

Procurement Planning Process and Organization Performance in the Energy Sector in Kenya: A Case Study of Geothermal Development Company

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Abstract:- The aim was to examine procurement planning processes on organization performance at Geothermal Development Company, and establish the influence of supplier selection, need identification on organization performance at the Geothermal Development Company. The study's fundamental anchor theory was goal-setting theory, which is backed by institutional theory and a resource-based view. Utilizing stratified random sampling, using a descriptive research methodology, 232 people were selected as the sample size out of 550. Questionnaires were used in the process of gathering data. Ten randomly chosen employees from the target population participated in the pilot project. SPSS version 27 and basic statistics were used to analyze the quantitative data. Tables were used in the data presentation. Inferential statistics, regression analysis and correlation, were utilized to show the relationships between the variables. The regression is based on the organization's performance and procurement planning process as predictors. The findings demonstrate a positive correlation with $R = 0.684$ and $R^2 = 0.573$, meaning that changes in each of the predictor categories could account for 57.3% of the variance in the organization's performance, the variances of the elements not included in this analysis account for the remaining 42.7%. Study recommends that GDC management recognize that procurement planning practices are not static and needs should be determined, tendering procedures should be established, budgets should be estimated, and user departments should be involved. In order to ensure that procurements are successful, GDC management should make sure that appropriate procedures are put in place during planning, with input from procurement staff and the user department, and that progress reports are escalated for required action. Further investigation into other variables is required to account for the remaining change in purchase planning procedures. based on the findings of this investigation, the conclusion, and the advice that came after. This additional research should aim to corroborate the findings of the current study and offer fresh data.

Keywords:- Procurement Planning Processes, Organization Performance, Supplier Selection, Need Identification.

I. INTRODUCTION

In order to ensure that all tasks are carried out as needed efficiently, Anane, Adoma, and Awuah (2019) define procurement planning as the process of determining the demands for procurement as well as the ideal time to purchase and fund them. Procurement planning is a technique used by companies or government agencies to plan out their purchase activities for a specific period of time, according to Awayo (2019). In order to purchase goods and services from outside vendors, an organization must organize its procurement process, as stated by the Economic Commission of Africa (2013). According to Dong, Geng, Xiao, and Yang (2021), the process of acquiring goods, services, or labor from outside sources is known as procurement. A procurement plan is a suggested approach that specifies what, how, and when to buy supplies, labour, and services for a certain fiscal year, and it is created by the procuring body This application makes the procurement process easier and faster while alerting firms of the purchasing entity's planned purchases for the upcoming fiscal year. Preventing haphazard procurement Its objectives are to increase the openness of the government marketplace and make it more enticing to suppliers and service providers (Suurmond, van Raaij, Bäckstrand, & Chen, 2019).

Currently, there are difficulties with public sector service delivery and procurement planning not just in Kenya but also in other countries. Ombui (2018) asserts that there is little question about the role procurement planning plays in enabling public sector organizations to provide services efficiently and effectively in both developed and developing nations. It can help with public sector management at both the municipal and federal levels of government. According to his research, the local government procurement system's service delivery and procurement planning have a strong beneficial link. As a result, several developed and developing countries have implemented legislation and rules about procurement. However, regulatory compliance continues to be the main

obstacle to it. According to Kanyaru and Makori (2017), nations in the European Union suffer from the non-compliance problem much like third-world nations do.

The 2015. Procurement and Assets Disposal Act (PP&ADA) regulations govern public sector procurement in Kenya. The Act is to maximize economy and efficiency by establishing rules for public bodies to follow when purchasing and discarding surplus, old, and unusable equipment. This Act mandates that public organizations organize their procurement processes in a way that maximizes the value of taxpayer money and is transparent, responsible, and accountable. (Kenyan Republic, 2015).

The PP&ADA, 2015 was changed from the Public Procurement and Disposals Act (PPDA, 2005). The latter was signed into law on December 18, 2015, and on January 7, 2016, it started to be implemented. Regarding contract management, asset disposal, inventory and asset management, and procurement planning, processing, and inventory (Republic of Kenya, 2015). As a result, Before the beginning of each fiscal year, all officers in public organizations must develop an annual purchase plan that is acceptable and keeps within budget as part of the annual budget preparation process. Since the beginning of time, procurement, especially in the public sector, has faced several difficulties. It is noted that operating departments and staff have not been successfully recruited by institutional or governmental buying departments to assist with the planning and scheduling of procurements. Due to the aforementioned, ad hoc techniques rather than normal procurement procedures have been used to handle urgent procurement demands. In the end, the activities of the affected enterprises are disrupted (Mangesho, 2017).

A needs assessment determines what needs to be purchased, and the process of procurement planning includes establishing timelines, assigning responsibility for the entire procurement process, determining the best way to satisfy the organization's needs, the range of goods, services, or works that are necessary, the tactics or methods to be implemented in the procurement process. The definition of needs assessment given by Ezech (2012) is " a methodical procedure for locating and filling in the gaps between desired circumstances or desires and the state of affairs." This is significant because of its capacity to effectively identify interventions or solutions through problem identification. This ensures that limited resources, such as prior budget appropriations, are allocated towards the development and implementation of workable and relevant solutions for identified projects.

