency and efficient utilization of public money are the basic targets of procurement function (Ekung, Adeniran & Ogochukwu, 2015). A properly made procurement policy serves the public as best procurement guidelines (Njeru, 2015).

2.6.6 Resource Allocation

Resource allocation is the process of determining the optimum way to use obtainable assets or resources in the execution of a given project or to achieve the intended goals. Companies try to allocate budgets by reducing costs and increasing profits using strategic planning approaches, operational rules and execute policies and procedures that move the business toward the attainment of its goals (Shantanu, et al, 2012). To stand-in any strategy in public sectors, sufficient allocation of resources like financial, physical, human or technological must be obtainable. Dedicated management allocates the yearly resources based on the objectives. Absence of sufficient resources trickles down the whole organization and indicts the implementation process (Kirai & Kwasira, 2016). Sufficient resources must be allotted for the proper execution of objectives as well as the motivation towards staffs. Committed management commonly allocates resources towards the attainment of the firm objectives. Lack of sufficient resources threatens the company's goals. It is a signal of the existence of low commitment of supervisors or leaders. Strategy implementations commonly fail due to insufficient resource allotment. This also extremely affects the motive and effort of staffs towards the fulfillment of the planned strategies. Sufficient allocation of resources aids to increase purchasing power in supply scarce markets. This provides companies to gain from competitive advantage (Kirai & Kwasira, 2016).

2.7 Procurement Performance

Procurement performance is a measure of identifying the extent to which the procurement activity is able to reach the goals and objectives with least costs. There are two main aspects of the procurement performance, namely effectiveness and efficiency. The degree to which the previously stated goals and objectives are being met is referred to as procurement effectiveness. It refers to the relationship between actual and planned performance of any individual activity. Furthermore, efficiency is the relationship between planned and actual resources required to realize the established goals and objectives and their related activities, mentioning to the planned and actual costs (Van Weele, 2000).

According to Ombaka (2009), effective procurement process is one which utilizes better practices by mitigating corruption. Appraisal of suppliers before selecting them can meaningfully increase the performance of the procurement practice in carrying out its mandate (Martin, 2004). Private enterprises appraise suppliers before giving contracts to supply different goods, services or carry out works. Choy and Lee (2002) stated that supplier selection consists of a five-phase process: the realization of the need for a new supplier, determination and formulation of decision criteria; prequalification; final supplier selection and monitoring and evaluating of the supplier selection.

Similarly, Van (2006) identified that there is a connection between procurement procedure, efficiency, effectiveness and performance. Performance is a main force for competitiveness and for enhancement of quality of services. Evaluation of procurement performance supports firms to decrease cost, increase profitability, secure supplies, quality enhancements and competitive advantage. However, Batenburg and Versendaal (2006) distinguished that use of improper means can be a hindrance to change and may lead to a worsening of procurement processes. Due to companies their failure to improve quality protective and quality assurance models within the supply chain, numerous private companies are losing out (Migai, 2010).

Procurement Performance Indicators

From the public procurement point of view, performance measurement is about seeking to answer the fundamental question of whether the procurement process and decisions ultimately deliver in accordance with the procurement objectives set (Mrope, 2018). Baily et al. (2005) assert that the key variables for any procurement are right quality, right quantity, right time,

right source and right price/cost. It is on the basis of these variables that the procurement objectives of any entity are derived.

2.8 Policy Framework of public procurement

2.8.1 Legal Framework of public procurement reforms in Ethiopia

As part of the civil service reform program, expenditure control and management were initiated by the Ethiopian government in 1996 with the aim of improving the overall management of public finances in Ethiopia. Public procurement is a component of expenditure control and management. In 2009, the government of Ethiopia issued Proclamation No. 649/2009 on procurement and asset management and established a public procurement and asset management authority (PPA) accountable to the ministry of finance and development of the economy to manage public procurement activities. After the fall of the Derg regime, the country adopted new public procurement regulations. Following the entry into force of the new constitution in 1995, the government of the federal democratic republic of Ethiopia (FDRE) drafted new laws and regulations on public procurement; namely “statement of the federal government of Ethiopia on financial management 57/1996” and “Financial regulation of the council of ministers 17/1997”. However, these rules and regulations are not built on the basis of internationally recognized legal documents on public procurement such as the UNCITRAL model law on procurement of goods, works and services (banking). World, 2012). In 1996, a major civil service reform was introduced in Ethiopia, the civil service reform program. One of the civil service reform programs is the restructuring of business processes. The reform has brought about many changes in the field of public procurement, including the preparation of new regulations and regulations on public procurement (public procurement declaration and directive). Based on the results of business process reengineering; coordinate and consolidate procurement guidelines under a single set of rules and regulations; improve the organizational structure of public procurement and strengthen the capacity of contract actors; creating fertile ground for competition and good governance in the public procurement system; create an enabling environment for consistency, transparency and accountability at all levels of public procurement. Under this regulation, public procurement staffs of contracting entities have been trained to properly comply with procurement rules and regulations as part of the capacity building efforts of public authorities. In addition, standard bidding documents (DFS) have been prepared and

disseminated for all types of procurement to simplify procurement and make it consistent across all levels (Tesfahun, 2011).

Table 2.1 Legal Framework of public procurement reforms in Ethiopia

LEGAL FRAMEWORK	DETAILS
Public Procurement proclamation No 649/2009	Provide a comprehensive legal regime to harmonize and safeguard public procurement.
Public Procurement Manual	Provides practical guidance and step-by-step procedures for undertaking procurement in accordance with the proclamation.
Standard Tender Documents (STD)	They comprise standard invitation and contract documents for procurement of all values. There are separate standard tender documents for goods, works and services
Public Procurement Regulations	They contain detailed rules and procedures for all aspects of the procurement system, the operations of Public Procurement Authority (PPA) and procurement entities and the conduct of procurement activities.
Guidelines	Issued by the Public Procurement Authority (PPA) which provides supplementary guidance on disposal, single source procurement, margins of preference, framework contract agreements, sustainable public procurement etc.

Source: PPA Regulations (2010)

2.8.2 Institutional Framework of Public Procurement in Ethiopia

Institutional Framework for Public Procurement in Ethiopia Prior to September 2009, There was no clearly defined centralized procurement supervision nor the governing body responsible for developing contracts procurement policy, preparation and dissemination of standard procurement and contract documents appropriate to different types of contracts, control of compliance with contract laws and regulations, addresses issues of integrity and transparency; and establish an appropriate complaints mechanism to deal with complaints from contractors and suppliers.

In addition, there are no specialized establishments capable of assessing the training needs of procurement staff and facilities ensuring continuous capacity building. There is also a shortage of experienced procurement and management personnel capable of handling international markets (Dubale, 2014). According to Tesfahun (2011), prior to the

implementation of business process restructuring, public procurement and asset management were separate functions of the Ministry of Finance and Economic Development. Since the issuance of the proclamation new language and the implementation of business process restructuring study, the two divisions merged in September 2009 under declaration 649/2009 and formed the Ethiopia Public Procurement Authority and the Financial Conduct Authority property. Then the PPA is up and running, it can work well, and begins to replace it as a vital role.

2.8.3 General Principles of Public Procurement

According to Arrow, S. (2010) there are eight Objectives (Principles) to be meet in Public Procurement.

- Fair Treatment of Supplies
- Horizontal policies: (efficient implementation of industrial, social and environmental policies in procurement)
- Opening up public markets:
- Efficiency in the procurement process:
- Acquisition Efficiency (value for money)
- Integrity (avoiding corruption and conflict of interest)
- Accountability
- Equal supply opportunities and treatment

2.9 Empirical Literature Review

This section of the Empirical Literature Review reviews research by previous researchers in the world and in Ethiopia on issues related to factors affecting public procurement performance. Various studies have shown the impact on public procurement performance outcome and are well documented by Kioko & were2, (2014); Shiundu & Rotich, (2014); Kiage, (2013) Amemba, et al. (2013); Mamiro, (2010); Boniface (2014); Compton (2007); Barsemoi, Patrick, and Benard, (2014); Grace Fridah, (2015); Florence and Michael, (2017), and in Ethiopia Senait, Asefa & Seid, (2016); Tirualem, & A Manpreet, (2020). Wossene,

(2019); Abebe (2017); Adissu (2020); and Bekele (2015). However, for the purposes of this research, it is necessary to review the empirical literature in accordance with the specific purpose of the research and project documents of variables. My review focuses on the methods adopted by variable indicators used to evaluate the effectiveness of procurement, the main conclusions and recommendations. As suggested by Mugenda & Mugenda (2003), detailed knowledge has been something that has been done by other researchers, which helps avoid unnecessary and unintended duplication of effort and more, and will help us create a framework for which to apply our results.

Studies in other countries

Kiage (2013) conducted an empirical study of factors affecting procurement effectiveness (:(a case of ministry of energy in Kenya). An independent variable for procurement planning, resource allocation, staff competency and contract management. The result of this work is that planning, resource allocation, staff competency and contract management have a positive impact on the procurement performance. It shows that the most important factor was the procurement of planning, which was followed by a management contract, as provided by the vast majority of respondents. This was due to management's strong focus on planning, result to efficiency and efficiency to achieve the intended results. At the same time, research results, the Kyoko & Were² (2014), factors influencing the effectiveness of the procurement function in public institutions, in Kenya (a case of supplies branch in Nairobi). It refers to an independent variable of the framework. Staff competencies; information communication technology and institutional culture of the company. Staff efficiency significantly affects the effectiveness of the procurement process. Therefore, employees received both skills, knowledge, skills, experience and abilities to increase government procurement work the efficiency of obtaining state bodies. Came to the conclusion that the supply area, it adopted modern technologies for implementing the procurement function in the Country. The study uses a description of the research design, the use of a semi-structured questionnaires, and basic data collection tools.

In addition to this, Shiundu & Rotich (2014) conducted a study on factors influencing efficiency in procurement systems among public institutions:(a case of city council of Nairobi city council) focusing on main factors affecting the council's procurement capacity, as well as employee competency; information technology; management styles; and records management. The description and survey were used, and its results showed that employee competence,

information technology, records management, and management style influence the procurement effectiveness of the board. The study recommends, among other things, improving the level of competence of personnel in the field of supply; systems for the use of electronic sources, as well as maintaining accurate culture records to ensure comprehensive statistics on the cost of purchased goods, services and works.

Similarly, Amemba et al. (2013) conducted a study on the determinants of procurement performance (in the ministry of education in Kenya). Research-related issues of the Ministry of Education (MOED) the system is in a deplorable state and large investments are provided for the development of an appropriate level. In the course of the study, it was found that instead of the MOED contract, the following factors are significantly influenced: stakeholders, resource dependence, leadership style, and technology.

Finally, the researcher recommends that managers focus primarily on capturing some of the resources or expertise of staff within the organization in order to eliminate dependence on external resources. This study the research didn't mention the role of procurement planning, organizational structure, procurement follow-up mechanisms and skilled manpower in facilitate the procurement process in the research area.

Mamiro (2010) agrees with this implication and concludes that one of the main problems in public procurement is poor planning and management of the procurement process, which has a fairly well-defined and real budget needs assessment and a lack of experience among procurement personnel. Studies have shown that the sector is characterized by poor contract management, which is characterized by delays in payments to suppliers, which are a high degree of obstacle in their provision of services, as well as a lack of control in the management of the contract of the user who remains alone, and to manage and monitor their projects without involving the procurement function. The same research shows that there was no progress report on the project that was submitted the team leader.

Boniface (2014) conducts an empirical study of the factors influencing public procurement performance (in the Kenya). Public sector stated that the management of procurement lifecycle was the most important aspect of enhancing the positive procurement performance and use of tender, which is the most appropriate method with procurement. And while researchers believe whether in the field of ICT adoption that is one of the challenges of procurement performance adoption that is one of the challenges of procurement performance conclusion is that procurement systems were still largely manual, neither streamlined nor

automated. This is the reason for inefficiency and loss. ICT allows you to integrate the system helps, transparency, responsibility, reliability and improve customer relations relationship. Employees still benefit from the nurse's assistance in using ICT and adoption. This study concluded that the central government's management of works in general, negatively the conduct of documents, was the most significant driver in procurement performance to follow them "public procurement procedures, procurement, staff qualifications and the role of ICT.

Compton (2007) suggest that the effective implementation of the organization of procurement processes depends on the level of training of personnel, the lack of professionally trained personnel in the field of procurement operation, which limits the ability of organizations to adopt the best procurement practices through benchmarking.

Barsemoi, Patrick, and Benard, (2014), have seen that motivated and well-trained employees, as well as an effective record management system, are needed to improve the public procurement performance. On the other hand, the failures to automate the data collection system and non-adoption of information communication technology, systems have adversely affected procurement performance.

Grace and Fridah, (2015) confirms that, among many other factors, such as the impact of public procurement performance, only the use of information and communication technologies there may be a significant impact on the procurement performance. But procurement policies are a hindrance and obstacles to the organization's services during the procurement policies are ineffective in solving the procurement challenges within the organization.

According to Florence and Michael (2017), the effectiveness of sources can be achieved based on the best procurement policies, procurement ICT adoption, procurement accountability and procurement professionalism of procurement since their implementation. The results showed that all the rules on public procurement policies, procurement ICT adoption, procurement accountability and procurement professionalism of procurement had a positive character value when tendering in the notice. Proposed changes to policy makers implementing procurement policies to improve the efficiency and productivity of procurement.

Similar studies in Ethiopia

Senait, Asefa & Seid, (2016) conducted a study on the factors influencing procurement performance. (In the case of Awassa textile share company). Independent variable to get,

procurement planning, Staff competency; Procurement procedure and; Resource allocation. Their research shows that their staff efficiency and financial resources are extremely important factors influencing the procurement performance. In addition, procurement planning, and procurement procedures at least taking into account the factors that affect the procurement performance from the given and taking into account other variables.

Abebe (2017) conducted a study on issues Factors affecting public procurement performance in Ethiopia: the case of public procurement and property disposal services. These studies have provided a better understanding of factors, i.e., purchasing, planning and staff skills, acquisition and use of new information and communication technologies. The study uses description of research design methods, including description and inferential analysis. The study found that the acquisition, organization, planning, and employee eligibility; the procurement process and use of new information and communication technologies has a positive impact on the procurement performance.

According to Tirualem, & A Manpreet, (2020), studies have been conducted on factors affecting the effective functioning of public procurement in public universities of Ethiopia. Independent variable of procurement law, legal environment, organizational structure, ethics, information and communication technology (ICT) employees; supplier management and financial resources are there. Research has revealed that the procurement guideline; employee ethics and information technology has positively affected significantly the effective implementation of public procurement practice. In addition, research has shown that performance results negatively impact with the budget allocation with and do not have a serious impact on the effective application of public procurement practices.

In the same way, the research carried out by Bekele (2015) carried out a study on Procurement performance in public higher Institutions (a case of Jimma University). The research goal was to better understand factors such as Procurement planning; Resource allocations; Staff competency; information communication technology, and procurement process. The study was shown through a Descriptive research for the analysis; the researcher will use descriptive statistics and a narrative analysis of a summary. Studies have shown that the staff competencies of the procurement department, which significantly affects the efficiency of the procurement function, and that the level of information communication technology skills among the employees greatly affects the procurement performance. The study shows that the culture of making annual procurement plans in university consumer departments is very poor.

This will directly affect the efficiency of the procurement performance. Therefore, the procurement plan should be fully integrated with the strategic plan and the budget of the government. In addition to this, Adissu (2020). Studies have been carried out in order to assess the factors that affect the efficiency of public procurement (in case of Wollega University). The research goal was to better understand these factors, that is: The Supplier management, human Staff competency; inventory management. On stratifying the information, which is used with the help of a simple random sample, a method of statistical analysis using descriptive statistics and inferential statics. The overall conclusion of the study is that the supplier management has a significant positive effect on the procurement efficiency and effectiveness. Therefore, the organizations of procurement performance are a poor delivery, as is necessary for the products of the right quality, right quantity, within right time, the bad, the specifications based on the requirements of the users, the product, and-in the procurement process, which can take a long time to deliver the goods at the user's request.

According to Wossene, (2019) the research that has been conducted on the factors that affect the efficiency of public procurement: (in the case of Addis Ababa city, in Gulele sub-city administration). The research goal was to better understand factors such as Procurement planning; Staff competency; ICT utilization; and internal control system. In order to achieve this goal, we used a targeted and random sample, with a sample of the data, with both the structured questions. The Data were analyzed by using both descriptive and inference methods. The results of this study showed that all the independent variables have a statistically significant and positive effect (impact) the whole procurement performance of the administration. Procurement planning, and staff competency are the most important influencing factors, such as the efficiency of public procurement performance, the use of ICT and the level of internal control. The study found that procurement performance in the administration is poor in terms of achievements of the procurement objectives.