A. Organization Performance

In any firm, organizational performance is a crucial area of research. In strategic management study, the performance of an organization and its strategy are inextricably linked. It helps businesses to evaluate and enhance their overall productivity, competitiveness, and effectiveness, resulting in

long-term business success and growth. Organizational performance evaluates how well a business achieves the goals set forth in the strategic plan, taking into account all facets of operations, such as competitive, financial, and operational success, in order to determine efficacy and efficiency (Mukya, 2017). Business executives can use organizational performance indicators to pinpoint areas that need to be improved and create detailed plans of action that will maximize the organization's efficiency and effectiveness in achieving its vision and purpose (Johnson & Scholes, 2022)

A company's success can be assessed from a number of perspectives, including market share and rival positioning, financial indicator analysis, and customer satisfaction surveys. Every viewpoint provides distinct understandings of an organization's performance and efficacy, facilitating thorough assessment and tactical choice-making (Njiru, 2015). Among other metrics in the organization's strategic plan, an organization's performance measures comprise and are not limited to the profit realized, market share, product quality, and sound financial ratios (Ondimu, 2015). This evidence can be found in an entity's increased income, profit, and productivity, all of which show success in reaching organizational goals and a high degree of efficiency and effectiveness (Paley, 2015). Internal customer satisfaction, supplier deliveries, supplier defect rate, procurement cycle time, procurement efficiency, and procurement process dependability were examined in relation to this dependent variable.

B. Procurement Planning Process

Planning is one of the main responsibilities of procurement, which can enhance the efficacy of local government operations and enhance the provision of services. It is a position that starts the complete purchase and procurement procedure for the local government (Basheka, 2020). Planning is one of the subjects that is arguably discussed the most in the management literature, both conceptually and practically. It's a position that sets the stage for the other managerial positions. When well thought out and executed, planning can be a helpful instrument for acquiring, allocating, and distributing resources (James, 2014). Planning often improves the process of obtaining, assessing, and deciphering crucial data to generate information required for informed policymaking. Planning has not advanced to the point of accomplishing the stated goals in many African nations due to issues with human, financial, and technological resources. The literature on management claims that planning shows managers think out their goals and plan of action in advance and adhere to a method, strategy, or logic rather than behaving haphazardly (Stoner, Freeman, & Gilbert, 2015).

A significant area of study in developing nations, especially in Africa, has been procurement planning, which is a crucial component of the procurement process (Changalima et al., 2021). Procurement planning's significance in public

organizations (Basheka, 2008, 2009), its influencing elements (Apiyo & Mburu, 2014), and its difficulties (Bryson, 2018; Katimo, 2013) are the subjects of some research. Nonetheless, research on procurement performance and planning has yielded some intriguing findings. For example, Muhwezi et al. (2020) and Kariuki and Wabala (2021) found that there was a positive correlation between procurement planning and performance. Nevertheless, empirical studies have shown that procurement performance and planning do not meaningfully correlate (Hamza et al., 2016). Surprisingly, Mahuwi and Panga's research (2020) finds that procurement planning and performance quality are negatively correlated. Most likely, this is because companies are more likely to use efficient procurement strategies to save costs than to raise quality. The bottom line is that procurement functions are more likely to be successfully executed by firms that organize their procurement endeavours carefully. On this basis; the study proposes the following general objective: to establish procurement planning on organization performance at Geothermal Development Company.

C. Supplier Selection

The selection of suppliers is the foundation for both supply advantage and strategic sourcing. The main goal of the evaluation process is to minimize purchase risk and maximize total value to the buyer (Desai, 2023). When selecting a supplier for both a complicated or costly one-time contract and a long-term collaboration, a rigorous evaluation and qualifying process is usually used (Lysons & Farrington 2020). According to Özfirat, Tasoglu, and Memis (2014), the supplier selection process can begin whenever a new provider is needed. Supplier assessment must guarantee a supplier's capacity to satisfy the technical, financial, and commercial requirements (Lysons & Farrington 2020). Supplier evaluation is the process of assessing a current supplier's performance over time based on a set of standards (Desai, 2023). Supplier selection has been a major area of emphasis for practitioners and researchers for many years. Three distinct categories may be found in the literature about supplier selection theories: models of supplier evaluation criteria, supplier selection processes and strategies, and process-related theories. Lysons and Farrington (2020) Declare that the process of evaluating and selecting suppliers consists of seven steps: determining the necessity of supplier selection; determining the essential sourcing requirements; determining a sourcing strategy; determining potential supply sources; limiting the number of suppliers in a selection pool; selecting a method for supplier evaluation and selection; and, finally, selecting a supplier and reaching a mutually agreeable decision. Choosing the appropriate suppliers is therefore essential to the procurement process and offers businesses a significant chance to cut costs throughout their whole supply chain. Although the precise factors that determine a company's supplier selection vary, several commonalities are noticeable. When choosing a supplier, quantitative factors like cost, timeliness, and quality are frequently taken into consideration.