2.9.1 Research gaps

Indication from the empirical literature and theory of literature, in general, the evidence suggests that the literature on the factors affecting the procurement performance. There is no research on the factors affecting public procurement performance on procurement policy and resource allocation to the administrative level of the sub city. Similarly, they did not adequately define the level of influence (contribution) of procurement strategy, personnel competency, and ICT usage. In addition, many of the previous studies on the performance of

procurement function within the public entities have, to an outsized extent, focused on the method with little emphasis on objectives. However, they have an inclination to generalize procurement performance by assessing it in terms of efficiency of the procurement function, but at the identical time have fizzled to obviously characterize these terms. So as per the analyst level of understanding it may well be a vital time to aim investigate on the topic in order to fill in the gaps by identifying the most important factors that influence the effectiveness of the public procurement performance in Akaki Kaliti, sub city administration. These observation areas can be sufficient in order to answer the researcher hypotheses.

2.10 Conceptual Framework

In essence, Wilson et al, (2015), a conceptual framework can be defined visually or in writing, product “which clarifies the fundamental issues, in order that a system is out of the illustration or narrative system.” In the same way, Bogdan and Biklen (2003), a conceptual framework is a basic structure of the a few abstract blocks that represent the elements of processes or systems from an experimental, and analytic/synthetic form. The interaction of these blocks to understand completes the structure of the expected results. A variable that measures a variety of values such things, which is called a variable. The independent variables are changes that occur, and can be studied directly by varying descriptions, or predictors. In this study, independent and dependent variables are chosen because, of their relevance to the research topic. Therefore, in the planning, employee skills, use of information and communications technology, procedures, Policies, and allocation of resources of Procurement are to be considered as the independent variables and the efficiency of the Procurement is as a dependent variable a function of many variables. The researcher's conceptual framework of the figure below illustrates the research Hypothesis, literatures and is dedicated to the relationship between the procurement of factors, and the procurement of the performance.

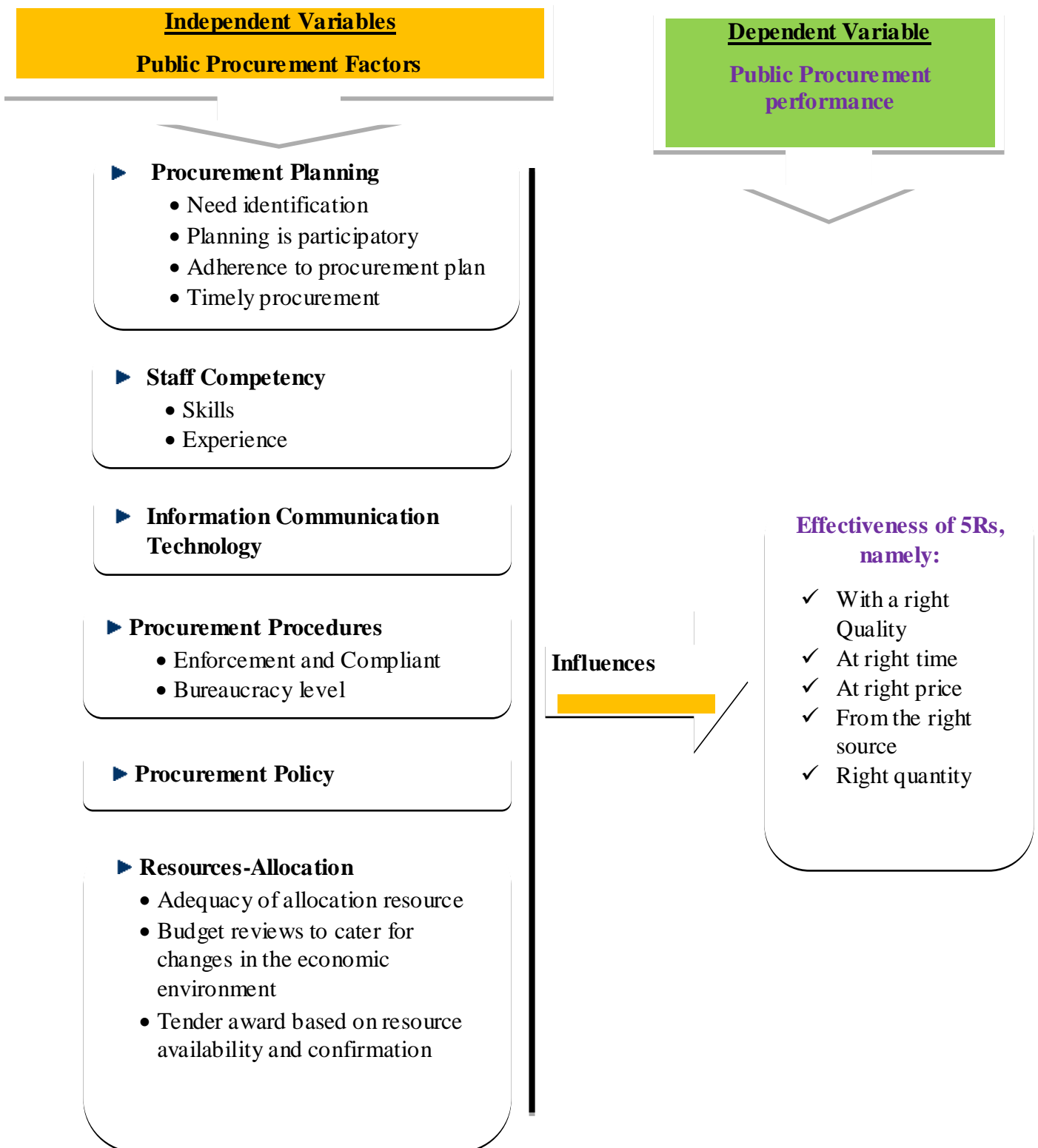


Figure 2.1: Conceptual Framework

Source: Designed by the researcher on the bases of literature reviewed.

CHAPTER THREE

RESEARCH METHODOLOGY

According to Kothari (2004), Research methodology is a method to scientifically solve the research problem. It may be expected as a science of studying in what way research is performed systematically. Similarly, Ghauri et al. (1995), research methodology can be conceived as a system of rules and procedures. Such rules and procedures are important in research for the purposes of reasoning i.e., a specific logic to acquire insights; inter-subjectivity i.e., reporting how the researcher has obtained the findings, and communication i.e., reporting in a manner to enable others to replicate or criticize.

This chapter presents the research methodology which was applied in this study to scientifically solve the research problem. The chapter is arranged into different sub sections. Specifically, research approach, research design, source of data, data collection method, data collection procedures, data analysis method describes how the data were processed, analyzed and presented it followed by descriptive statistical analysis and inferential statistical analysis. Validity and reliability of the test, and finally, ethical consideration was presented in the chapter.

3.1 Research Design

The conceptual arrangement within which the study is conducted is referred to as Research design. It is used as the blueprint for the collection, measurement, and analysis of data (Kothari, 2004). The same authors discuss three types of research design: They are exploratory- discovery of ideas and insights, descriptive which is concerned with determining the frequency with which an event occurs or with relationship between variables, and explanatory which deals with hypothesis testing. According to Kothari (2004), descriptive research includes different kinds of surveys and fact-finding enquiries. The design is used to describe the characteristics of the independent variables. This aids to get information regarding the status of the phenomenon to explain what the current situation is with respect to the variable of the investigation, the public procurement performance. Furthermore, Saunders, et al., (2009) shows that explanatory research establishes causal relationships between variables. The study aims to examining the effect of procurement factors on public procurement performance of Akaki Kaliti Sub-City Administration. To test the hypotheses and to describe the statuses of variables of the study, descriptive and explanatory research

designs were considered as appropriate. Thus, the researcher was applied descriptive and explanatory research designs to conduct the study.

3.1.1 Target population

Saunders et al, (2007), defined population as the whole set of the universe from which a sample taken. The larger population to which the researcher ultimately would like to generalize the results of the study is referred to as target population (Mugenda, 2003). Accordingly, all employees working in Akaki Kaliti Sub-City Administration at sub-city level were considered as source population. Thus, the researcher took those employees of the Sub-City Administration as a study population to the intended research. In the investigation, to get the right respondents with right knowledge, exposure and experience about the study area, the researcher was applied the inclusion and exclusion criteria. These are explained below:

Inclusion Criteria

All employees of the sub-city administration at sub-city level who have been working in the selected public sectors from the four pulls and procurement departments at least for the last 2 years were included as the respondents to the research. Accordingly, employees working in:

- I. Land administration pull
 1. Land development and management office
 2. General manager office
 3. West disposing administration office
- II. Main executive pull
 4. Finance and economic development office
 5. Farmers and town agriculture office
 6. Trade office
- III. Construction pulls
 7. Education office

8. Health office
9. Construction office
- IV. Public service and human resource development pull
 10. Food, medicine and health administration control office
 11. House administration office
 12. Environmental protection and green development office
 13. Procurement departments of the four pulls having at least 2 years of work experience will be included to be the sample respondent to the research.

Exclusion Criteria

Employees who have been working for less than 2 years in the Akaki Kality Sub-City Administration at sub-city level of the selected public sectors from the four pulls and procurement departments were excluded to be taken as respondents to the study. Furthermore, all employees working in public sectors which were not selected and those who were refused to be taken for respondents were excluded to be constituted as respondents of the intended investigation undertakings. The total number of employees who have been working at least 2 years in these working sectors was 389 based on employee's information taken from Human Resource Administration and Development Department in December 30, 2020.

3.1.2. Sampling Techniques and Sample Size

According to Kothari (2004), when the field of inquiry is large, considerations of time and cost almost invariably lead to sampling. The respondents sampled should be as representative of the total population. The respondents constitute what is technically called a 'sample', the selection process is called 'sampling technique' and the number of items to be designated from the population to constitute a sample is called 'sample size'. The useful sampling method which permits a researcher to obtain information from a sample of the population that one thinks knows most about the subject matter is purposive or judgmental sampling method (Saunders et al., 2007). The researcher was used random sampling method for selecting public sectors from each pull. The sampling technique regarding to the selection of respondents in this research was stratified random sampling method. If a population does not constitute a homogeneous cluster, stratified sampling technique is generally applied to get a representative

sample. Under stratified sampling, the population is divided into several sub-populations that are individually more homogeneous than the total population and then items take from each stratum to constitute a sample. Since each stratum is more homogeneous than the total population, stratified random sampling enables to get more precise estimates for each stratum. As the target population employees who have been working at least 2 years in the Akaki Kality Sub-City Administration at sub-city level of the selected public sectors from the four pulls and procurement departments, it was more appropriate to use stratified sampling to draw representative from all working sectors (strata).

According to Kothari (2004), the size of sample should neither be excessively large nor too small. To get a representative sample for the population under study for which the size is known, Yamane's (1967) provides a simplified formula to calculate sample size.

$$n = \frac{N}{1 + N * (e)^2}$$

Where, n= sample size

N= population size

E= the desired level of precision or Tolerance at desired level of confidence, take 0.05 at 95% confidence level for this study.

Thus, based on Yamane's formula sample size is determined as follows:

$$n = \frac{389}{1 + 389 * (0.05)^2}$$

$$= \frac{389}{1 + 389 * 0.0025}$$

$$= \frac{389}{1 + 0.9725}$$

$$n = \frac{389}{1.9725};$$

$$\mathbf{n = 197}$$

Accordingly, the number of sample items from the total population of 389 employees was 197. In order to determine the number of sample items from each stratum, the questionnaires with sample size 197 were distributed as follows:

Table 3.1: Sampling Frame and Tabular View of Sampling Plan

Strata by Sectors	Target Population (N)	Sampling Fraction $I=M(Ni/P)$	Sample Size (I)
Land Development and Management Office	15	197(15/389)	7
General Manager Office	4	197(4/389)	2
West Disposing Administration Office	69	197(69/389)	35
Finance and Economic Development Office	43	197(43/389)	22
Farmers and Town Agriculture Office	25	197(25/389)	13
Trade Office	48	197(48/389)	24
Education Office	25	197(25/389)	13
Health Office	33	197(33/389)	16
Construction Office	65	197(65/389)	33
Food, Medicine and Health Administration Control Office	23	197(23/389)	12
House Administration Office	12	197(12/389)	6
Environmental and Green Development Office	9	197(9/389)	4
Procurement Departments of the four Pulls	20	197(20/389)	10
Total	389	197(389/389)	197
Total Sample Size = 197			

Source: Researcher, based on data Akaki Kality Sub-City Administration, Human

Resource Management and Development Department, 2021.

3.2 Research Approach

According to Creswell (2007), there are three approaches available for researchers to design their research methodology namely Quantitative, Qualitative and Mixed research approaches. According to Kothari (2004), quantitative approach contains the group of data in quantitative form which can be subjected to difficult quantitative analysis in a formal and informal manner. On the other hand, qualitative approach is used the subjective assessment of attitudes,

opinions and behavior. Thus, for this study the researcher was used quantitative research approach. As it helps to explore, present, describe and examine relationships and trends within data and as it also supports to collect results in numerical and standardized data (Saunders, Lewis and Thorhill, 2009).

3.3 Source of data

Primary and secondary data are the two types of sources of data. Researcher might use either both or one of the types of data relies on the investigation type and data collect by researcher Saunders et.al, (2007). For this research, to collect relevant data both primary and secondary data sources were used.

Primary Data

According to Malhotra et al. (2006), primary data are originated by a researcher for the specific purpose of addressing the problem at hand. Therefore, the primary data was obtained directly from respondents through self-administered questionnaires. The primary data provided first-hand information to this study about the assessment of factors affecting public procurement performance and other issues necessary for this research.

Secondary Data

Secondary data means data that are already available i.e., they refer to the data which have already been collected and analyzed by someone else (published or unpublished). When the researcher utilizes secondary data, then he has to look into various sources from where he can obtain them (Kothari, 2004). For this research purpose, secondary data was obtained from a literature review collected from written theses, journal papers, textbooks, newspapers, and literature on public procurement performance written by different scholars. Similarly, manuals, directives, proclamation and annual reports related to procurement activities were used. The aim of the secondary source was to interpret, offer commentary, analysis and draw conclusions about events described in primary sources.

3.4. Data Collection Method

The data collection instrument, for collecting the primary quantitative data used a self-developed questionnaire containing self-assessment items measured on the 5-point Likert type of scale strongly disagree, disagree, neutral, agree, strongly agree to inquire answers in

the form of close-ended and open-ended questions had different sections. The questionnaire was self-administered by the researcher through drop and pick techniques.

3.5. Data Collection Procedures

Questionnaires were distributed personally by researcher visiting all stratum. To maintain the validity of the constructs and scale used in this research, most of the questions were adopted from previous researches conducted by different scholars with little modifications.

3.6 Data Analysis Method

The data analysis was done using Microsoft Excel and SPSS software through descriptive analysis techniques including measures of central tendency (e.g., mean) measure of distributional shape (i.e., skewness), inferential analysis (e.g., correlation, regression). Through descriptive and inferential statistics data analysis (Pearson's r, Model summary, ANOVA and Regression procedures) was done. According to Boone and Boone (2012), Likert scale data are analyzed at the interval measurement scale. Therefore, the overall score of the mean and standard deviation for Likert scales was analyzed. The data was presented by using statistical tools like tables, figures, bar charts and others.

3.6.1 Descriptive Statistical Analysis

Descriptive statistics was used to describe different characteristics. The researcher was applied mean, standard deviation, frequency and percentage to measures of central tendency. Outcomes of the research were presented using tables and figures accompanied with descriptions.

3.6.2 Inferential Statistical Analysis

In Inferential statistical analysis the researcher was applied correlation and multiple linear regression analysis. Correlation analysis used to determine the relationship between the independent variable (Procurement factors) and dependent variable (public procurement performance). A multiple linear regression used to test the influence of factors on public procurement performance. The results were presented using tables taking from the SPSS outcomes that were shown in the analysis and presentation part. Each table was accompanied by result interpretation. There are correlation and a multiple linear regression as follows:

A. Correlation Analysis

Correlation may be defined as the degree of relationship existing between two or more variables (Koutsoyiannis, 1977). The linear correlation coefficient (r) is a measure of the degree of coverability of the variables. The strength and the direction of a linear relationship between the two variables (dependent and independent) are measured by the linear correlation coefficient (r). The values that the correlation coefficient may assume vary from -1 to +1. There is a positive correlation between the variables, when r is positive. R = +1 implies that there is a perfect positive correlation between variables. When r is negative, there exists a negative correlation between the variables. R = -1 implies that there is a perfect negative correlation between variables. The variables are not correlated, when r is zero. The degree of variability is greater, when the value of r is closer to one. On the other hand, the closer the value of r is to zero, the lesser is the degree of the variability According to Samuel and Okey (2015), the linear correlation coefficient is sometimes known as the.

As statistical estimation, r is unavoidably subject to some error and should be verified for its consistency by conducting some test of significance (Koutsoyiannis, 1977). While computing a correlation, the level of significance shall be set at 95% with alpha value of 0.05).

B. Multiple Regression Analysis

The word regression was introduced by Francis Galton (Gujarati, 2004). The investigation of the dependency of one variable, the dependent variable, on one or more other variables, the explanatory variables is referred to as Regression analysis. The multiple regression analysis was used to determine whether the procurement factors have influenced the public procurement performance of Akaki Kaliti Sub-City Administration. The study took the six determinant factors as independent variables and the public procurement performance as dependent variable in the regression model. The study was used the following multiple regression model to establish the statistical significance of the independent variables on the dependent variable. The regression equation is;

$$Y = \beta_0 + \beta_1 \chi_1 + \beta_2 \chi_2 + \beta_3 \chi_3 + \beta_4 \chi_4 + \beta_5 \chi_5 + \beta_6 \chi_6 + \varepsilon$$

Where: Y = Public Procurement performance (Dependent Variable)

β_0 = the constant

X_{1-n} = Independent variable (χ_1 is procurement planning, χ_2 is Procurement policy, χ_3 is procurement procedure, χ_4 is Resource allocation, χ_5 is staff competency and χ_6 is utilization Information communication technology.

B_{1-n} = the regression coefficient or change involved in Y by each χ . ϵ = error term

3.7 Validity and Reliability of the test

3.7.1 Validity of the test

Validity is the extent to which a test accurately measures what it claims to measure (Lakshmi and Mohideen, 2013). According to Kindy et al. (2016), content validity is the extent to which the item in an instrument covers the entire range of the significant aspects of the area being investigated. It is the degree to which the measurement device, in this case, the measuring questions in the questionnaire, provides sufficient coverage of the research investigative questions. In addition, pilot testing of questionnaires was conducted to obtain a feedback from the respondent on validity and responses were collected and questionnaires were adjusted subsequently.

3.7.2 Reliability of the test

According to Kothari, (2004), reliability refers to consistency, where internal consistency involves correlating the responses to each question in the questionnaire with those other questions in the questionnaire. The term reliability defined as the consistency or stability of measurement over a variety of situations in which basically similar outcomes should be obtained.

The most popular method of testing for internal consistency in the behavioral sciences is Cronbach's alpha. Cronbach's alpha reliability/consistency coefficient normally spreads/ranges between 0 and 1. According to Gliem (2003), the following rule of thumb is provided. These are:

- If " $\alpha > 0.9$, it will be excellent
- $A > 0.8$, it will be good
- $A > 0.7$, it will be acceptable
- $A > 0.6$, it will be questionable
- $A > 0.5$, it will be poor and

- Finally, $\alpha < 0.5$, it will be unacceptable”.

Cronbach’s alpha was computed and compared with the threshold value of 0.7. An overall value of 0.831 was obtained as indicated in Cronbach’s alpha reliability test table below (table 3.2), which implied high level of internal consistency of research instruments.

Table 3.2: Cronbach’s alpha reliability test

S. N	Instrument Dimension	Cronbach’s alpha	No. Of Items	Reliability
1	Procurement Planning	0.842	5	Good
2	Staff Competency	0.819	6	Good
3	ICT Utilization	0.881	6	Good
4	Procurement Procedure	0.86	7	Good
5	Procurement Policy	0.772	6	Acceptable
6	Resource allocation	0.801	4	Good
7	Procurement Performance	0.84	5	Good
Overall		0.831	39	Good

Source: researcher, 2021

3.8 Ethical Consideration

According to Leedy and Ormrod, (2013), in doing any research, there is an ethical responsibility to do the work honestly and with integrity. The basic principle of ethical research is to preserve and protect the human dignity and rights of all subjects involved in a research. The researcher kept privacy, anonymity (protecting the identity of specific individuals from being known) and confidentiality or keeps the information confidential (Saunders et.al, 2007). Before the data is collected, the ethical issues were taken in to consideration. Appropriate communication was made with the staff of the sub-city administration. During data collection respondents were informed about the objective of the research and the researcher was assured that the respondent’s information was confidential. The respondents also informed verbally as well as in writing that any information obtained through questionnaire were purely used for academic purpose and were handled with the highest order of confidentiality. Accordingly, the questionnaire was distributed to voluntary participants. Hence the study was not raising any ethical anxiety.

CHAPTER FOUR

4. DATA ANALYSIS, INTERPRETATION AND DISCUSSION

This chapter proved the data analysis, data interpretation, presentation and results of the study. The main objective of the study was to assess the factors that affect public procurement performance in Akaki Kality Sub-City administration of Addis Ababa. Accordingly, the research hypotheses established based on the literature reviews have been already discussed in chapter three. Thus, to answer the research hypotheses posed in this study, data have been collected and analyzed with both descriptive and inferential statistics. This chapter presents the results of the data analysis according to the research methodology discussed in chapter three. First, it presents the descriptive statistics of the sample. The descriptive analyses focus on: the data collected on factors affecting the performance of procurement (independent variables) are presented as descriptive statistics, statistical distribution, and the discussion. Secondly, inferential analysis of respondent's data collected regarding public procurement key performance indicators and the data of the study's independent variables namely; Procurement planning; Staff competency, Utilization of information communications technology, Procurement procedures, Procurement policy, Resource allocation in relationship between procurement performances are presented and discussed. Finally, detailed discussions on research hypotheses, in light of prior studies, were also presented.

4.1 Response Rate

Response rate is formally defined as the number of completed questionnaires divided by the number of eligible sample members (Frohlich, 2001). Response rates are generally considered to be the most widely compared statistic for judging the quality of surveys (Johnson and Owens, 2008). There is no exact response rate that assures an unbiased representation of the population. As an overall rule of thumb, most researchers look for a response rate $\geq 70\%$ (Rubinfeld, 2004).

As shown in the table below (table 4.1), a total of 197 questionnaires were distributed. Out of the 197 questionnaires, 193 were filled properly and returned to the researcher which represents a response rate of 95.88% and the rest 4(4.12%) were not returned. This percentage was considered acceptable for the study as it is higher than the general response rate rule of thumb.

Table 4.1: Response rate

Response status	Frequency	Percentage
Filled and returned	193	95.88
Not returned	4	4.12
Total	197	100

Source: Researcher, 2021

4.2 General information of the respondents

This section presents general information about respondents. The general information collected was on gender, level of education, public offices/sectors, work experience and profession. Gender was included to signify the involvement of both genders in the study. The level of education and profession were important to imply that the respondents were well educated and had the ability to understand and respond to the issues sought by the study. Working public office/working sector was required to infer that the respondents were able to understand the different public procurement practices sought by the research. Work experience was important to ensure aspects of familiarity and experience of the respondents in matters of public procurement practices.

4.2.1 Gender of Respondents

The investigation established and found gender details of the respondents as presented in table 4.2.

Table 4.2: Gender of respondents

Gender	Frequency	Percent	Cumulative Percent
Male	106	54.9	54.9
Female	87	45.1	100
Total	193	100	

Source: Researcher, 2021

From the above table 4.2, the study established that 54.9% of the respondents were male and 45.1% were females. From this finding one can infer that both genders were fairly involved in the study because the ratio of gender in the population is also similar to this finding. Hence the finding of the study did not suffer from gender bias.

4.2.2 Education Level of Respondents

The study sought to determine the education level of respondents and the responses were analyzed as shown in table 4.3 below:

Table 4.3: Educational level of respondents

Education Level	Frequency	Percent	Cumulative Percent
Diploma	13	6.7	6.7
First Degree	148	76.7	83.4
Second Degree and above	32	16.6	100.0
Total	193	100.0	

Source: Researcher, 2021

As shown on the above table (table 4.3), the study discovered that majority of the respondent's education background 148(76.7%) had first degree level of education 32(16.6%) followed by master's degree and the remaining 13(6.7%) had college diploma level of education. This shows that the respondents had sufficient levels of education to understand and respond to the issues sought by the study. This shows that most of the respondents are qualified and have good educational background to understand and respond to the issues sought by the study.

4.2.3 Work Office/Sector of Respondents

The study wanted to identify the various working office or public sectors that the respondents belonged to in order to determine whether they had relevant knowledge in their area of specialization. The responses were analyzed and the results are presented in table 4.4 below:

Table 4.4: Working office/public sector of respondents

Working office/public sector	Frequency	Percent	Cumulative Percent
Land Development and Management Office	14	7.3	7.3
General Manager Office	40	20.7	28.0
West Disposing Administration Office	0	0.0	28.0
Finance and Economic Development Office	21	10.9	38.9
Farmers and Town Agriculture Office	4	2.1	40.9
Trade Office	26	13.5	54.4
Education Office	21	10.9	65.3
Health Office	10	5.2	70.5
Construction Office	21	10.9	81.3
Food, Medicine and Health Administration Control Office	9	4.7	86.0
House Administration Office	9	4.7	90.7
Environmental and Green Development Office	8	4.1	94.8
Procurement Departments of the four Pulls	10	5.2	100.0
Total	193	100.0	

Source: Researcher, 2021

As shown in table 4.4 the data displays that 40(20.7%) of the respondents were from General Manager Office followed by Trade Office, Finance and Economic Development Office, Education Office and Construction Office 26(13.5%), 21(10.9%) (10.9%) and (10.9%) respectively. The remaining (7.3%), (5.2%), (5.2%), (4.7%), (4.7%), (4.1%) and (2.1%) of respondents were from Land Development and Management Office; Health Office; Procurement Departments of the four Pulls; Food, Medicine and Health Administration Control Office; House Administration Office; Environmental and Green Development Office, and Farmers and Town Agriculture Office respectively. This indicates that the respondents were able to understand the different public procurement practices sought by the research based on the working sectors they belong.

4.2.4 Work Experience of Respondents

The researcher wanted to discover out the years the respondents have been with the logistics management functions in the Agency. The responses were analyzed, and the results are presented in table 4.5 below:

Table 4.5: Work experience of respondents

Work Experience	Frequency	Percent	Cumulative Percent
1-5 years	13	6.7	37.8
6-10 years	51	26.4	66.8
11-15 years	56	29.0	93.3
Above 16 years	73	37.8	
Total	193	100	100.0

Source: Researcher, 2021

The data in table 4.5 shows that with regard to working experience about the respondent's shows that 73(37.8%) above 16 years of experience, 56(29%) of them have from 11-15 years, 56 (29.0%) of the respondents have 6-10 years 51(26.4%) and the rest of below 5 years of work experience 13(6.7%). This shows that majority of the respondents had served for a significant period of time. So, they understand that the information obtained from them is reliable or dependable since they have good know-how and experience about the concept of procurement performance and to give answer for the questionnaire of the study.

4.2.5 Profession of Respondents

The researcher sought to determine the profession of the respondents and the responses were analyzed as shown in table 4.6 below:

Table 4.6: Profession of respondents

Profession	Frequency	Percent	Cumulative Percent
Management	50	25.9	25.9
Accounting	45	23.3	49.2
Economics	12	6.2	55.4
Engineering	21	10.9	66.3
Procurement & supply management	7	3.6	69.9
Others	58	30.1	100.0
Total	193	100.0	

Source: Researcher, 2021

As shown on the above table (table 4.6), the study discovered with regard to professional qualification, the findings show that 50(25.9%) of the respondents were management graduates, 45(23.3%) of the respondents were accounting graduates, 12(6.2%) of respondents were economics graduates whereas 21(10.9%) are engineering graduates, procurement and supply management graduates accounts only 7(3.6%) and the remaining 58(30.1%) were other field graduates. The study discovered that majority of the respondents had Management and Accounting professions.

This indicate that the majority of the respondents have relevant professional qualifications necessary to understand the public procurement science and practices, also respondents were able to comment on issues related to the procurement performance of the administration and also were able to provide reliable answers to the questions. Thus, this helped to fill the questionnaire with complete of procurement knowledge.

In general, from the above tables of respondent's information were understand that the information obtained from them is reliable or dependable since they have good know-how and experience about the concept of procurement performance. In other word, the study had actually used the right respondents whose opinions fairly represent others in the target population. As propounded by Samson et al. (2016), respondents with high working experience assist in providing reliable data on the sought problem since they have technical experience on the problem being investigated by the study.

4.3. The states of the public procurement practices in the Sub-city Administration.

The first objective of the study was to examine the states of the public procurement determinants or factors in Akaki Kaliti Sub-city Administration. The respondents were requested to show the state of public procurement practices in Akaki Kaliti Sub-city Administration. The public procurement practices constituted of procurement planning, staff competency, ICT utilization, procurement procedure, and procurement policy and resource allocation. A five-point Likert scale with 1 = strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = strongly agree was used to rate the state of public procurement practices of Akaki Kaliti sub-city Administration. Analysis of the states of public procurement practices was done using means and standard deviations. The means recorded were interpreted as follows: 1-1.49 = strongly disagreed/Never practiced; 1.5-2.49 = Disagreed/Rarely practiced); 2.5-3.49 = Neutral/Occasionally practiced; 3.5-4.49 = Agreed/Very often practiced; 4.5-5.0 = strongly agreed/Always practiced (Lady, 2016).

4.3.1 Procurement Planning

The study sought to determine the state of Procurement Planning practices in Akaki Kaliti sub-city Administration. The research findings are presented in table 4.7 below:

Table 4.7: Procurement Planning practices

Procurement Planning	N	Mean	Std. Deviation
The procurement activities of the administration are guided by an annual procurement plan	193	2.92	1.278
Procurement plan prepared through the involvement of concerned employees and public sector offices	193	2.79	1.207
Public sector offices submit their procurement need on time	193	3.29	1.203
The procurement plan of the administration identifies materials as per the user departments need	193	3.04	1.136
Public procurement and property administration support processes circulate approved/updated procurement plan to the concerned public sector offices	193	3.38	1.183
Overall	193	3.0865	1.01869

Source: Researcher, 2021

As shown in table 4.7 the data indicates that an overall mean and standard deviation of (M= 3.0865, SD= 1.01869) were recorded indicating that respondents were agreed on procurement planning practices. Thus, procurement planning practice was occasionally practiced. The above table (table 4.7) demonstrates that public procurement and property administration support processes circulate approved/updated procurement plan to the concerned public sector offices was occasionally practiced with the medium mean (M= 3.38, SD= 1.183) coupled with public sector offices submit their procurement need on time (M= 3.29, SD= 1.203), The procurement plan of the administration identifies materials as per the user departments need (M= 3.04, SD= 1.136), the procurement activities of the administration are guided by an annual procurement plan (M= 2.92, SD= 1.278) and Procurement plan prepared through the involvement of concerned employees (M= 2.79, SD= 1.207) were occasionally practiced or carried out respectively.

The analysis further displayed those moderately high standard deviations spread from 1.136 to 1.278 which implies that respondents were more varied in their opinions to the responses given under procurement planning practices. The finding about procurement planning practices (table 4.7) indicates that procurement planning affects the procurement performance of the sub-city Administration with a moderate extent.

4.3.2 Staff Competency

The study sought to unravel the state of warehouse and inventory management practices in Ethiopian Pharmaceuticals Supply Agency. The results are shown in table 4.8 below:

Table 4.8: Staff Competency

Staff Competency	N	Mean	Std. Deviation
The procurement activity of the administration is conducted by competent procurement staff	193	3.00	1.066
Employees at procurement support processes have the relevant education background related to procurement, skills and experience	193	3.31	.898
All the procurement staff applies public procurement principles in the procurement process	193	2.98	1.080
The administration recruits' competent staff to handle the procurement function	193	3.06	1.059
All procurement staffs have the ability to understand users need and suppliers' capacity	193	2.83	1.059
Procurement staffs get proper training on procurement and related issues	193	3.00	.984
Overall	193	3.0294	0.74361

Source: Researcher, 2021

As shown in table 4.8, the mean and standard deviation scores for the overall perception of respondents towards staff competency was (M=3.0294, SD= 0.74361). This demonstrates that the staff competency was occasionally practiced in Akaki Kality sub-city administration. As presented in the table, the statement that employees at procurement support processes have the relevant education background related to procurement, skills and experience was the most highly rated with mean of (M= 3.31, SD= 0.898) indicating that it was occasionally practiced in combination with the administration recruits' competent staff to handle the procurement function (M= 3.06, SD= 1.059). Procurement staffs get proper training on procurement and related issues (M= 3.00, SD= 0.984), the procurement activity of the administration is conducted by competent procurement staff (M= 3.00, SD= 1.066), all the procurement staff applies public procurement principles in the procurement process (M= 2.98, SD= 1.080) and all procurement staffs have the ability to understand users need and suppliers' capacity (M= 2.83, SD= 1.059) were occasionally practiced. The analysis exhibited that a relatively high standard deviation spread ranging from 0.898 to 1.080 signifying that respondent were more varied in their opinion to the responses given under staff competency. Therefore, the finding from the above table indicates that staff competency and level of professionalism is affecting the procurement performance of the sub-city Administration. Moreover, competent staffs are effective, efficient and provide solutions to the procurement problems while incompetent staff

would be ineffective and inefficient thus contributing to poor performance for the sub-city Administration.