Furthermore, compatibility and the supplier's strategic direction two "soft" but challenging to measure factors—have also shown to be significant (Lysons & Farrington 2020). Therefore, regardless of the overall selection criteria, there is universal consensus that supplier selection should improve a firm's procurement performance (Desai, 2023).

D. Need Identification

A needs identification method outlines the motivations behind your intended purchases of products, services, or works (Lysons & Farrington 2020). Planning for related risks and defining the reasons you must purchase products, services, or works are crucial as you begin your procurement planning. Describe the good or service needed: Requirements are sent to the procurement department with the relevant paperwork, such as a purchase request. The requisition comprises the following details: the date, the department from which it originated, the account that was billed, the full description and quantity of the materials or services that are needed, the date on which they are needed, any special shipping or service delivery instructions, and the name of the authorized person who made the request (Errigde & McLroy, 2022). Procurement specialists collaborate with the individual submitting the request to ensure that the material and service specifications have been accurately recorded as part of the procurement procedure. Engineering drawings and other papers are frequently attached to the request in order to precisely define complicated and non-standard components (Monczka et al., 2018). Although a need or requirement can originate from any function, demand planning is often how they are produced. Office furniture for administrative divisions or raw materials for production could be required. Demand planning is frequently the process by which needs and requirements are generated, even though they may come from any function. It may be necessary to purchase raw materials for production or office furnishings for administrative divisions (Errigde & McLroy, 2022).

E. Statement of the problem

The adoption of procurement planning plays a significant role in contributing to the organization's vision, especially when the organization invests in better and more advanced technology. ICT adoption assists the procurement department in acquiring all the resources, goods, and services that are needed to keep the organization going at the right time, place, and quality. What influences the procurement process' efficacy is some internal procurement issues, even though the PPD Act 2005 was put in place to guide the procurement function in public institutions. Significant inefficiencies in public procurement are revealed by the Procurement Assessment Report (PAR). This was developed by a team of national consultants, World Bank and donor staff, and government officials.

According to Price Waterhouse Cooper research, up to 37% of a procurement plan's potential value in government institutions' is lost during implementation (PWC, 2018). Not only in Kenya but also in other nations, the public sector is currently experiencing challenges with service delivery and procurement planning procedures. Kenyan public institutions are particularly challenged in implementing their procurement strategies. The national government of Kenya spends over Ksh. 234 billion on purchases annually. However, because of exaggerated procurement quotations, the government loses over Ksh. 121 billion annually, or almost 17% of the national budget. As to the findings of the PPOA (2015), a significant number of public institutions' tendered items and services by sixty percent over their market rates. The auditor general report (2018) states that the government, which oversaw public institutions' operations, lost 4.2 billion shillings in 2018. Over Ksh. 500 million is lost every year as a result of the incompetence and inefficiency of several public organizations' overall procurement plan implementation (Tom, 2019).

Furthermore, studies (Changalima, 2021; Gambo, 2021; Kariuki & Wabala, 2021; Muhwezi, 2020) suggest that the right execution of procurement plans might reduce the amount of money spent on procurement. Furthermore, although the PPD Act 2005 was implemented to direct the procurement function in public institutions, certain internal procurement concerns impact the efficacy of the procurement process.

A study by Miheso (2017) showed that over 50 percent of state corporations in Kenya still practice manual, paper-based procurement. GDC, among several government institutions, finds it had to execute the procurement planning process as a result of poor ICT infrastructure, lack of political will, insufficient financing, and bureaucratic procurement processes. At GDC, the procurement department is not fully automated, and This is the primary cause of the procurement planning process's low acceptance. Unexpectedly, research by Mahuwi and Panga (2020) reveals a negative correlation between procurement planning process and performance quality. Most likely, this is because companies are more likely to use efficient procurement strategies to save costs than to raise quality. The bottom line is that procurement functions are more likely to be successfully executed by firms that organize their procurement endeavours carefully (Kariuki & Wabala, 2021). On this basis, the study proposes to establish the procurement planning process and organizational performance at Geothermal Development Company.

F. Objectives of the Study

- To establish the effects of supplier selection on organizational performance at GDC
- To examine the effects of need identification on organizational performance at GDC.

II. THEORETICAL LITERATURE REVIEW

The study's fundamental anchor theory is Goal-Setting Theory, which is backed by institutional theory and a resource-based view.

A. Goal-Setting Theory

Building on Kurt Lewin's (1968) groundbreaking study on degrees of ambition, Dr. Edwin Locke established this theory during his 1950s investigation (Locke & Latham, 2010). The two fundamental assumptions of goal-setting theory are that people have effective responses to particular results, both positive and bad, and that people are aware of the anxieties that emerge from how they engage with other people and the connections that cause the various results (Amit & Livnat, 2008). According to theory, there are two expectations that drive people to perform. The first step in goal-setting is to ascertain the likelihood that an endeavor will consistently result in the intended performance. The second goal-setting process focuses on the likelihood that a certain performance provided the desired outcomes. The worker won't be inspired to complete a specific task even if some efforts won't be acknowledged.