4.3.3 ICT Utilization

The study attempted to establish the state of ICT Utilization in Akaki Kality sub-city Administration. The outcomes were analyzed as shown in table 4.9 below:

The administration has embraced ICT in its procurement processes	193	2.97	1.163
All employees at the procurement unit effectively use the IT platforms	193	2.81	.982
The administration ICT infrastructure gets better information flow between the procurement department and user departments/ suppliers	193	2.75	1.081
The use of ICT has supported reduced paperwork in procurement support processes	193	2.58	1.078
The use of ICT has eased the procurement process of the administration by lowering costs and increasing productivity	193	2.67	1.028
Computerization of procurement activities increases the speed of doing procurement activities	193	2.78	1.024
Overall	193	2.7591	.83988

Source: Researcher, 2021

When we evaluate the overall perception of respondents towards ICT Utilization, the aggregate mean and standard deviation scores show ($M = 2.7591$, $SD = 0.83988$) demonstrated that ICT Utilization was occasionally practiced. As can be observed in the above table (table 4.9), the administration has embraced ICT in its procurement processes was occasionally practiced with medium mean ($M= 2.97$, $SD= 1.163$). Furthermore, all employees at the procurement unit effectively use the IT platforms, computerization of procurement activities increases the speed of doing procurement activities, The administration ICT infrastructure gets better information flow between the procurement department and user departments/ suppliers, The use of ICT has eased the procurement process of the administration by lowering costs and increasing productivity, and The use of ICT has supported reduced paperwork in procurement support processes were occasionally practiced with mean of ($M= 2.81$, $SD= 0.982$) and ($M= 2.78$, $SD= 1.024$), ($M= 2.75$, $SD= 1.081$), ($M= 2.67$, $SD= 1.028$) and ($M= 2.58$, $SD= 1.075$) respectively.

The analysis moreover showed that a high standard deviation ranges from .982 to 1.163 which indicates that respondents were a little more varied in their views to the responses given under ICT Utilization. The findings from the above table indicates that Information communication

technology of the sub-city Administration aids as the linking between various phases of the public procurement system, allowing them to co-ordinate and maximizes utilization of resource and reduces wastes.

4.3.4 Procurement Procedure

The study tried to establish the state of procurement procedure in Akaki Kality sub-city Administration. The responses from respondents were presented in table 4.10 below:

Table 4.9: Procurement Procedure

Procurement Procedure	N	Mean	Std. Dev
The existing legal procedures of procurement of the city administration is clear and flexible	193	3.01	1.070
Enforcement and compliance of rules, regulation and procedure are done in the administration	193	3.04	.970
The Procurement staffs have fully adopted acceptable tendering regulation	193	3.08	.954
Bureaucratic mechanisms are controlled by a comprehensive system of formal rules and standard operating procedures	193	2.89	1.050
Tender evaluation conducted according to predetermined set criteria in the bid document	193	3.21	.931
Contract management is conducted according to the bidding and contract document terms and conditions	193	3.30	.886
In Akaki Kality Sub-City Administration procured items are tested and inspected accordingly at the time of delivery	193	2.91	1.027
Overall	193	3.0622	0.72678

Source: Researcher, 2021

As shown in the above table an overall mean and standard deviation of (M=3.0622, SD= 0.72678) was recorded indicating that procurement procedure was occasionally practiced. As revealed in the table contract management is conducted according to the bidding and contract document terms and conditions was occasionally practiced with relatively highest mean (M= 3.30, SD= 0.886) followed by tender evaluation conducted according to predetermined set criteria in the bid document and the procurement staffs have fully adopted acceptable tendering regulation were occasionally practiced with mean of (M= 3.21, SD= 0.931) and (M= 3.08, SD= 0.954) respectively. Enforcement and compliance of rules, regulation and

procedure are done in the administration (M=3.04, SD= 0.970), the existing legal procedures of procurement of the city administration is clear and flexible (M= 3.01, SD= 1.070) and in Akaki Kality Sub-City Administration procured items are tested and inspected accordingly at the time of delivery (M= 2.91, SD= 1.027) were occasionally practiced respectively. The analysis also showed that a little bit high standard deviation spread ranging from 0.886 to 1.070 signifying that respondent were less varied in their opinion to the responses given under procurement procedure. Thus, the finding of this study confirms that procedural procurement ensures orderliness and efficiency in the sub-city procurement division and public sectors' procurement performance.

4.3.5 Procurement Policy

The study tried to determine the state of procurement procedure in Akaki Kality sub-city Administration. The responses from respondents were presented in table 4.11 below:

Table 4.10: Procurement Policy

Procurement Policy	N	Mean	Std. Deviation
There is rigidity in the public procurement policies and procedures	193	3.19	1.009
The sub-City Administration has fully implemented procurement policy	193	2.89	1.040
A comprehensive procurement policy manual guides procurement staffs, customers and stockholders	193	3.19	1.060
A procurement policy helps concerned staffs by providing clear and consistent understanding of the required regulations.	193	2.97	1.082
Properly made procurement policies serve the public as best procurement guidelines	193	3.13	1.131
Good governance is usually the outcome of efficient procurement policies	193	3.12	.969
Overall	193	3.0812	.71749

Source : Researcher, 2021

When we evaluate the overall perception of respondents towards procurement procedure, the aggregate mean and standard deviation scores (M = 3.0812, SD = 0.71749) show that procurement procedure was occasionally practiced. As can be observed in the above table, the

statement that there is rigidity in the public procurement policies and procedures, and a comprehensive procurement policy manual guides procurement staffs, customers and stockholders were the relatively high with mean of (M= 3.19, SD= 1.009) and (M= 3.19, SD= 1.060) indicating that they were occasionally practiced. Properly made procurement policies serve the public as best procurement guidelines was occasionally practiced with mean of (M= 3.13, SD= 1.131) followed by good governance is usually the outcome of efficient procurement policies with mean of (M= 3.12, SD= 0.969). As shown in the above table, a procurement policy helps concerned staffs by providing clear and consistent understanding of the required regulations (M= 2.97, SD= 1.082) was occasionally practiced. The least rated factor was the sub-City Administration has fully implemented procurement policy (M= 3.89, SD= 1.040) which was occasionally practiced. The analysis also showed a relatively a high standard deviation spread ranging from 0.969 to 1.131 which indicates that respondents were more varied in their opinion to the responses given under procurement policy. The finding from the above table indicates that a procurement policy helps concerned staffs of the sub-city administration by providing clear and reliable understanding of the required guidelines.

4.3.6 Resource Allocation

The study attempted to establish the state of resource allocation in Akaki Kality sub-city Administration. The outcomes were analyzed as shown in table 4.12 below:

Table 4.11: Resource Allocation

Resource Allocation	N	Mean	Std. Deviation
There is adequate resources allocation	193	3.00	1.225
Tender award based on resource availability and confirmation	193	3.23	1.128
Budget reviews to provide for changes in the economic environment	193	3.17	1.126
Clear and transparent resource allocation	193	2.96	1.185
Overall	193	3.0907	0.92291

Source: Researcher, 2021

As shown in the above table an overall mean and standard deviation of (M=3.0907, SD= 0.92291) was recorded indicating that resource allocation was occasionally practiced. As revealed in the table tender award based on resource availability and confirmation was

occasionally practiced with relatively highest mean (M= 3.23, SD= 1.128) followed by budget reviews to provide for changes in the economic environment and there is adequate resources allocation were occasionally practiced with mean of (M= 3.17, SD= 1.126) and (M= 3.00, SD= 1.225) respectively. The least rated factor was clear and transparent resource allocation (M=2.96, SD= 1.185) was occasionally practiced. The analysis also showed that a little bit high standard deviation spread ranging from 1.126 to 1.185 signifying that respondent were less varied in their opinion to the responses given under resource allocation. The finding from the above table indicates that sufficient allocation of resources aids to increase purchasing power in supply scarce markets. Thus, this provides public sectors of the Akaki Kaliti sub-city Administration to gain from competitive advantage.

4.3.7 Procurement Performance

In this section of data analysis, the study sought to identify the extent to which public procurement factors contribute to the procurement performance of Akaki Kaliti Sub-City Administration. Different parameters were used to measure procurement performance. Analysis of the public procurement factors and procurement performance of the Akaki Kaliti Sub-City Administration was done using means and standard deviations. The means recorded were interpreted as follows: 1-1.49 = Very Poor/Not at all; 1.5-2.49 = Small extent/Poor; 2.5-3.49 = Moderate extent/ Neutral; 3.5-4.49 = Great extent/ Good; 4.5-5.0 =Very great extent/ Very Good.

Table 4.12: Procurement Performance

Procurement Performance parameter/indicator	N	Mean	Std. Deviation
With Right Quality	193	2.39	1.099
At Right Time	193	2.27	1.037
At Right Price	193	2.58	1.092
From the Right Source	193	2.77	1.037
Right Quantity	193	2.77	1.203
Overall	193	2.5565	0.85524

Source: Researcher, 2021

As shown in the above table (table 4.13), an overall mean and standard deviation of (M=2.5565, SD= 0.85524) was recorded indicating that public procurement factors significantly contributed to the Akaki Kaliti Sub-city Administration Procurement

Performance. As evidenced from the table, the statement that from the right source and right quantity were practiced with moderate extent. This is shown by the ratings with a mean and standard deviation of (M= 2.77, SD= 1.037) and (M= 2.77, SD= 1.203). Following this is public procurement factors which led to the right price with mean of (M= 2.58, SD= 1.092). Thus, the statement that states at right price was rated moderate extent. The least rated indicators of procurement performance were with right quality and at right time with mean of (M= 3.89, SD= 1.040) and (M= 3.89, SD= 1.040).

The finding from the above table indicates that the sub-city didn't practice these appropriately as procurement performance is on the basis of these variables that the procurement objectives of any entity are derived. The analysis also indicated that a little bit high standard deviation ranges from 1.037 to 1.203 which infers those respondents were less varied in their opinion to the responses given regarding the extent of public procurement factors contribution to procurement performance of Akaki Kality Sub-City Administration. The findings in the above table (table 4.13) agree with the literature review that was presented in the second chapter of the study.

4.4 Relationship between Public Procurement Factors and Procurement Performance

The second objective of the study was to establish the relationship between public procurement factors and procurement performance in Akaki Kality Sub-city administration.

In this section of the study efforts were made to identify the relationship between public procurement factors and Akaki Kality sub-city Administration procurement performance. As mentioned in chapter one of this study, the second objective of the study was to examine the relationship between public procurement factors and Akaki Kality sub-city Administration procurement performance. Inferential statistical analysis, correlation and multiple linear regression analysis were used to examine the relationship between the independent variable (public procurement factors) and dependent variable (procurement performance).

4.4.1 Correlation Analysis

The Pearson's Product Moment Correlation Coefficient was computed to determine the relationships between the practices of procurement planning, staff competency, ICT Utilization, procurement procedure, procurement policy and resource allocation, and procurement performance of the sub-city Administration. The strength of correlation can be described using Evans (1996) guide. "Evans (1996) suggests that the absolute value of linear correlation coefficient (r)", as cited in (Beldjazia and Alatou, 2016). "If

$R = 0.00-0.19$, it is very weak

$R = 0.20-0.39$, it is weak

$R = 0.40-0.59$, it is moderate

$R = 0.60-0.79$, it is strong and

$R = 0.80-1.0$, it is very strong".

Pearson correlation coefficients were determined with the objective of obtaining information about the relationships between the dependent and independent variables as presented in table 4.14 below:

Table 4.13: **Pearson Correlation** coefficients between dependent and independent variables

		Procurement Performance	Procurement Planning	Staff Competency	ICT Utilization	Procurement Procedure	Procurement Policy	Resource Allocation
Procurement Performance	Pearson Correlation	1						
	Sig. (2-tailed)							
	N	193						
Procurement Planning	Pearson Correlation	.459**	1					
	Sig. (2-tailed)	.000						
	N	193	193					
Staff Competency	Pearson Correlation	.577**	.690**	1				
	Sig. (2-tailed)	.000	.000					
	N	193	193	193				
ICT Utilization	Pearson Correlation	.376**	.444**	.583**	1			
	Sig. (2-tailed)	.000	.000	.000				
	N	193	193	193	193			
Procurement Procedure	Pearson Correlation	.583**	.685**	.754**	.635**	1		
	Sig. (2-tailed)	.000	.000	.000	.000			
	N	193	193	193	193	193		
Procurement Policy	Pearson Correlation	.451**	.520**	.655**	.477**	.683**	1	
	Sig. (2-tailed)	.000	.000	.000	.000	.000		
	N	193	193	193	193	193	193	
Resource Allocation	Pearson Correlation	.519**	.490**	.566**	.500**	.647**	.586**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	
	N	193	193	193	193	193	193	

**** . These two stars indicate that correlation is significant at the 0.01 level (2-tailed).**

Source: Researcher, 2021

From the above 4.14 correlation table, we can realize that most of the independent constructed variables were correlated with procurement performance of Akaki Kality Sub-City Administration. The results indicated that there is a positive and significant correlation between procurement planning and procurement performance ($r= 0.459$, $p<0.01$). According to Evans's (1996) magnitude of correlation, the relationship between the two variables is moderate. In addition, the result showed that staff competency is positively and significantly correlated with procurement performance ($r=0.577$, $p<0.01$). Thus, the relationship between the two variables is moderate. According to the results, weak and statistically significant

positive correlation is found between ICT Utilization and procurement performance with ($r=0.376$, $p<0.01$).

According to the finding of this study, there is weak and statistically significant positive correlation is found between ICT Utilization and procurement performance with ($r=0.376$, $p<0.01$). The finding from the above table indicates that the sub-city Administration procurement processes were not practiced to a great extent. Due to weak practiced of information technology and related activities, there were not strong relationship between the ICT utilization and procurement performance of the Akaki-Kality sub-city Administration. It emphasized to the senior executives of the sub-city Administration that they should give more attention on the like practices. Furthermore, as shown in the above table, positive and significant correlation could be observed between procurement procedure and procurement performance at ($r=0.583$, $p<0.01$), which infer that moderate relation exists between the two variables. From the results, the correlation between procurement policy and procurement performance is positive and significant relations at ($r=0.451$, $p<0.01$) according to the correlation magnitude of Evans (1996). Thus, all the constructs under consideration are significantly correlated.

As shown in the above table, positive and significant correlation could be observed between resource allocation and procurement performance at ($r=0.519$, $p<0.01$), which infer that moderate relation exists between the two variables.

Generally, the correlation analysis exhibited that there is a positive and statistically significant relationship between public procurement factors and procurement performance of Akaki Kality Sub-City Administration. The finding from on the respondents' response, it implies that the whole six explanatory variables have positive relationship with procurement performance, dependent variable of the sub-city Administration.

4.5 The effect of public procurement factors on procurement performance of Akaki Kality Sub-City Administration.

4.5.1 Regression Analysis

A multiple regression analysis was carried out to determine the influence of independent variables on the dependent variable. A Multiple regression also used to determine the overall fit (variance explained) of the model and the relative contribution of each of the predictors to

the total variance explained. In this section, multiple regression analysis has been applied to determine if there is a statistically significant relation between procurement performance and the public procurement factors or not. Moreover, it enabled to develop a formula that shows the relation between the dependent variable (procurement performance) and the independent variables (public procurement factors). This part of analysis includes a regression model to test the hypothesis. Statements of hypothesis were formulated based on the six variables (six public procurement practices) used in this study in order to come up with the results. For all the hypotheses of the study below 95% confidence interval was used. According to Ballance (2004), the correct use of a multiple regression model requires that a number of critical assumptions be satisfied in order to apply the model and establish validity. To ensure that the regression results are reliable and unbiased, the assumptions underlying a regression analysis are examined. Inferences and generalizations about the theory are valid only if the assumptions in analysis have been tested and proven reliable. Before carrying out multiple regression analysis, the researcher has checked the compulsory assumptions that the data must meet to make the analysis reliable and valid. The following assumptions of a multiple linear regression were tested using SPSS version of 24 software program.