The goal-setting theory relies on motivators to explain why behavior occurs at a workstation. When conduct is motivated by internal forces, incentives from external sources are perceived as motivators that drive behavior rather than intrinsic motivators (Ferris, 2007). There is a need for assurance, responsibility, and maturity in the study. The process of establishing an institution's aims becomes managing an organization by objectives. Personnel can then set their own goals because they are aware of what is expected of them. Because it correlates strongly with variable of organizational performance, the study adopts this theory it also supports need identification and quality specification.

A person deliberately aims to accomplish or obtain something as the planned outcome of a task or activity. Setting targets necessitates the deliberate act of choosing performance standards in order to get the intended outcomes (Latham, 2010). According to this goal-setting technique, motivation originates with the aim and desire to accomplish a goal. Individuals or groups are usually encouraged to put in more effort or alter their approach if they discover that their current performance is not yielding the intended results (Locke & Latham, 2010). When someone is pursuing certain goals, Locke and Latham (2010) state that until the goal has been reached, people don't seem content.

The hardest goal lines act as a benchmark for measuring levels of satisfaction and dissatisfaction because they are challenging to accomplish within the organization's time limits. Setting goals to assess one's own performance implies that in order to create an environment that allowed one to reach one's maximum potential, one's goals should guarantee

that their fundamental needs like a safe place to work and a sufficient salary are met (Ferris, 2007). Goal-setting, according to Ferris (2007), is a collection of theories from decision theory that help explain motivation and organizational success.

B. Resource-Based View Theory

Penrose invented this theory in 1959, but Wernerfelt popularized it in 1984 when he used it to analyze economic success (Kozlenkova et al., 2014). According to Wernerfelt, the most significant factors influencing a company's profitability and performance are its internal resources. "RBV" generally refers to a worldview that is based on resources. Penrose's research from that year is related to this early understanding of the resource-based paradigm (Kozlenkova, et al, 2014). The way resources are decided suggests that the company already uses them internally. The advantages of the RBV perspective were emphasized by Jay Barney, whose work has subsequently become more well-known. He described the essential features of internal resources and how they relate to competitive advantages. According to Kozlenkova et al. (2014), a corporation can outperform, it has a competitive edge its closest rival in a particular market in terms of economic worth.

In later works, he made a distinction between an advantage that is short-term and long-term. Not all organizational resources are required, according to Gills, Combs, and Ketchen (2014); instead, they must give the business an edge over competitors. Before an organization to begin turning a profit, its wealth needs to be difficult to replicate, replace, or transfer. The capabilities of the corporation differ from its utilization of corporate resources, which are the firm's stocks of immediately usable components (Gills, Combs, & Ketchen, 2014). The traits and kinds of resources are the components of the RBV theory that result in an edge, better performance, and competitive advantage (Gillis, et al, 2014).

According to Kozlenkova (2014), RBV is the utilization of a range of readily available tangible and intangible resources for a company. Any business that wants to turn its organizational strategy into a long-term financial gain needs to have a diverse set of resources. How a company can beat its rivals is made clear by the RBV. When putting its strategy into practice, the RBV theory prioritizes the organization's internal resources. Supporters of the RBV hypothesis, such as Jensen et al. (2016), assert that repurposing existing resources is better for firms than trying to acquire new resources or talents for every opportunity. These resources are divided into two groups. In order to optimize profits, the theory states that a business must determine where to deploy its unique resources. According to Hitt et al. (2016), RBV argues that cost leadership tactics are important performance metrics that enhance a business's performance and competitiveness as well as create and maintain a financial gain.

One limitation of the RBV theory is that it solely considers the internal environment when attempting to optimize a company's superior performance, even though core resources are important drivers of service delivery (Gillis, Combs, & Ketchen, 2014). RBV's competitive advantage and performance are impacted by its external environment. The truth is that external variables affect a firm's performance in the market equally. External elements that impact a business's operations in the market include taxes, sectoral policies, rules and regulations, and compliance standards. External resources must also be considered when analyzing factors that may impact the strategies it employs. According to theory, it is essential to take into account a firm's internal resources as well as external influences while researching tactics that result in higher performance (Hitt, et al., 2016).

C. Institutional Theory

Goguen and Burstall came up with this concept in 1984. The strategy highlights the environment of an organization as a crucial component in creating its structure and behaviours. Unwanted changes in the corporate environment may force a firm to implement new plans or undergo a revolution. The concept has centred on how organizational environment influences commercial activities and organizational structure. According to institutional theory, rather than being just guided by well-organized and logical goals, organizational outcomes are also influenced by facets of society and culture that are deemed suitable given the organization's structure.

According to the theory, companies become similar as a result of pressure for authenticity, implying that businesses dealing with comparable products are more inclined to adapt to continuously changing client needs by emulating their market leaders (Gauthier, 2013). Moreover, the theory places a strong emphasis on behaviors, characterizing protocols, practices, and formations as organizational techniques. Theory offers a framework for examining the ways in which companies interact with their employees and other stakeholders, and how technology could facilitate the development of those relationships over time. Modern organizational tactics, practices, and structures, as well as policies, can still benefit from the theory.