1. Linearity assumption: Linearity defines the dependent variable as a linear function of the (independent variable) predictor (Balance, 2004). Moreover, linearity refers to the degree to which the change in the dependent variable is related to the change in the independent variables. Linearity assumption was tested by producing Normal Probability Plots of the relationship between each of independent variable (public procurement factors) and the dependent variable (procurement performance) of the Sub-City Administration. In a normal probability plot of the regression, standardized results lie in a regularly straight diagonal line from bottom left to top right in the figure 4.1 below

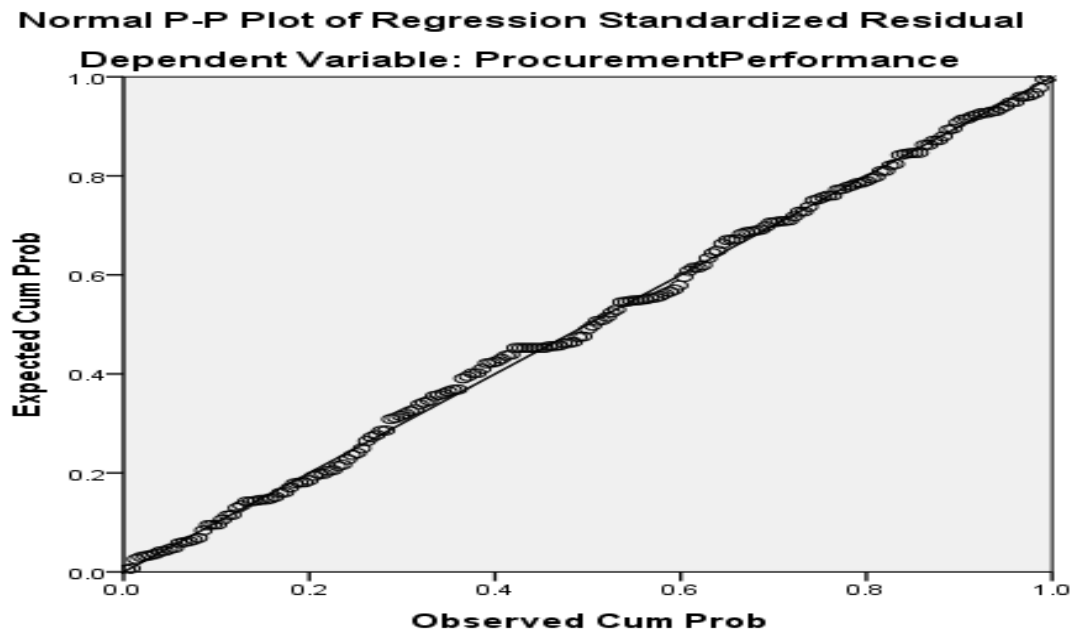


Figure 4.1 Linearity Test

Source: Researcher, 2021 (SPSS output)

By visually looking at the Normal Probability plot produced by Statistical Package for Social Science (SPSS), it could be concluded that the relationship between each independent variable and the dependent variable is found to be linear as shown in figure 4.1 above.

2. Multi-collinearity assumption: Linear regression assumes that there is little or no multi-collinearity in the data. Before presenting the regression models, it should be inspected for none existence of excessive correlations between the independent variables in the model. When there is a perfect or exact (it means if $r=1$ between independent variables) relationship between the predictor variables or at least one independent variable with a combination of other independent variables, it will result in incorrect conclusions about the relationship between dependent variable and predictor variables (Alibuhtto and Peiris, 2015). Sometimes, it will be difficult to identify the individual contribution of each variable in predicting the outcomes of the dependent variable, when independent variables are highly correlated. Collinearity diagnostics can help the researcher to pick up on problems with multi-collinearity that may not be evident in the correlation matrix.

According to Reddy et al. (2013) the most widely applicable method of detecting the multi-collinearity is Variance Inflation Factor (VIF) and as a rule of thumb, Variation Inflation Factor (VIF) values exceed 5 or 10 suggests problems with multi-collinearity (Reddy et al. 2013). The VIF (Variance Inflation Factor) is defined as $VIF = 1/Tolerance$. Moreover, Field

(2009), also underlined that, values for Tolerance below 0.1 indicate serious problems, although several statisticians suggested that value below 0.2 indicates that the multiple correlation with other independent variables is high, which suggests the possibility of multi-collinearity (Field 2009).

Table 4.14: Multi-collinearity Test Result

Coefficient

Model	Independent variables	Collinearity Statistics	
		Tolerance	Variance Inflation Factor (VIF)
1	Procurement Planning	.703	1.423
	Staff Competency	.476	2.103
	ICT Utilization	.557	1.797
	Procurement Procedure	.400	2.501
	Procurement Policy	.505	1.979
	Resource Allocation	.631	1.584

A. Dependent Variable: Procurement Performance

Source: Researcher, 2021 (SPSS output)

As it can be observed in the multi-collinearity test table (table 4.15), multi-collinearity is not the problem of multiple linear regression model, because Variance Inflation Factor (VIF) of the model is less than 5.0 and the Tolerance is not less than 0.20. The value of VIF ranges between 1.423 - 2.501 and the tolerance of the variables ranges between 0.400 - 0.703. Therefore, the independent (predictors) variables are not overlapped or highly related. They are free from multi-collinearity problems which possibly hinders the prediction ability of the multiple linear regressions model.

3. Normality assumption: Normality is used to describe a symmetrical, bell-shaped curve, which has the greatest frequency of scores in the middle combined with smaller frequencies towards the extremes. A multiple regression assumes that variables have normal distributions. This means that errors are normally distributed and the values of the residuals will approximate a normal curve. The common method to check normality assumption is a histogram (with a superimposed normal curve).

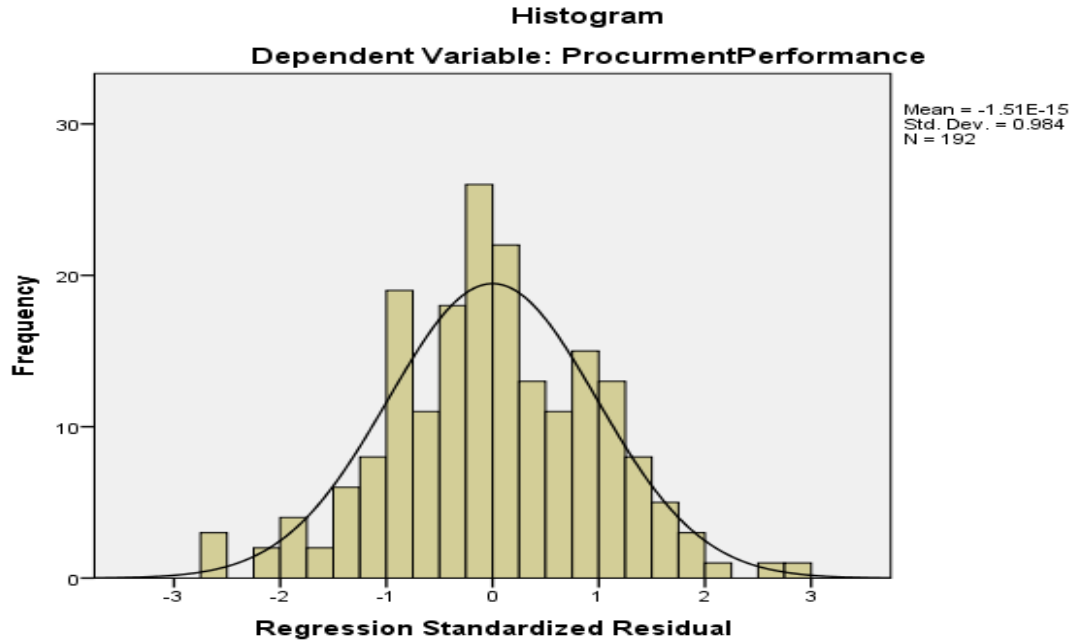


Figure 4.2: Normality Test

Source: Researcher, 2020 (SPSS output)

As it can be observed in the above figure (figure 4.2), it indicates that the requirement is satisfied and there is no major deviation from normality. In simple words normality test for the data used in this study shown by the above histogram indicates that error terms are normally distributed. Therefore, it can be concluded that normality is guaranteed as the histogram generated is normally distributed.

4. Homoscedasticity assumption: The assumption of homoscedasticity refers to equal variance of errors across all levels of the independent variables. This means that errors are spread out consistently between the variables. Homoscedasticity can be checked by visual examination of a plot of the standardized residuals by the regression standardized predicted value. Heteroscedasticity is indicated when the scatter is not even; fan and butterfly shapes are common patterns of violation. Accordingly, the researcher created a scatterplot of standardized residuals versus standardized predicted values using SPSS software program.

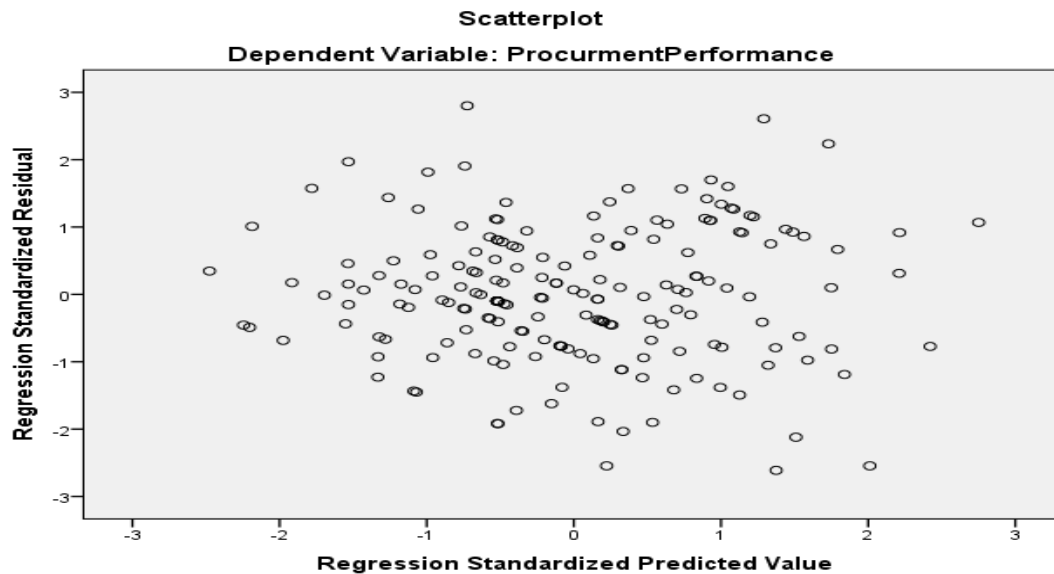


Figure 4.3: Homoscedasticity Test

Source: Researcher, 2020 (SPSS output)

As shown in figure 4.3 the standardized residuals in this research are distributed evenly and is concluded that heteroscedasticity is not a serious problem for this data.

5. Autocorrelation Test: It occurs when the residuals are not independent from each other. A multiple linear regression analysis requires that there is little or no autocorrelation in the data. If the covariance between the error terms over time is zero there is no autocorrelation between residuals. It can be checked autocorrelation with the Durbin-Watson test. In SPSS software program under regression analysis there is Durbin-Watson option and it can be use it to get its calculated result. Therefore, the researcher used Durbin-Watson test to check autocorrelation. The value of Durbin Watson assumes to be between 0 and 4; values around 2 indicate no autocorrelation.

- The "R" column represents the value of R, a multiple correlation coefficient which shows that the degree of associations between variables (independent and dependent).
- The "F" column represents the value of F-Ratio which shows that weather the overall regression model is a good fit for the data.
- The "DF" column represents the value of the degrees of freedom (DF) which indicates the number of independent values that can vary in an analysis without breaking any constraints. It is an essential idea that appears in many contexts throughout statistics including hypothesis tests, probability distributions and regression analysis.

- The “Sig. F” column represents the value of Sig. F, statistically significance value ($P < 0.05$ which shows that statistically significant relationships between the two variables (power of prediction between independent variables on dependent variables).

Table 4.15: Autocorrelation Test

Model Summary^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.652a	.425	.407	.66039	2.169
A. Predictors: (Constant), Resource Allocation, ICT Utilization, Procurement Planning, Staff Competency, Procurement Policy, Procurement Procedure					
B. Dependent Variable: Procurement Performance					

Source: Researcher, 2021 (SPSS output)

As it can be observed in table 4.16, the Durbin-Watson test by SPSS calculated it as 2.169. The value of Durbin-Watson test of this research lies between $0 < 2.169 < 4$ and is close to 2. Therefore, there is no violation of Autocorrelation.

From an explanation of the information presented in the entire five tests one can conclude that there are no significant data problems that could lead to the conclusion that the assumptions of multiple regressions have been seriously violated. Consequently, multiple regression analysis was carried out to determine the following:

- (A) The degree to which the regression model fits the data (Model Summary),
- (B) Independent variables significantly predict the dependent variable (ANOVA) and
- (C) Statistical significance of each of the independent variables (Regression Coefficients).

4.5.2 Model Summary

The study efforts were made to determine the relationship between public procurement factors and procurement performance in the Akaki Kality Sub-City Administration. The outputs produced by SPSS software program were presented in table 4.17 below:

Table 4.16: Model summary

Model Summary^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.652a	.425	.407	.66039	2.169
A. Predictors: (Constant), Resource Allocation, ICT Utilization, Procurement Planning, Staff Competency, Procurement Policy, Procurement Procedure					
B. Dependent Variable: Procurement Performance					

Source: Researcher, 2020 (SPSS output)

As shown in the model summary table (table 4.17), the "R" column represents the value of R, the multiple correlation coefficient. R value of .652 indicates strong correlation between procurement performance and the six independent variables and that shows a good level of prediction. The "R Square" column denotes the R^2 value, known as the coefficient of determination, which is the proportion of variance in the dependent variable that can be explained by the independent variables. As presented in the table above, R^2 value of 0.425 indicates that 42.5% of the variance in the model could be predicted using the independent variables or in simple words 42.5% of the variation in the procurement performance of the Akaki Kality Sub-City Administration can be explained by the public procurement factors (independent variables included in the model). However, the remaining 57.5% changes in procurement performance in Akaki Kality Sub-City Administration are caused by other factors that are not included in the model. Therefore, the six public procurement factors (procurement planning, staff competency, ICT Utilization, procurement procedure, procurement policy and resource allocation) are good explanatory variables to predicting procurement performance of the Sub-City Administration.

4.5.3 ANOVA Model Fit

The F-ratio in the ANOVA table below tests whether the overall regression model has been a good fit for the data. To be statistically significance, the value of Sig. Is less than 5% ($P < 0.05$). The outputs produced by SPSS software program were presented in table 4.18 below:

Table 4.17: ANOVA model fit

Anova^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	59.752	6	9.959	22.835	.000b
	Residual	80.681	185	.436		
	Total	140.433	191			
A. Dependent Variable: Procurement Performance						
B. Predictors: (Constant), Resource Allocation, ICT Utilization, Procurement Planning, Staff Competency, Procurement Policy, Procurement Procedure						

Source: Researcher, 2021 (SPSS output)

The table shows that Sig. Value 0.05 is greater than the calculated sig. Value of 0.000. This shows that statistically significant relationships exist between the two variables. In other words, this indicates that the independent variables statistically significantly predict the dependent variable. $F = 22.835$, calculated sig. Value of $0.000 < \text{sig. Value } 0.05$ ($p < 0.001$). Therefore, the regression model is a good fit of the data at 5 percent level of significance.

4.5.4 Regression Coefficients

The study tried to determine the statistical significance of each of the independent variables in the Sub-City Administration. The outputs produced by SPSS software program were presented in table 4.18 below:

Table 4.18: Regression coefficients

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T-value	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.089	.247		-.358	.721
	Procurement Planning	.181	.056	.215	3.227	.001
	Staff Competency	.049	.093	.042	.523	.002
	ICT Utilization	.213	.076	.209	2.794	.006
	Procurement Procedure	.190	.104	.162	1.836	.038
	Procurement Policy	.224	.093	.188	2.395	.018
	Resource Allocation	.026	.065	.028	.398	.041
A. Dependent Variable: Procurement Performance						

Source: Researcher, 2021 (SPSS output)

Standardized Coefficient (Beta)

The standardized coefficients are useful to know which of the different independent variables is more important. They are used in comparison of impact of any independent variable on the dependent variable. As indicated in the regression coefficients table (table 4.19), procurement planning had the highest standardized coefficient (0.215) followed by ICT Utilization (0.209). This explains that procurement planning has higher relative effect on procurement performance. Procurement policy, procurement procedure, staff competency and resource allocation were ranked 0 .028- 0.188 respectively in their relative importance on procurement performance.