The relationships that organizations have with different stakeholders in their environment might influence their decision-making about the career advancement of their personnel in certain competitive and unstable environments. The concept is applied in the study to explain how organizational technology-based social norms and rules that affect performance might change an organization. This study used this theory to examine how leadership shapes corporate strategies, rules, and procedures and demonstrated how they get ingrained as a group interacts with its environment, influencing how the group functions.

III. EMPIRICAL LITERATURE REVIEW

A. Supplier Selection and Organizational Performance

Wachiuri (2018) investigated state corporations' performance and supplier evaluation criteria. Questionnaires were used to gather data, and across-sectional survey approach was employed, incorporating both qualitative and quantitative techniques.. 187 state corporations made up the target market. In the study, the census approach was used. Surveys were employed to gather firsthand information.. It discovered a strong and favorable relationship between supplier dedication, expertise, financial viability, and capacity and performance. According to the study, suppliers should raise the caliber of their offerings, acquire the necessary technical know-how to produce goods or services of the highest caliber, create a sound financial strategy to guarantee their long-term financial stability, and increase their ability to live up to client expectations. Study discovered that performance is significantly impacted by supplier appraisal.

Kemunto (2018) assessed how Nakumatt Supermarket's supply chain performance was impacted by supplier selection criteria. An investigation was conducted using a case study research design. Procurement officials, assistant procurement officers, and store employees provided the data. To evaluate the collected data, descriptive statistics were utilized, which required computing percentages and weighted averages. Information from a frequency table was then shown to it. The study finds that both supplier selection based on economic considerations and supplier selection based on quality variables enhance the quality of products in Nakumatt supermarkets. Consequently, this lowers the supermarket's production and material expenses. A strong association was shown between the factors impacting supplier performance and selection. with quality, effectiveness, and efficiency being the most crucial criteria for supply chain improvement performance.

Houck (2019) looked at the alternative design-build supplier selection and used a set price to compete on quality. Meeting the budget and optimizing the project's attributes can be critical for a manager overseeing a building project. Using the procurement process, where the contractors compete to add a wide range of attributes to the project for a fixed price, is one way to do this. Such procurement strategies are uncommon, nevertheless, and it is challenging to locate models for their use. This research first examines the research on quality-only and design-build, as well as, to a lesser extent, constructors' bidding procedures. Second, it describes a design-build, quality-only supplier selection ology that adheres to public tendering laws. Thirdly, it looks into the model's results when applied to a particular Norwegian example. The literature and examples on design-build, quality-only selection at set pricing appear to be lacking in study. The developed approach made it possible to negotiate, which produced better and more comparable projects. In the case

under investigation, the customer was able to include more features than anticipated in the project while staying within budget. As an advisor, the researcher participated in the process to some extent. Any customer can easily implement the created strategy to optimize a project's quality within a certain budget because it is pretty straightforward. (Houck, 2019).

Githinji and Moronge (2018) look into how supplier selection affects the effectiveness of procurement in Kenyan public hospitals, particularly GDC The target group for the study, which included 6,000 GDC employees and management, was a descriptive survey research approach. Additionally, stratified sampling was used in this investigation, with a base sample size of ninety participants. Primary data from the respondents was gathered via structured questionnaires. Both Microsoft Excel and data was analyzed using SPSS. To determine how much the independent and dependent variables correlated, multiple linear regression analysis was employed in the study. offering an objective means of analyzing the nature and degree of the relationship. Parameters produced by the software were presented in tables and figures for easy comprehension. According to the study, the dependent variable (procurement performance) was only statistically significantly impacted by variables related to national and international competitive tenders. Direct procurement and limited tendering were not statistically significant. Therefore, Improved procurement performance is not always the result, the study concluded. of utilizing all of these tactics. Additionally, the study discovered that better procurement performance results from competitive tendering. This study suggests that GDC authorities favor competitive tendering over other forms of procurement, particularly restricted and direct tendering (Githinji & Moronge, 2018).

B. Need Identification and Organizational Performance

Schiele (2021) investigated Enhancing organizational efficacy by involving municipal buying departments meaningfully: Ontario, Canada case studies. 590 valid responses to a questionnaire survey of procurement staff were obtained; these were analyzed using exploratory factor analysis (EFA) and t-tests. It established that the most challenging issues that public purchasers face, such as those pertaining to public sector procurement, purchasing consulting services, and involvement from purchasing departments. The opinions of municipal buying department managers regarding the significant role that their departments should play in consulting service acquisition processes are discussed in this study. In order to increase organizational effectiveness, these research findings may help others establish the techniques required to increase the involvement of municipal purchasing departments in these procurement procedures.

The effects of materials, internal controls on procurement performance and purchasing methods and information integration are examined by Muhwezi et al. (2023). In this

work, data gathered from 170 HOs was analyzed using structural equation modeling using partial least squares and multigroup analysis. Standardizing purchasing processes and supplies, as well as internal controls over procurement, act as a complete mediator between information integration and procurement performance. Procurement performance, material and purchase method standardization, procurement integration, and internal controls have the following long-term effects hard to quantify because humanitarian procurement programs run over a number of years. If the necessary funding is available, a longitudinal study in this area could be conducted. To improve procurement effectiveness, procurement managers should standardize material and purchase methods and apply information integration strategies within appropriate internal controls. Humanitarian procurement performance can be systematically improved by standardizing materials and purchasing procedures and integrating data through internal procurement controls.