As it can be realized from the regression coefficient table 4.19, the predictor variables of procurement planning, staff competency, ICT Utilization, procurement procedure, procurement policy and resource allocation of the Sub-City Administration are statistically significant in predicting procurement performance of the Akaki Kality Sub-City Administration. This is because all their sig. Values (p-values) are less than alpha level of 0.05. The literatures reviewed showed in the second chapter of the study that procurement planning, staff competency, ICT Utilization, procurement procedure, procurement policy and resource allocation were important factors of public procurement factors in determining procurement performance. The outcome of the regression coefficient in table 4.19 proved this.

Unstandardized Coefficients

The coefficients of the independent variables in the regression coefficient outputs are denoted by unstandardized coefficients β . The change in the dependent variable with a unit changes in the independent variable showed by the unstandardized coefficient (B).

As stated in chapter three, the study used the following multiple regression model to establish the statistical significance of the independent variables on the dependent variable.

$$Y = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \beta_4 x_4 + \beta_5 x_5 + \beta_6 x_6 + \epsilon$$

Where; Y = Procurement performance

X1 = Procurement planning

X2 = Staff competency

X3 = ICT Utilization

X4 = Procurement procedure

X5 = Procurement policy

X6 = Resource allocation

X1- X6 are the explanatory variables and the error term ε (the Greek letter epsilon) is a random variable.

In the model ($Y = \beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4 + \beta_5x_5 + \beta_6x_6 + \varepsilon$), β_0 = Constant, β_1 to β_6 = Regression coefficients represent the mean change in the dependent variable for one unit of change in the independent variable while holding other independent variables in the model constant and ε Error term which captures the unexplained variation in the model.

The Unstandardized coefficients β of the independent variables were substituted in the model ($Y = \beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4 + \beta_5x_5 + \beta_6x_6 + \varepsilon$). It could be formulated the model as shown below:

$$Y = -0.089 + 0.181X_1 + 0.049X_2 + 0.213X_3 + 0.190X_4 + 0.224X_5 + 0.026X_6 + \varepsilon$$

From the above model formula, the constant value ($\beta_0 = -0.089$) implies that procurement performance of Akaki Kality Sub-City Administration would be -0.089 if other variables of the model were zero. Similarly, a beta coefficient (β) of 0.224 indicates that a unit changes in procurement policy leads to a change in the procurement performance of Akaki Kality Sub-City Administration by 0.224 followed by a beta coefficient of 0.213 shows that a unit changes in ICT Utilization leads to a change in the procurement performance of the Sub-City Administration by 0.213. The study finding that a beta coefficient (β) of 0.224 procurement policy. Indicates that a unit changes in procurement policy leads to a change in the procurement performance of Akaki Kality Sub-City Administration

Furthermore, the study revealed that a beta coefficient (β) of 0.190 shows that a unit changes in procurement procedure leads to a change in the procurement performance of the Sub-City Administration by 0.190. Moreover, a beta coefficient of 0.181 indicates that a unit changes in Procurement planning leads to a change in the procurement performance of Akaki Kality Sub-City Administration by 0.181. As shown from the above regression model formula, a beta coefficient of 0.049 displays that a unit changes in staff competency leads to a change in the procurement performance of the Sub-City Administration by 0.049. Accordingly, a beta coefficient of 0.026 signifies that a unit changes in resource allocation leads to a change in the

procurement performance of Akaki Kality Sub-City Administration by 0.026. In addition, in the above regression model formula the error term (ϵ) estimate was assumed to be zero.

Regression coefficient results show that all six independent variables are statistically significant in predicting the procurement performance of Akaki Kality Sub-City Administration. The statistically significant variables are procurement planning, staff competency, ICT Utilization, procurement procedure, procurement policy and resource allocation as evidenced by their P-values ($P < 0.05$). This indicates that an increase in these variables results in an increase in the procurement performance of Akaki Kality Sub-City Administration. These findings provide significant support for the reliability, transaction efficiency and literature which advocates that the variables have an effect upon procurement performance in Akaki Kality Sub-City Administration.

4.5.5 Hypothesis Testing

The above regression analyses result the hypothesis of the study are tested and presented as follows:

Hypothesis 1: Hypothesis 1 (Alternative hypothesis): All the six Public Procurement Factors and Procurement Performance were occasional practiced and significantly contributed to the sub-city administration.

Based on the above to determine the states of the public procurement practices in the Sub-city Administration. The Overall mean and standard deviation values of Procurement Planning, Staff competency, ICT, Procurement Procedure, Procurement Policy, Resource allocation and Procurement Performance were (M=3.0865, SD= 1.01869), (M=3.0294, SD= 0.74361), (M=2.7591, SD= 0.83988), (M=3.0622, SD= 0.72678), (M=3.0812, SD= 0.71749), (M=3.0907, SD= 0.92291) (M=2.5565, SD= 0.85524) respectively. The constant procurement factors were planning, Staff competency, Utilization of information communications technology, Procurement procedures, Procurement policy and Resource allocation and procurement performance have been occasional practiced and significantly contributed to the sub-city administration. Thus, the researcher was rejected the null hypothesis and accepted the alternatives Hypothesis that stated Public Procurement Factors and procurement performance were occasional practiced and significantly contributed to the sub-city administration. This finding is consistent with the literature review.

Hypothesis 2: The relationship between each Public Procurement Factors and Procurement Performance has a positive and statistically significant in Akaki Kality Sub-City Administration.

Based on the above Correlation coefficients between dependent and independent variables table the results in the table show that Relationship between Public Procurement Factors and Procurement Performance. Pearson Correlation coefficients and p- values Procurement Performance of Procurement Planning, Staff Competency, ICT Utilization, Procurement Procedure, Procurement Policy and Resource Allocation and Procurement Performance were ($r= 0.459, p<0.01$), ($r=0.577, p<0.01$), ($r=0.376, p<0.01$), ($r=0.583, p<0.01$), ($r=0.451, p<0.01$) ($r=0.519, p<0.01$), and ($r=0.583, p<0.01$) respectively. Holding other explanatory variables constant procurement factors were planning, Staff competency, Utilization of information communications technology, Procurement procedures, Procurement policy, Resource allocation and Procurement Performance was found to have had a positive and statistically significant relationship between each Public Procurement Factors and Procurement Performance of Akaki kality sub-city Administration. Thus, the researcher was rejected the null hypothesis and accepted the alternatives Hypothesis that stated the relationship between each Public Procurement Factors and Procurement Performance has a positive and statistically significant in Akaki Kality Sub-City Administration. This finding is consistent with the literature review.

Hypothesis 3: The effect of the public procurement factors has statistically significant and positive on procurement performance of Akaki Kality Sub-City Administration.

Based on the above coefficient of regression table the results in the table show that procurement planning; Staff competency, Utilization of information communications technology, Procurement procedures, Procurement policy, Resource allocation factors have a beta coefficient (unstandardized β coefficient) of 0.181, 0.049, 0.213, 0.190, 0.224, 0.026 and p-value of 0.001, 0.002, 0.006, 0.038, 0.018, and 0.041 respectively. procurement factors were procurement factors have a statistically significant positive effect on procurement performance of Akaki kality sub-city Administration. Thus, the researcher was rejected the null hypothesis and accepted the alternatives Hypothesis that stated procurement planning; Staff competency, Utilization of information communications technology, Procurement procedures, Procurement policy, Resource allocation factors have significant and positive effect on procurement performance.

Hypothesis	Result
H1: All the six Public Procurement Factors and Procurement Performance were occasional practiced and significantly contributed to the sub-city administration.	Accepted/hypothesis supported
H2: The relationship between each Public Procurement Factors and Procurement Performance has a positive and statistically significant in Akaki Kality Sub-City Administration.	Accepted/hypothesis supported
H3: The effect of the public procurement factors has statistically significant and positive on procurement performance of Akaki Kality Sub-City Administration.	Accepted/hypothesis supported

Source: Researcher, 2020

In conclusion, based on the above analysis the researcher concluded that all the six public procurement factors were occasional practiced and significantly contributed to procurement performance. The relationship between each Public Procurement Factors and Procurement Performance has a positive and statistically significant and public procurement factors has statistically significant and positive effect on procurement performance of Akaki Kality Sub-City Administration.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Summary of Findings

Total of 197 questionnaires were distributed. Out of the 197 questionnaires, 193 were filled properly and returned to the researcher which represents a response rate of 95.88% and the rest 4(4.12%) were not returned. According to Mugenda and Mugenda (1999) response rate of 70% and above is adequate. So, this percentage was considered acceptable.

The study established that 54.9% of the respondents were male and 45.1% were females. From this finding one can infer that both genders were fairly involved or gender of respondents was balanced in the study.

Majority of the respondent's education background 148(76.7%) had first degree level of education 32(16.6%) followed by master's degree and the remaining 13(6.7%) had college diploma level of education. This shows that the respondents had sufficient levels of education to understand and respond to the issues sought by the study.

Experience about the respondent's shows that 73(37.8%) above 16 years of experience, 56(29%) of them have from 11-15 years, 56 (29.0%) of the respondents have 6-10 years 51(26.4%) and the rest of below 5 years of work experience 13(6.7%). This shows that majority of the respondents had served for a significant period of time.

Professional qualification, the findings show that 50(25.9%) of the respondents were management graduates, 45(23.3%) of the respondents were accounting graduates. This indicate that the majority of the respondents have relevant professional qualifications necessary to understand the public procurement science and practices. In general, the study had actually used the right respondents whose opinions fairly represent others in the target population.

Findings related to determine the states of the public procurement practices in the Sub-city Administration. An overall mean score was computed for each independent variable (public procurement factors). The Overall mean and standard deviation values of Procurement Planning, Staff competency, ICT, Procurement Procedure, Procurement Policy, Resource allocation and Procurement Performance were (M=3.0865, SD= 1.01869), (M=3.0294, SD= 0.74361), (M=2.7591, SD= 0.83988), (M=3.0622, SD= 0.72678), (M=3.0812, SD= 0.71749), (M=3.0907, SD= 0.92291) (M=2.5565, SD= 0.85524) respectively. The study revealed that resource allocation practice of (M=3.0907, SD= 0.92291) was the most practiced followed by

procurement planning practice of (M= 3.0865, SD= 1.01869) was occasionally practiced procurement activities.

Findings Related to Relationship between Public Procurement Factors and Procurement Performance in the Sub-city Administration. The mean and standard deviation values Procurement Performance of Procurement Planning, Staff Competency, ICT Utilization, Procurement Procedure, Procurement Policy and Resource Allocation were (r= 0.459, $p<0.01$), (r=0.577, $p<0.01$), (r=0.376, $p<0.01$), (r=0.583, $p<0.01$), (r=0.451, $p<0.01$) (r=0.519, $p<0.01$), and (r=0.583, $p<0.01$) respectively.

Findings related to the effect of public procurement factors on procurement performance of the revealed that R square value ($R^2 = 0.425$) demonstrated that 42.5% of the variation in the procurement performance of the Sub-City Administration can be explained by the public procurement factors (independent variables) included in the model. However, the remaining 57.5% changes in procurement performance in the Sub-City Administration are caused by other factors that are not included in the model.

5.2 Conclusions

Based on the findings presented in the former sections, the study has drawn the following conclusions in the Sub-city Administration.

All the procurement factors of procurement planning, resource allocation, procurement policy, procurement procedure, Staff competency and information communication technology utilization practices were occasional and significantly contributed to the sub-city administration.

All public procurement factors have strong, positive and statistically significant and moderate relationship with procurement performance of the Sub-city Administration.

All the six public procurement factors have statistically significant and positive effect and the factors are to addressed a moderate extent on procurement performance of the Sub-City Administration

5.3 Recommendations

Based on the above findings and conclusions of the study the following recommendations were forwarded to the Akaki Kality Sub-city Administration.

Ought to give priority and enhance the procurement performance from the current position.

Create interaction with six public procurement factors, namely Procurement planning; Staff competency, Utilization of information communications technology, Procurement procedures, Procurement policy and Resource allocation with public procurement performance.

Should try to give great emphasis for procurement planning, contract management, consumption management and other all procurement activities in order to develop those practices with great extent as they are the major objective of procurement practices and give recognition and attention to the procurement unit by participating in planning and budget decision stages.

5.4. Limitations and suggestions for future research

- The scope of the study can be further increased and enriched to include other variables (other public procurement factors) under the theoretical framework in future studies that might predict procurement performance holistically in the country. Therefore, it proposes conducting further studies considering several other types of public procurement factors.
- Future research should be conducted on a wider scale by considering other sub-city Administration of Addis Ababa City and sub-City Administration as well as all regions and other city administrations all over the country.
- The sample size can be bigger and broader to increase the representativeness and the results can be more gratifying.

REFERENCES

- Abebe, G., (2012). *Efficiency, Accountability and Transparency in Public Procurement: The Level of Compliance in Africa (Ethiopian Case)*. Paper presented at the 5th International Public Procurement Conference.
- Aberu, A. (2017). *Factors Affecting Public Procurement Performance in Ethiopia: The Case of Public Procurement and Property Disposal Services*. MA thesis in Logistics and Supply Chain Management, Addis Ababa University, School of Graduate Studies, College of Commerce, Addis Ababa, Ethiopia.
- Addis Negarit Gazeta (2009). *Addis Ababa City Government Procurement and Property Administration Proclamation.No.17*.
- Agbesi, K., "Compliance Assessment of the Public Procurement act, 2003 (act663)—Case Study of Selected Government Institution in the Eastern Region". Diss. 2009.
- Aketch, J., & Karanja, P. (2013), Factors Influencing Procurement Performance in Constituency Development Fund (CDF): Case of CDF Use in Makadara Constituency. *International Journal of Social Science & Entrepreneurship: 1* (2), 41-55.
- Appiah, B. (2010), *Impact of Training on Employee Performance*. In unpublished thesis submitted to the Department of Armstrong. Inventory Control Can Help Reduce Waste. *Supply Journal*, 9 (2).
- Armstrong M. And Baron, (1995) *Job Evaluation Handbook*. London. Institute of Personnel Development.
- Baily P., Farmer D., Josp D. And Jones, D. (2005). *Purchasing and material management*, 9thed. Great Britain.
- Basheka, B. C. (2009), "Procurement Planning and Local Governance in Uganda: A Factor Analysis Approach." *International Journal of Procurement Management: 2*(2), pp 191.
- Basheka, B. C., & Mugabira, M. I. (2008), *Measuring Professionalism Variables and their Implication to Procurement Outcomes in Uganda*. The 3rd International Public Procurement Conference Proceedings.
- Banda, E. (2009), *Politics and Economic Consequences*. (1st Ed). Washington D.C.: Center for Study of Responsive Law.
- Barsemoi, H., Patrick M., and Benard O. A., "Factors Influencing Procurement Performance in Private Sector in Kenya." *International Journal of Innovation and Applied Studies: 9*(2), pp 632, 2014.

- Basheka, B. C., & Bisangabasaija, E. (2009). Determinants of unethical public procurement in local government systems of Uganda: a case study. *International Journal of Procurement Management: 3(1)*, 91-104.
- Batenburg, R., & Versendaal, J. (2006), Alignment Matters-Improving business functions using the procurement alignment framework, Utrecht.
- Bekele, Z. (2015). *Factor Affecting Performance of Public Higher Education Institutions: The case of Jimma University*. MA thesis in Master of Business Administration.
- Berger, E. & Humphrey, N. (2007), *Simple Buying Methods*. (1st. Ed.), Nairobi: East Africa Education Publishers.
- Boniface Ikumu, Chimwani, Mike A., Iravo, and Ondabu Ibrahim Tirimba (2014). Factors influencing procurement performance in the Kenyan public sector: case study of the state law office. *International Journal of Innovation and Applied Studies: 9(4)*.
- Boone, H. N., & Boone, D. A. (2012). Analyzing Likert data. *Journal of extension, 50(2)*, 1-5.
- Burt, N. D., Dowler, D. W., & Starling, S. L. (2004). *World Class Supply Management: The Key to Supply Chain Management* (7th ed.). New York: McGraw Hill.
- Charles, N. (2008). Centralized and decentralized procurement functions. *Journal of supply chain Management: 29(4)*.
- Charles. D. (2008). *Procurement technology success secrets*. Retrieved from [http://www next level purchasing articles.com/procurement technology html](http://www.nextlevelpurchasing.com/procurement-technology.html).
- Choy KL, Lee WB. (2002), *on the development of a case-based supplier management tool for multinational manufacturers*. *Measuring Business Excellence 2002; 6(1)*: pp.15–22, 2002
- Compton, D. (2007). *Purchasing and supplies chain Management*. 3rd ed. Network: Pearson Publishers.
- Cosmas-Gonzalves, B., “*Developing a Strategic Procurement Process for the Ghanaian Construction Industry*”. Diss. 2017.
- Dubale, Y. (2013). *Evaluation of Procurement Process the Case of Addis Ababa Water and Sewerage Authority*. Addis Ababa University. Addis Ababa, Ethiopia.
- Ekung, S., Adeniran L., and Ogochukwu A., “*Assessment of Procedural Parameters for Improving Public Procurement Practice in Nigeria*.” (2015).
- Eriksson, P. E. Westerberg, M. (2011), Effects of cooperative procurement procedures on construction, project performance: A conceptual framework, *International Journal of project Management, 29* (2011) 197–208.

- Federal Democratic Republic of Ethiopia. (2006). *Standard bidding document (SBD) of non-consultancy service for national competitive bidding (NCB)*. Published Procurement Agency (PPA). Addis Ababa.
- Florence K. I. & Richard N., (2017). Factors Influencing Operational Efficiency of Procurement in the Public Sector: A Case Study of Coast General Hospital. *Imperial Journal of Interdisciplinary Research (IJIR)* 3(5)
- Getahun, A., “*Assessment on Procurement Planning and Implementation Effectiveness in Ethiopia: The Case of Ministry of Urban Development, Housing and Construction*”. Diss. Addis Ababa University, Ethiopia, 2015.
- Gliem, J. A., & Gliem, R. R. (2003). *Calculating, interpreting, and reporting Cronbach’s alpha reliability coefficient for Likert-type scales*. Midwest Research-to-Practice Conference in Adult, Continuing, and Community Education.
- Gujarati, D. N. (2004). *Basic Econometrics*. (4th edtn) The McGraw– Hill Companies.
- Giunipero, L., Handfield, R.B. and Eltantawy, R. (2006), Supply Managements Evolution: key skill sets for the supply manager of the future”, *International Journal of Operations and Production Management: 26(7)*
- Grace M. & Fridah T. S., (2015). Factors Influencing Procurement Performance in humanitarian relief organization: a case of international committee of the red cross in Kenya. *International Journal of Scientific and Research Publications: 5(9)*.
- Hines, T. (2006), *Supply Chain Strategies: customer-driven and customer focused*”, Butterworth-Heinemann
- James, U. V. (2004), *Public Policy and the African Environment: An Examination of the Theory and Practice of the Planning Process of the Continent* (A.K. ed). Ashagte, England.
- Japheth Ocharo Kiage (2013). Factors Affecting Procurement Performance: A Case of Ministry of Energy. *International Journal of Business and Commerce*, Vol. 3, No 1.
- Kindy, A., Shah, M. And Jusoh, A. (2016). Consideration and Methodological Approaches in Studying Transformational Leadership Impact on Work Performance Behaviors. *International Journal of Advanced Research: 4(1)*, pp. 889-907.
- Kioko, N. J. & Were, S. (2014). Factors Affecting Efficiency of The Procurement Function at The Public Institutions in Kenya, A Case of Supplies Branch in Nairobi. *International Journal of Business & Law Research*, 2(2), 1-14.
- Kirui, E. K., and D. A. N. I. E. L. Wanyoike. "Factors Influencing Procurement Efficiency at the National Hospital Insurance Fund in Kenya." *IMPACT: International Journal of Research in Business Management (IMPACT: IJRBM)* ISSN (E) (2015).

- Kirai, A. K. & Kwasira, J., "Assessment of Determinants of Procurement Performance at Kenya Pipeline Company, Kenya IMPACT: International Journal of Research in Business Management": 4(4), pp 43- 54, 2016.
- Kothari, C.R. (2004). *Research methodology methods and techniques*. 2nd end, New Delhi, new age international publishers.
- Koutsoyiannis, A. (1977). *Theory of Econometrics*. 4th edn. New York: Palgrave.
- Lakshmi, S., & Mohideen, M. A. (2013). Issues in Reliability and Validity of Research. *International journal of management research and reviews*: 3(4), 2752.
- Leedy, P.D., & Ormrod, J.E. (2013). *Practical research: planning and design* (10th ed.). USA: Pearson Education, Inc.
- Makabira, D. K., and Ester Waiganjo. "Role of Procurement Practices on the Performance of Corporate Organizations in Kenya: A Case Study of Kenya National Police Service". *International Journal of Academic Research in Business and Social Sciences*: 4(10), pp 369, 2014.
- Mangan, Lawani, and Butcher, (2008), *Global Logistics and Supply Chain Management*, John Wiley and Sons, New Jersey.
- Martin C. Smith (2004), *Modern Approach to Procurement Management*, Pearson Education Ltd, Harlow Essex
- Migai, J. (2010), *Development Partners and Governing Non-Governmental Organizations Procurement in Kenya*. (1st Ed.), Kenya: Macmillan Publishers.
- Mlinga, R. (2009). *Promoting integrity in public procurement*. Tanzania Procurement Journal, 2(5):13-39.
- Moncska, R. M., Handfield, R. B., Guinipero, L. C., & J. L. Patterson, (2010), 4th Ed. *Purchasing and Supply Chain management*.
- Mundia, C., Langat, E. K., & Lelegwe, S. (2015). Effect of Information System on Upstream Supply Chain Management Among Supermarkets in Nakuru Town, Kenya. *International Journal of Economics, Finance and Management Sciences*, 3(5), 535-540.
- Mwanjumwa, G., and Simba, T.F., "Factors Influencing Procurement Performance in Humanitarian Relief Organization a Case of International Committee of the Red Cross in Kenya." *International Journal of Scientific and Research Publications*: 5(9), pp 1-9, 2015.
- Mwangi, L. N., and Moronge M., "Influence of Purchasing Management Practices on Performance of Commercial Banks in Nairobi County, Kenya." *The Strategic Journal of Business & Change Management*: 6(2), pp 387-403, 2019.

- Ngugi, J. K., and Hildah W. M., "*Internal Factors Affecting Procurement Process of Supplies in the Public Sector; a Survey of Kenya Government Ministries.*" 5th International Public Procurement Conference was Held on August 17th. 2012.
- Njeru, S. E. "*Factors Affecting Effective Implementation of Procurement Practices in Tertiary Public Training Institutions in Kenya*". Diss. 2015.
- Njeru, Silas E., et al. "*Influence of Supplier Management on the Implementation of Effective Procurement Practices in Tertiary Public Training Institutions in Kenya.*" (2014).
- Nyambura, M. T., and Mwangi W. "Factors Affecting Public Procurement in the Public Institutions in Kenya: A Case Study of Kenya Institute of Education." *European Journal of Business and Social Sciences*: 4(.04), pp 52-63, 2015.
- Ombaka E. (2009), *Management of medicines procurement in Developing countries.* Accessed online at <<http://health-care-procurement.com/content/pdf/1689-2231-6-8.pdf>>
- Ouma Danis and Jennifer M. Kilonzo (2014), Resource allocation planning: Impact on public Sector Procurement Performance in Kenya; *International Journal of Business and Social Science* 5, 7(1). Physical testing of Textile, by B P Saville, 2000 Corporate Blvd, NW
- Peter, H. A (2012), *The Dynamics of Procurement Management, A Complexity Approach.* 1st Edition.
- Porter, M.E. (1998), *Competitive advantage: Creating and sustaining superior performance.* New York: Free Press.
- Russell, I. (2004). *People Management and Competency Profiling.* South Yarra: Test Grid Pty Ltd.
- Samuel, M. And Okey, E.L. (2015). The relevance and significance of correlation in social science research. *International Journal of Sociology and Anthropology Research*, Vol. 1 (3), pp. 22-28.
- Saunders, M. (1997), *Strategic Purchasing & Supply Chain Management*, (7th Ed.). Harlow Essex: Pearson Education Ltd.
- Saunders, M, Lewis, P. And Thornhill, A. (2007). *Research Methods for Business Students.* (4thed.). England: Pearson Education Limited.
- Saunders, M., Lewis, P., & Thornhill, A. (2009). *Research Methods for business students*, 5th edition Pearson education limited.
- Senait B. H., Asefa G. & Said H. A., (2016). Factors Affecting Procurement Performance in the Case of Awassa Textile Share Company. *Global Journal of Management and Business Research: G Interdisciplinary*: 16(3), Version 1.0.

- Shiundu, D. & Rotich, G. (2014). Factors Influencing Efficiency in Procurement Systems Among Public Institutions: A case of City Council of Nairobi. *International Academic Journals*, 1(1), 79-96.
- Simatupang, M. T. & Sridharan, M. R. (2005). The Collaboration Index: A Measure for Supply Chain Collaboration. *International Journal of Physical Distribution & Logistics Management*: 35(1).
- Sultana, A. I. (2012), Impact of Training and Employee Performance. *Inter-disciplinary Journal of Contemporary Research in Business*, 4 (6) 646-696.
- Tesfahun, Y. (2011). *Public Procurement Reforms in Ethiopia: Policy and Institutional Challenges and prospective*, Addis Ababa University (p.1267).
- Thai, K. V. "Public Procurement Re-examined." *Journal of Public Procurement*": 1(1), pp 9-50, 2001.
- Thomas, P., & Rainer A. (2005). Successful use of e-procurement in Supply Chains. *Supply Chain Management: An International Journal*: 10(2).
- Triantafillou, P. (2007), Benchmarking in the Public Sector: A Critical Conceptual Framework. *Public Administration Journal*, 8(4), 17-32.
- Tirualem A., & A Manpreet S., (2020), Factors Affecting the Effective Functioning of Public Procurement in Public Universities of Ethiopia. *International Journal of Recent Technology and Engineering (IJRTE) ISSN: 2277-3878*: 8(6).
- Shantanu et al, (2012), *Designing Efficient Resource Procurement and allocation mechanisms*; Faculty and Research Working Paper, INSEAD, the business school for the world.
- Snider, K. And Rendon, R. (2001). Public Procurement: Public Administration and public service perspective. *Journal of public affairs education*.
- Vanderstoep, S.W. and Johnston, D.D. (2009). *Research Methods for Everyday Life, Blending Qualitative and Quantitative Approaches*. United States of America: John Wiley & Sons, Inc,
- Van Weele, A. J. (2000). *Purchasing & Supply Chain Management*. Boston, MA: Tomson learning
- Van Weele, A. J. (2006), *Purchasing & Supply Chain Management: Analysis, Strategy, Planning and Practice*, (4th Ed.). Australia.
- Yamane, T. (1967). *Statistics: an introductory analysis Harper and row*. New York, Evanston and London and John Weather Hill. Inc., Tokyo. 345.

APPENDIX I: QUESTIONNAIRE

QUESTIONNAIRE

ADDIS ABABA UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

MASTERS OF BUSINESS ADMINISTRATION PROGRAM

Questionnaire to be filled by public sector offices/User department employees & Procurement Department employees of Akaki Kality Sub-City Administration

Dear Respondents,

I am a postgraduate student at Addis Ababa University college of Business and Economics, and I am conducting a study on “**Factors That Affect Public Procurement Performance: A Case of Akaki Kality Sub-City Administration**”. The purpose of the questionnaire is to collect primary data to conduct the study for the partial fulfillment of Masters of Business Administration. This is purely for academic purpose and the information you provide will be kept strictly confidential. Hence, I kindly request you to fill the questionnaire genuinely. Thanks in advance for your cooperation.

General Instruction

- Please do not write your name or address on the questionnaire.
- Please put a tick (√) mark in the appropriate box of your answer or circle your answer.
- Contact address: if you have any question, please contact me through the following addresses:

Telephone: +251 9 40-067070

Email: zeineba1972@gmail.com

Section A: General information

1. Gender:

Male

Female

2. Education level:

Certificate

Diploma

First degree

Second degree and above

3. Which public office are you working?

Land Development and Management Office

General Manager Office

West Disposing Administration Office

Finance and Economic Development Office	<input type="checkbox"/>
Farmers and Town Agriculture Office	<input type="checkbox"/>
Trade Office	<input type="checkbox"/>
Education Office	<input type="checkbox"/>
Health Office	<input type="checkbox"/>
Construction Office	<input type="checkbox"/>
Food, Medicine and Health Administration Control Office	<input type="checkbox"/>
House Administration Office	<input type="checkbox"/>
Environmental Protection and Green Development Office	<input type="checkbox"/>
Procurement Departments of the four Pulls	<input type="checkbox"/>

4. Work experience in your work unit:

1-5 year	<input type="checkbox"/>	6-10 years	<input type="checkbox"/>
11-15 years	<input type="checkbox"/>	above 16 years	<input type="checkbox"/>

5. What is your profession?

Management	<input type="checkbox"/>	Accounting	<input type="checkbox"/>	Economic	<input type="checkbox"/>
Engineering	<input type="checkbox"/>	Procurement & supply management	<input type="checkbox"/>		

Other specify _____

Section B: Questions related with Factors affecting Public Procurement of Akaki Kality Sub-City Administration. Please put a tick (√) mark or make circle on the appropriate number to indicate the state of Public Procurement practice in Akaki Kality Sub-City Administration.

Item No.	Public Procurement Factors	Scale				
		1- Strongly Disagree	2- Disagree	3- Neutral	4- Agree	5- Strongly Agree
1	Procurement planning					
1.1	The procurement activities of the administration are guided by an annual procurement plan.	1	2	3	4	5
1.2	Procurement plan prepared through the involvement of concerned employees and public sector offices.	1	2	3	4	5
1.3	Public sector offices submit their procurement need on time.	1	2	3	4	5
1.4	The procurement plan of the administration identifies materials as per the user departments need.	1	2	3	4	5
1.5	Public procurement and property administration support processes circulate approved/updated procurement plan to the concerned public sector offices.	1	2	3	4	5
2	Staff competency					
2.1	The procurement activity of the administration is conducted by competent procurement staff	1	2	3	4	5
2.2	Employees at procurement support processes have the relevant education background related to procurement, skills and experience	1	2	3	4	5
2.3	All the procurement staff applies public procurement principles in the procurement process.	1	2	3	4	5
2.4	The administration recruits' competent staff to handle the procurement function.	1	2	3	4	5
2.5	All procurement staffs have the ability to understand users need and suppliers' capacity.	1	2	3	4	5
2.6	Procurement staffs get proper training on procurement and related issues	1	2	3	4	5
3	Information Communication Technology (ICT) Utilization					

3.1	The administration has embraced ICT in its procurement processes.	1	2	3	4	5
3.2	All employees at the procurement unit effectively use the IT platforms.	1	2	3	4	5
3.3	The administration ICT infrastructure gets better information flow between the procurement department and user departments/ suppliers.	1	2	3	4	5
3.4	The use of ICT has supported reduced paperwork in procurement support processes.	1	2	3	4	5
3.5	The use of ICT has eased the procurement process of the administration by lowering costs and increasing productivity.	1	2	3	4	5
3.6	Computerization of procurement activities increases the speed of doing procurement activities	1	2	3	4	5
4	Procurement Procedure					
4.1	The existing legal procedures of procurement of the city administration is clear and flexible	1	2	3	4	5
4.2	Enforcement and compliance of rules, regulation and procedure are done in the administration	1	2	3	4	5
4.3	The Procurement staffs have fully adopted acceptable tendering regulation	1	2	3	4	5
4.4	Bureaucratic mechanisms are controlled by a comprehensive system of formal rules and standard operating procedures	1	2	3	4	5
4.5	Tender evaluation conducted according to predetermined set criteria in the bid document	1	2	3	4	5
4.6	Contract management is conducted according to the bidding and contract document terms and conditions	1	2	3	4	5
4.7	In Akaki Kaliti Sub-City Administration procured items are tested and inspected accordingly at the time of delivery	1	2	3	4	5
5	Procurement Policy					
5.1	There is rigidity in the public procurement policies and procedures	1	2	3	4	5
5.2	The sub-City Administration has fully implemented procurement policy	1	2	3	4	5

5.3	A comprehensive procurement policy manual guides procurement staffs, customers and stockholders	1	2	3	4	5
5.4	A procurement policy helps concerned staffs by providing clear and consistent understanding of the required regulations.	1	2	3	4	5
5.5	Properly made procurement policies serve the public as best procurement guidelines	1	2	3	4	5
5.6	Good governance is usually the outcome of efficient procurement policies	1	2	3	4	5
6	Resources-Allocation					
6.1	There is adequate resources allocation	1	2	3	4	5
6.2	Tender award based on resource availability and confirmation	1	2	3	4	5
6.3	Budget reviews to provide for changes in the economic environment	1	2	3	4	5
6.4	Clear and transparent resource allocation	1	2	3	4	5

1. What do you suggest/recommend to minimize the negative effect of procurement planning and implementation in the organization procurement performance?
.....
2. In your own opinion, how can the management increase the competency of the procurement staff in your department? Please specify.
.....
3. If you want to add other factors that affect the procurement performance of the administration? Please specify.
.....

Section C: Questions related with Public Procurement performance with regard to five R's of Akaki Kality Sub-City Administration. Please put a tick (√) mark on the appropriate number to indicate the Public Procurement performance in Akaki Kality Sub-City Administration.