Smith, Finamore, Blazdell, and Dale (2023) looked at a qualitative assessment of the staff's experience providing a co-

produced consulting service. This qualitative evaluation examines the experience of providing and receiving consulting services through the use of five semi-structured interviews and a focus group. We looked at the data using thematic analysis. From referred service consumers, clinical and demographic data were gathered. Two overriding themes emerged from the focus group with the consultation staff: replicating the service, consulting service consumers, and "disrupting the system." From the semi-structured interviews with the staff consultee, two key themes arose: "experience of the consultation service" and "experience of working with personality disorder." The staff claims that dealing with personality issues is challenging. It was felt that the consultation process provided a comforting and supportive environment for gaining fresh insight into the work. On the other hand, the perceived limitations of the service meant that it did not provide any more treatment. It illustrates consultation role in the provision of services for individuals with personality disorders. It provides insight into the experiences of staff members providing and receiving consultation services, even when a co-production model is employed. (Smith, Finamore, Blazdell, & Dale, 2023).

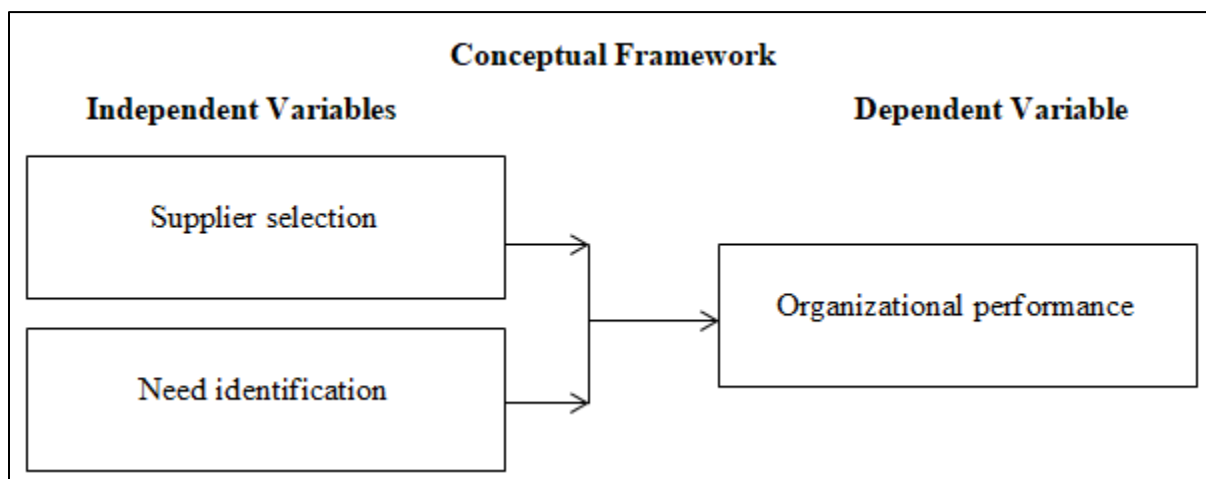


Fig 1: Conceptual Framework

IV. METHODOLOGY

A. Research Design

Bickman and Rog (2018), describes research design ; is how the research purpose and technique are organized; consequently, a theoretical context that is utilized to carry out the research inquiry Descriptive design was adopted for this research work, and according to. Because it ensures that the information gathered provides pertinent responses to the research objectives, this design is the ideal one. The population's characteristics were described or issues were analyzed using the design. One benefit of this approach is that it can assist researchers in organizing and conducting studies that offer a comprehensive understanding of the subjects, settings, or particular issue (Bickman & Rog, 2018). Research design's primary objective is to transform research questions into a project.

B. Target Population

Target population is defined by Cooper and Schindler (2018) as the entire group of variables that one intends to generalize from the findings. Saunders, et al (2018), define population as the whole assembly of factors that the study conclusion should be generalized. Table 1, shows the study's population. That included top and middle level managers, and operational staff.

Table 1 Target Population

Category	Number	Percentage
Top Management	15	3
Middle-level Managers	85	15
Operational staff	450	82
Total	550	100

Source : (HRD DEPT GDC, 2024)

C. Sample and Sampling Technique

In this study, stratified random sampling was employed because, as stated by Creswell & Creswell (2018), it is objective and offers each member of the population an equal chance of being chosen. As the division used to represent a large unit, Kothari and Garg (2015) define a sample as one that reflects the features of the population. As Cooper and Schindler (2018) noted, a random study sample size is required to prevent biases. A sample size of 1–10% of the target population should be regarded as appropriate, according to Saunders, Lewis, and Thornhill (2018). At the 5% level of significance, the Cochran formula determined the sample size, which is 550.