The items are five-point scales with:

- 1 = Very Poor
- 2 = Poor`
- 3 = Neutral
- 4 = Good
- 5 = Very Good

How do you rate the Sub-City Administration procurement performance based on five rights of purchasing?

Item No.	Procurement Performance rating with regard to five r's	Scale				
		1-Very Poor	2- Poor	3- Neutral	4- Good	5-Very Good
1	With Right Quality					
2	At Right Time					
3	At Right Price					
4	From the Right Source					
5	Right Quantity					

4. What is your recommendation to which the procurement and property administration support processes of your entity has fostered availability of the required goods, works, and services at the right **Time, Quality, Quantity, Price** and **Supplier**?

.....

Source: Adopted with and modification from Triantafillou, (2007), Kiage, J. O. (2013) and (Biklen 2003).

APPENDIX II: መጠይቅ

አዲስ አበባ ዩኒቨርሲቲ

የቢዝነስ እና ኢኮኖሚክስ ፋኩልቲ

የቢዝነስ አስተዳደር ሁለተኛ ዲግሪ ትምህርት መርሃ ግብር

በአቃቂ ክፍለ ከተማ አስተዳደር ተጠቃሚ ሴክተር ኃላፊዎችና ሰራተኞች እና የግዢ የሰራ ክፍል ኃላፊዎች ሰራተኞች የሚሞላ መጠይቅ

ውድ ተሳታፊዎች/መላሾች

እኔ በአዲስ አበባ ዩኒቨርሲቲ በቢዝነስ እና ኢኮኖሚክስ ፋኩልቲ የድህረ ምረቃ ተማሪ የሆንኩኝ “ በመንግሥት ሴክተር ግዥ አፈፃፀም ላይ ተጽዕኖ የሚያሳድሩ ፋክተሮች/ምክንያቶች በአቃቂ ቃሊቲ ክፍለ ከተማ አስተዳደር” በሚል ርዕስ ጥናት እያጠናሁ ነው። የመጠይቁ ዓላማ ለቢዝነስ አስተዳደር ሁለተኛ ዲግሪ ለማጠናቀቅ ይህ ጥናት አስፈላጊ በመሆኑ ጥናቱን ለማካሄድ መረጃዎችን ለመሰብሰብ ነው። ይህ የሚሰበሰበው ለትምህርታዊ ዓላማ ብቻ ሲሆን እርስዎ የሰጡት መረጃ በጥብቅ ሚስጥር የሚያዝ ይሆናል። ስለሆነም መጠይቁን በእውነት እንድትሞሉልኝ በአክብሮት እጠይቃለሁ። ስለ ትብብርዎ በቅድሚያ እናመሰግናለን።

አጠቃላይ መመሪያ

- እባክዎን መጠይቁ ላይ ስምዎን ወይም አድራሻዎን አይጻፉ
- መልስዎን ላይ እባክዎ የኤክስ (X) ምልክት ያድርጉ ወይም የራይት(✓) ምልክት ያድርጉ
- ማንኛውም ጥያቄ ካለዎት በሚቀጥሉት አድራሻዎች ያነጋግሩኝ

ስልክ: 09 40-06 7070

የኢሜል አድራሻ: zeineba1972@gmail.com

ክፍል ሀ: አጠቃላይ መረጃ

1. ያታ ወንድ ሴት

2. የትምህርት ደረጃ:

ከ12ኛ ክፍል በታች የምስክር ወረቀት ዲፕሎማ

አንደኛ ዲግሪ ሁለተኛ ዲግሪ እና ከዚያ በላይ

3. የትኛው የመንግስት መስሪያ ቤት ነው የሚሰሩት?

የመሬት ልማትና ማኔጅመንት ጽ/ቤት

ዋና ሥራ አስኪያጅ ጽ/ቤት

የምዕራብ አወጋገድ አስተዳደር ጽ/ቤት

የገንዘብና ኢኮኖሚ ልማት ጽ/ቤት

የገበሬዎች እና የከተማ ግብርና ጽ/ቤት

የንግድ ጽ/ቤት

የትምህርት ጽ/ቤት

የጤና ጽ/ቤት

የግንባታ ጽ/ቤት

የምግብ፣ የመድኃኒትና የጤና ክብካቤ አስተዳደር

ቁጥጥር ጽ/ቤት

የቤቶች አስተዳደር ጽ/ቤት

የአካባቢ ጥበቃና አረንጓዴ ልማት ጽ/ቤት

የአራቱም ፑል ግዥ የሰራ ክፍል

4. በሚሰሩበት መስሪያ ቤት ምን ያህል የሥራ ልምድ አለዎት?

1-5 ዓመታት ከ5--10 ዓመታት

ከ11-15 ዓመታት ከ16 ዓመታት በላይ

5. የእርስዎ የትምህርት ሙያ ምንድን ነው?

ማኔጅመንት አካውንቲንግ ኢኮኖሚክስ
 ምህንድስና ግዥና አቅርቦት አስተዳደር

ሌላ ከሆነ ይግለጹ.....

ክፍል ለ- በአቃቂ ቃላት ከ/ከተማ አስተዳደር የመንግሥት ሴክተር ግዥ አፈጻጸም ላይ ተጽዕኖ ከሚያሳድሩ ፋክተሮች/ተዋንያን ጋር የተያያዙ ጥያቄዎች፡ በከ/ከተማው ውስጥ የመንግሥት ግዥ አሠራር ሁኔታን ለማመልከት እባክዎ የኤክስ (X) ምልክት ያድርጉ ወይም ተገቢውን ቁጥር ላይ ይክበቡ።

ጥያቄዎቹ አምስት አማራጭ ያላቸው ናቸው።

የጥያቄ ቁጥር	የመንግሥት ሴክተር ግዥ አሠራር ሁኔታ	ምርጫዎች				
		1- በጣም አልሰማማኝም	2- አልሰማማኝም	3- ገለልተኛ	4- እሰማማለሁ	5- በጣም እሰማማለሁ
1	የግዥ እቅድ በተመለከተ					
1.1	የአስተዳደሩ የግዥ ሥራዎች በዓመታዊ የግዥ ዕቅድ ይመራሉ።	1	2	3	4	5
1.2	የግዥ ዕቅድ በሚዘጋጅበት ወቅት የሚመለከታቸው ሠራተኞችና የክፍለ ከተማው መስሪያ ቤቶችን ያሳተፈ ነው።	1	2	3	4	5
1.3	የክፍለ ከተማው መስሪያ ቤቶች የግዥ ፍላጎታቸውን በወቅቱ ያቅርቡ።	1	2	3	4	5
1.4	የክፍለ ከተማው የግዥ እቅድ የመስሪያ ቤቶችን ቁሳቁሶች እንደየፍላጎታቸው ይለያል።	1	2	3	4	5
1.5	የመንግሥት ግዥና ንብረት አስተዳደር ደጋፊ የስራ ሂደቶች የፀደቀውን የግዥ ዕቅድ ለሚመለከታቸው የክፍለ ከተማው ሴክተር መስሪያ ቤቶች ያሰራጫሉ።	1	2	3	4	5
2	የስራተኞች ብቃት					
2.1	የክፍለ ከተማው የግዥ ሥራ/እንቅስቃሴ የሚከናወነው ብቃት ባላቸው የግዥ ሠራተኞች ነው።	1	2	3	4	5
2.2	በግዥ የስራ ሂደት/የስራ ክፍል ውስጥ ያሉ ሰራተኞች የግዥ ክህሎትና ልምድ ጋር ተያያዥነት ያለው የትምህርት ዝግጅት አላቸው።	1	2	3	4	5
2.3	ሁሉም የግዥ ሰራተኞች በግዥ ሂደት ውስጥ የመንግሥት የግዥ መርሆዎችን ይተገብራሉ።	1	2	3	4	5
2.4	ክፍለ ከተማው የግዥ ተግባሩን የሚያስተዳድሩ ብቁ ሠራተኞችን ይመለምላል።	1	2	3	4	5

2.5	ሁሉም የግዥ ስራተኞች የተጠቃሚዎች ፍላጎትንና የአቅራቢዎችን አቀም የመረዳት ችሎታ አላቸው።	1	2	3	4	5
2.6	የክፍለ ከተማው የግዥ ስራተኞች በግዥና ተያያዥ ጉዳዮች ላይ ተገቢውን ሥልጠና ያገኛሉ።	1	2	3	4	5
3	የኢንፎርሜሽን ኮሚኒኬሽን ቴክኖሎጂ አጠቃቀም					
3.1	ክፍለ ከተማው በግዥ አሠራሩ ውስጥ ኢንፎርሜሽን ቴክኖሎጂን አካቷል።	1	2	3	4	5
3.2	በግዥው ክፍል ውስጥ ያሉ ሁሉም ሠራተኞች ኢንፎርሜሽን ቴክኖሎጂን በብቃት ይጠቀማሉ።	1	2	3	4	5
3.3	የክፍለ ከተማው የኢንፎርሜሽን ቴክኖሎጂ መሠረተ ልማትን በመጠቀም በግዥ ክፍል እና በተጠቃሚ ሴክተር መ/ቤቶች/አቅራቢዎች መካከል የተሻለ የመረጃ ፍላጎት አለ።	1	2	3	4	5
3.4	ክፍለ ከተማው በግዥ አሠራሩ ውስጥ የኢንፎርሜሽን ቴክኖሎጂን በመጠቀሙ የወረቀት ስራዎች ቀንሷል።	1	2	3	4	5
3.5	በግዥ አሠራሩ ውስጥ የኢንፎርሜሽን ቴክኖሎጂን ተጠቅሞ ወጪ በመቀነስ እና ምርታማነትን በማሳደግ የክፍለ ከተማውን የግዥ ሂደት ቀለል አድርጎታል።	1	2	3	4	5
3.6	ክፍለ ከተማው የግዥ ስራዎችን ኮምፒተራይዥን ማድረግ ወይም ኢንፎርሜሽን ቴክኖሎጂን መጠቀሙ የግዥ ሂደት/ስራ ፍጥነት ጨምሮለታል።	1	2	3	4	5
4	የግዥ አሰራር ሥነ ሥርዓት					
4.1	ክፍለ ከተማው እየተጠቀመበት ያለው ህጋዊ የግዥ አሰራር ቅደም ተከተል/ሥነ ሥርዓት ግልጽና ሊያስራ የሚችል ነው።	1	2	3	4	5
4.2	በክፍለ ከተማው የግዥ ስራ ውስጥ ህገ፣ ደንብና መመሪያው ተጠብቆና ተከብሮ እንዲሰራ የማስገደድና የማበረታታት ስራ ተሰርቷል።	1	2	3	4	5
4.3	የክፍለ ከተማው የግዥ ስራተኞች ተቀባይነት ያለውን የጨረታ ደንብ ሙሉ በሙሉ ተቀብሎታል/ተግብሮታል	1	2	3	4	5
4.4	የክፍለ ከተማው የቢሮክራሲያዊ አሠራሮች በመደበኛ ሕጎች እና በመደበኛ የአሠራር ሂደቶች አጠቃላይ ሥርዓት ቁጥጥር ይደረግባቸዋል።	1	2	3	4	5
4.5	በክፍለ ከተማው ውስጥ የጨረታ ግምገማ የሚካሄደው አስቀድሞ በጨረታው ሰነድ ውስጥ የተቀመጠውን መስፈርት መሠረት ባደረገ መልኩ ነው።	1	2	3	4	5
4.6	በክፍለ ከተማው ውስጥ የውል አስተዳደር የሚከናወነው በጨረታና በኮንትራት ሰነድ ውሎች እና ሁኔታዎች መሠረት ነው።	1	2	3	4	5
4.7	በአቃቂ ቃሊቲ ክፍለ ከተማ አስተዳደር ውስጥ የተገዙ ዕቃዎች ጥራታቸው የሚታየውና የሚመረመረው አቅራቢዎች ወደ ክ/ከተማው በሚያቀርቡበት ጊዜ ነው።	1	2	3	4	5
5	የግዥ ፖሊሲ					

5.1	ያለው የግዥ ፖሊሲና የግዥ አሰራር ስርዓት የማያሰራና ማነቆ የሚሆን ነው።	1	2	3	4	5
5.2	የክፍለ ከተማው አስተዳደር የግዥ ፖሊሲን ሙሉ በሙሉ ተግባራዊ አድርጓል።	1	2	3	4	5
5.3	አጠቃላይ የግዥ ፖሊሲና መመሪያ የግዥ ሠራተኞችን፣ ደንበኞችን እና ያገባኛል ባዮችን አቅጣጫ ያሳያል።	1	2	3	4	5
5.4	የግዥ ፖሊሲው ለሚመለከታቸው የሴክተር መ/ቤት ሠራተኞች በግዥ መመሪያ ላይ ግልጽና ወጥ የሆነ መረዳት/ግንዛቤ እንዲኖራቸው ይረዳል።	1	2	3	4	5
5.5	በአግባቡ የተዘጋጁ የግዥ ፖሊሲዎች ህብረተሰቡን እንደ ምርጥ የግዥ መመሪያዎች ሆነው ያገለግሉታል።	1	2	3	4	5
5.6	የመልካም አስተዳደር አብዛኛውን ጊዜ በጥሩ ሁኔታ የተደራጀ የግዥ ፖሊሲዎች ውጤት ነው።	1	2	3	4	5
6	የግዥ በጀት ምደባ በተመለከተ					
6.1	በክፍለ ከተማው ውስጥ ለግዥ በቂ ሀብት ተመድቧል ማለት ይቻላል።	1	2	3	4	5
6.2	ለጨረታ አሸናፊው የግዥ አቅርቦት እንዲፈጽም ወይም ስራ የሚሰጠው ከ/ከተማው ባለው የግዥ በጀት መጠን መሠረት ነው።	1	2	3	4	5
6.3	ክፍለ ከተማው በኢኮኖሚው ላይ የሚከሰተውን ለውጥ ለማስተካከል የበጀት ግምገማና ክለሳ ያደርጋል።	1	2	3	4	5
6.4	በከ/ከተማው ውስጥ የማያሻማና ግልፅነት ያለው የበጀት አመዳደብ ወይም ክፍፍል አለ።	1	2	3	4	5

1. በድርጅታዊ ግዥ አፈፃፀም ውስጥ የግዥ እቅድ እና ትግበራ ላይ አሉታዊ ተጽዕኖ ሊያመጡ የሚችሉት ሁኔታዎች ለመቀነስ ምን ይመክራሉ?.....
.....
2. በራስዎ አስተያየት በክፍለ ከተማ ውስጥ አመራሩ ያሉትን የግዥ ሠራተኞች ብቃት እንዴት ማሳደግ ይቻላል? እባክዎን ይግለጹ.....
3. በአስተዳደሩ የግዥ አፈፃፀም ላይ ተጽዕኖ የሚያሳድሩ ሌሎች ነገሮችን ማከል ከፈለጉ? እባክዎን ይግለጹ.....

ክፍል ሐ - ከአቃኪ ቃሊቲ ክ/ከተማ አስተዳደር የመንግስት ሴክተር ግዥ አፈፃፀም ሊለኩ ከሚችሉ ከአምስቱ መለኪያዎች ጋር የተያያዙ ጥያቄዎች በተመለከተ የመለኪያዎቹን ደረጃ ለማመልከት እባክዎ የኤክስ (X) ምልክት ያድርጉ ወይም በተገቢው ቁጥር ላይ ይክበቡ። ጥያቄዎቹ አምስት አማራጭ ያላቸው ናቸው።

የአቃቂ ቃሊቲ ክፍለ ከተማ አስተዳደር የግዥ አፈፃፀምን በአምስቱ የግዥ መለኪያዎች እንዴት ይመዘኑታል?						
የጥያቄ ቁጥር	ከአምስቱ መለኪያዎች አንጻር የግዥ አፈፃፀም ደረጃ	ምርጫዎች				
		1- በጣም ደካማ	2- ደካማ	3- ገለልተኛ	4- ጥሩ	5- በጣም ጥሩ
1	በትክክለኛው ጥራት	1	2	3	4	5
2	በትክክለኛው ጊዜ	1	2	3	4	5
3	በትክክለኛው ዋጋ	1	2	3	4	5
4	ከትክክለኛው ምንጭ	1	2	3	4	5
5	ትክክለኛ ብዛት/መጠን	1	2	3	4	5

1. የክፍለ ከተማዎ ደጋፊ የግዥ እና የንብረት አስተዳደር የስራ ሂደቶች የሚፈለጉትን ዕቃዎች፣ ስራዎች እና አገልግሎቶች በተገቢው ጊዜ፣ ጥራት፣ ብዛት፣ ዋጋ እና ከተገቢው ምንጭ እንዲያቀርቡ ምን ይመክራሉ?.....

.....

አመሰግናለሁ!!!