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

Where; n – sample size N – Population size e – Level of significance $n = 550 / 1 + 550(0.05)^2 = 232$. Therefore, the sample was 232 respondents

D. Research Instruments

The questionnaire served tool for gathering data. It was used in the study because it has been used by other researchers in the same field of study and is thought to be more accurate, accurate in terms of labor, money, and time, and it helps gather both qualitative and quantitative data in addition to providing more structure than interviews. Thornhill, Lewis, and Saunders (2018). It should be mentioned that the questionnaire's sole limitation is that respondents who lack literacy that is, who are unable to read or write cannot complete it. Despite this, questionnaires are thought to be less expensive data collection tools, and the researcher can collect large volumes of data (Creswell & Creswell, 2018). According to Saunders, et al (2018), the researcher employed questionnaires since they make correlational, descriptive, and inferential statistical analysis possible and easy. These questions helped to effectively enrich the qualitative methodology (Saunders, Lewis, & Thornhill, 2018).

E. Pilot Study

The pilot research was performed with 10 participants from target population. Validity is about the accuracy of the measure. The purpose is to find and fix any errors in the research tool before the sample group uses it. This was done during the instrument's piloting period (Saunders et al, 2018). The process's objective is to ascertain whether the instrument responses supplied the necessary input to support the study in

achieving its objectives as stated in the methodology (Cooper & Schindler, 2018). Content validity, with the assistance of supervisors and field specialists, was adopted. Face validity is significant since it makes determining the general validity of a test or method straightforward. It's a quick, simple, and straightforward way of determining if a new statistic is beneficial at first glance. (Cooper & Schindler, 2018).

A test of reliability conducted during the piloting stage. What matters with reliability is a measure's consistency. According to Saunders et al. (2018), the ratio used to verify the consistency of study questionnaires is known as dependability. The dependability of the study was evaluated using the Cronbach Alpha value, which stands at 0.7. According to Kothari and Garg (2015), research instruments should offer the same results as the pilot study when delivered to the actual sample size if they are dependable, and this is supported by Cooper and Schindler (2018). It is about the consistency of a measure.

V. DATA ANALYSIS AND PRESENTATION

Kothari and Garg (2015), refer to it practice of sorting and organizing raw data via research data-gathering methods to extract relevant information, quantitative data using SPSS version 27 was analyzed. Before generalizing the conclusions, the field's uncoded raw data was processed. Descriptive statistics was used for analysis and tables shall be employed to show outcomes. The link between variables was shown using inferential statistics. A two-tailed, 5% level of significance correlation test was conducted, analysis of variance was employed. It was compared between the computed and tabulated f statistics. It was determined whether the entire model is significant using 0.05 as P-value.

A. Ethical Consideration

Bickman and Rog (2018) define ethical consideration as the application of ethics throughout a research project. Prior approval was requested from all potential responders. Additionally, the confidentiality of the data submitted in survey responses was preserved. Participation in the data collection process by respondents was completely voluntary. Furthermore, the research questionnaire did not contain any terminology or questions that were personal, disrespectful, or disparaging.

VI. FINDINGS

The 232 respondents who made up the sample population 195 respondents in total completed the questionnaire, and the data was analyzed using 195 valid questionnaires. The response was good. Males made up the participants,

accounting for over half of the 195 replies that were selected for analysis. Respondents between the ages of 40 and 45 were the next most common age group, with the majority indicating 46 and older. The majority of participants held bachelor's degrees, with master's degree holders coming in second.

Table 2: Model Summary for Supplier Selection

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.824 ^a	.679	.645	.35909

a. Predictors: (Constant), Supplier selection

Table 2 displays the relationship between organizational success and supplier selection as a predictor. Supplier selection and organizational performance are associated, according to regression analysis results. $R = .824$ shows a strong correlation, while $R^2 = .679$ shows that variations in supplier selection may explain 67.9% of variation in organizational performance.

Table 3 ; ANOVA^a Results for Supplier Selection

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	24.598	1	6.875	48.411	.000 ^b
1 Residual	11.211	194	.471		
Total	35.809	195			

a. Dependent variable: organizational performance

b. Predictors: (Constant), Supplier selection.

As can be seen in Table 3, the values of $F = 48.411$, which indicate that supplier selection has a considerable impact on organizational performance, demonstrate that the model fits the data well and that supplier selection has an impact on performance. The regression model, with a significance level of .000, or less than 0.05, substantially predicts the dependent variable.

Table 4 Regression Coefficients^a for Supplier Selection

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	1.133	.431		4.119	.001	.449	1.752
Supplier selection	.679	.179	.822	8.658	.000	.521	.855

a. Dependent variables : organizational performance

Organizational performance (supplier selection) = $1.133 + .679$ Table 4 shows how choosing a supplier can significantly improve an organization's performance. Supplier selection is strongly correlated with the data, $p = 0.05$ ($P = 0.01$). A 67.9 unit (67.9%) increase in the mean supplier selection index should improve organizational performance since the value of supplier selection is statistically significant ($t = 8.658$, $p = .05$). The following is the regression model that explains the Table 4 results: Organizational performance is equal to 1.133 plus supplier selection, or 0.679. The model demonstrates how supplier selection affects organizational performance.

Table 5 Model Summary for Need Identification

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.795 ^a	.620	.379	.6599

a. Predictors: (Constant), Need identification

Need identification was the predictor component and organizational performance was the dependent variable in a regression analysis. Regression study revealed that the association between need identification and organizational performance is $R = 0.795$, indicating an inextricable link. $R^2 = 0.620$ implies that a change in need identification may account for 62.0% of the variation in organizational performance. The results are summarized in Table 5.

Table 6 ANOVA^a Results for Need Identification

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	20.224	1	4.114	55.940	.000 ^b
1 Residual	10.681	194	.431		
Total	30.905	195			

a. DV: organizational performance

b. Predictors: (Constant), Need identification

Need identification has a significant impact on organizational performance, as indicated by $F = 55.940$, indicating that the model fits the data quite well. Table 6 shows that the regression model accurately predicts the DV at a significance level of .000 and less than 0.05.

Table 7 Regression Coefficients^a for Need identification

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	1.480	.345		3.993	.000	.795	2.063
Need identification	.620	.095	.795	7.480	.000	.473	.814

a. DV: organizational performance

The results of the study show that improving need identification leads to a considerable improvement in organizational performance. The results show a strong correlation between need identification and organizational success ($p < 0.05$; $P = 0.00$). A 62.0% rise in the mean index of need identification should improve organizational performance, as the values of need identification are statistically significant ($t = 7.480$, $p = 0.05$). Table 7 results can be explained by the following regression model: Quality specification = $1.480 + 0.620$ (require identification). The methodology demonstrates how need identification enhances organizational effectiveness.

Table 8 Model Summary for Cost Estimation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.798 ^a	.522	.304	.65295

a. Predictors: (Constant), Cost estimation

Cost estimation was the predictor component and organizational performance was the dependent variable in a regression analysis. According to Table 8, Regression study results revealed a link ($R = .798$) between cost estimation and organizational performance, suggesting a basic relationship. A variation in cost estimation can account for 52.2% of the variation in organizational performance ($R^2 = 0.522$).

Table 9 Model Summary Multivariate Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.684 ^a	.573	.449	.58189

a. Predictors: (Constant), need identification, and supplier selection

Procurement planning process as the predictor and organizational performance as the regression's basis. The findings demonstrate a positive correlation with $R = 0.684$ and $R^2 = 0.573$, meaning that changes in any one of the predictor factors as listed in Table 9 can account for 57.3% of the variance in organizational performance. The remaining 42.7% of the variance can be explained by changes in the elements that were not considered in this analysis.

Table 10 ANOVA^a Results for Model Summary

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	32.678	2	8.169	27.013	.000 ^b
1 Residual	37.118	193	.337		
Total	69.795	195			

a. DV: organizational performance

b. Predictors: (Constant), need identification, and supplier selection

The procurement planning process has a considerable impact on the performance of the organization, and the findings of $F = 27.013$ show that the model fits the data well and that all predictor factors statistically and significantly affect the performance of the organization. According to Table 10, When the significance level is 0.000, or less than 0.05, the complete regression model exhibits a good predictive ability for the dependent variable.

Table 11 Regression Coefficients^a for Multivariate Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	.1580	.367		1.504	.001	.876	2.281
Supplier selection	.559	.118	.329	3.027	.000	.123	.592
Need identification	.407	.114	.274	2.697	.000	.081	.632

a. DV: organizational performance

As a result, the regression model for the study is: $Y = \beta_0 + \beta_1 X^1 + \beta_2 X^2$

Organizational performance = .1580 + .559 (supplier selection) + .407 (need identification) + .529

each predictor factor can explain 42.7% of the variation in organizational performance, with variations in aspects not included in the analysis accounting for the remaining percentage.

RECOMMENDATIONS

The research study offers recommendations and suggests that in order to improve GDC performance, needs should be identified, tendering procedures should be set up, budgets should be estimated, and user departments should be involved. It also suggests that GDC management acknowledge that procurement planning practices are dynamic. This will support the achievement of high efficacy and efficiency requirements as well as the maintenance of moral procurement practices. Furthermore, deadlines must be followed exactly as planned to avoid delays in the provision and execution of services, since most projects overspend. GDC management should make sure that the right processes are put in place during planning, with input from the user department and procurement workers, and that progress reports are escalated for necessary action in order to guarantee that procurements are successful. The GDC should hire additional officials to monitor the quality of goods and services bought that comply. Quality Assurance and Standards Officers should constantly review goods and services acquired to ensure that they satisfy environmental standards as planned, and there is also a requirement for

The results of the study showed that the predictor elements had a major effect on the organizational performance. The results show a substantial correlation between the procurement planning process and organizational performance ($p < 0.05$, $P = 0.00$). Statistically significant values for the predictor variable with $p = 0.05$ suggest that raising the mean index of the predictor variables should enhance organizational performance. Table 11 provides a summary of the results.

VII. CONCLUSION

The study concluded that supplier selection influences GDC performance and that variation in supplier selection can account for 67.9% of the variation in organizational performance. It also concluded that supplier selection had a significant impact and that improvement in supplier selection would result in improved organizational performance. It was also shown that need identification was significantly correlated with performance; as a result, it can be concluded that need identification matters a lot and that raising it will boost performance. The research concludes that changes in

employee sensitization for enhanced participation in needs-related problems through scheduled workshops.

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