



INFLUENCE OF PROCUREMENT PROCESS ON SERVICE DELIVERY IN STATE CORPORATIONS IN KENYA

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ABSTRACT

The purpose of this study was to establish the influence of procurement process on service delivery in the state corporations in Kenya. The study adopted a descriptive research design. The population of the study was 187 state corporations as per list of Kenyan state corporations 2020. A pilot study was undertaken to check the validity and reliability of the data collection instrument. A questionnaire was used to collect primary data and consisted of both structured and open ended questions to give qualitative and quantitative data. Data was analyzed using descriptive and inferential statistics in which frequencies and percentages were used. SPSS was used to analyze the data and to determine whether the independent variables related to the dependent variable. Based on the study findings, the study concluded that service delivery in the state corporations in Kenya is affected by procurement procedures, supplier selection; tender processing and supplier evaluation. The study recommended that procurement procedures should be well practiced in any procurement process to ease the procurement processes and associated costs hence achieve organizational objectives to enhance service delivery. There is need to enormously implement procurement policies which encourage tendering, supplier assessment and material planning in organizations in order to enhance performance. The study recommended that state corporations should adopt supplier collaboration strategies such as supplier identification and assessment, supplier evaluation and management and resource sharing to enhance service delivery in the state corporations. The organizations should adopt financial stability strategies such as capital, internal financial coordination and systematic and quantitative approach to enhance procurement service delivery. The study recommended that supplier management should have adequate supplier base which is important to improve performance of its suppliers. State corporations should be concerned with the supplier credit terms to enhance service delivery. The state corporations should strive to make timely dispute resolution with suppliers to enhance service delivery. The state corporations need to conduct supplier base annually to enhance cost reduction.

Key Words: *Procurement Procedures, Supplier Selection, Tendering Process, Supplier Evaluation, Service Delivery*

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INTRODUCTION

Procurement is central to the government service delivery system, and promotes aims which are, arguably, secondary to the primary aim of procurement such as using procurement to promote social, industrial or environmental policies (Cane, 2007). Prior to 2002, public procurement in Kenya was geared towards large and established contractors. It was difficult for new contractors to participate in government procurement procedures. Currently, in Africa, procurement is of particular significance in the public sector and has been used as a policy tool due to the discriminatory and high level of corruption in the country (Bolton, 2016).

In Kenya Public procurement is governed by the Public Procurement and Asset Disposal Act 2015, whose full title is "An Act of Parliament to give effect to Article 227 of the Constitution; to provide procedures for efficient public procurement and for assets disposal by public entities; and for connected purposes". This legislation came into effect on 7 January 2016, repealing the previous Public Procurement and Disposal Act of 2005, and all state organs and public entities within Kenya are required to comply with this law in regard to planning and undertaking procurement, inventory management, asset disposal and contract management, except where the provisions of the Public Private Partnership Act, 2013 already apply to procurement and disposal of assets, or where procurement and disposal of assets takes place under bilateral or multilateral agreements between the Government of Kenya and any other foreign government or multilateral agency. The law provides for the National Treasury to be responsible for public procurement and asset disposal policy formulation.

State Corporations in Kenya are formed by the government to meet both commercial and social goals. They exist for various reasons including: to correct market failures, to exploit social and political objectives, provide education, health, redistribute income or develop marginal areas. In 2013, the Presidential Task Force on Parastatal

Reforms (PTFPR) published a list of all state-owned enterprises (SOEs) and recommended proposals to reduce the number of State Corporations from 262 to 187 in order to eliminate redundant functions between parastatals, close or dispose of non-performing organizations, consolidate functions wherever possible, and reduce the workforce. However, progress is slow.

According to Guidelines on State Corporations from the Office of the President (2010), state corporations in Kenya being classified into eight broad functional categories based on mandate and core functions. The eight categories are Financial; Commercial; Regulatory; Public Universities; Training and Research; Service; Regional Development Authorities; and, Tertiary Education (Mulili, & Wong, 2011).

However State corporations in Kenya have gone under a lot of reforms through government task forces and seasonal papers to make them more efficient, effective in the performance of their mandate and to reduce the financial burden of the corporations on the public coffers. Regulatory State corporations are the major culprits on this as they heavily rely on support of the government for their survival. Their main source of revenue is the levy of license fees and other regulatory charges (Mulili, & Wong, 2011).

Statement of the Problem

Procurement process improves an organization's service delivery as indicated by various measures, such as, quality, flexibility, speed, efficiency, and supplier relationship (Cho & Pucick, 2005). Effective procurement process is the most challenging part of public procurement. Many government institutions have faced problems which hinder effective implementation of their procurement contracts. Policies have failed to produce intended outcomes due to problems encountered at implementation phase (Zahara, 2014). As CMKN (2012), Investment Climate Statement (2013), Transformation Index - Kenya (2016) reveal that Kenya loses a lot of taxpayers' money to improper procurement processes, specifically because of poor contract

management practices. This is common in its state corporations and some of the causes include corruption, litigations, contract cancellations and substandard service or product delivery. The inefficiency and ineptness of overall implementation of procurement process in many state corporations contributes to loss of over Ksh.50 million annually (Tom 2009). According to Victor (2012), procurement expenditure could be minimized through proper implementation of procurement process.

Therefore, there is an urgent need to solve this problem by making appropriate policies and decisions to save the situation. Besides, the country requires to realize its value for money in the process of the serving its people, hence the requirement for every state corporation is required to account for its expenses. Consequently, this makes procurement process an inevitable aspect of public procurement as it ensures that service or products delivery is undertaken as per the contractual terms and conditions to improve service delivery.

Objectives of the Study

The purpose of the study was to establish the influence of procurement process on service delivery in the state corporations in Kenya. The study was guided by the following specific objectives;

- Establish the influence of procurement procedures on service delivery in the state corporations in Kenya
- Determine the influence of supplier selection on service delivery in the state corporations in Kenya
- Assess the influence of tendering process on service delivery in the state corporations in Kenya.
- Find out the influence of supplier evaluation on service delivery in the state corporations in Kenya

LITERATURE REVIEW

This study was anchored on Knowledge Based Theory (KBT) and Principal-Agent Theory (PAT).

Knowledge-Based Theory

The knowledge-based theory of the firm considers knowledge as the most strategically significant resource of the firm. Its proponents argue that because knowledge-based resources are usually difficult to imitate and socially complex, heterogeneous knowledge bases and capabilities among firms are the major determinants of sustained competitive advantage and superior corporate performance (Grant 2007). This knowledge is embedded and carried through multiple entities including organizational culture and identity, policies, routines, documents, systems, and employees (Zander 2007).

Principal-Agent Theory

This study will be guided by “The Agency Theory” by Jensen & Meckling, (1976) and later expounded on by Sarens & Abdolmohammadi, (2010). The principal-agent theory is an agency model developed by economists that deals with situations in which the principal is in a position to induce the agent, to perform some task in the principal’s interest, but not necessarily the agent’s. Health & Norman, (2004) and Donahue, (1989) explains that procurement managers including public servants concerned with public procurement must play the agent role for elected representatives.

Agency theory determines how procurement managers execute procurement practices on behalf of state corporations. Where there is a poor relationship between the principle and agent the relationship between the procuring entity and the suppliers will also be affected. This will in turn leads to delays in performance or even affect the quality. The study thus used this theory to examine the supplier selection and service delivery in the Kenyan state corporations.

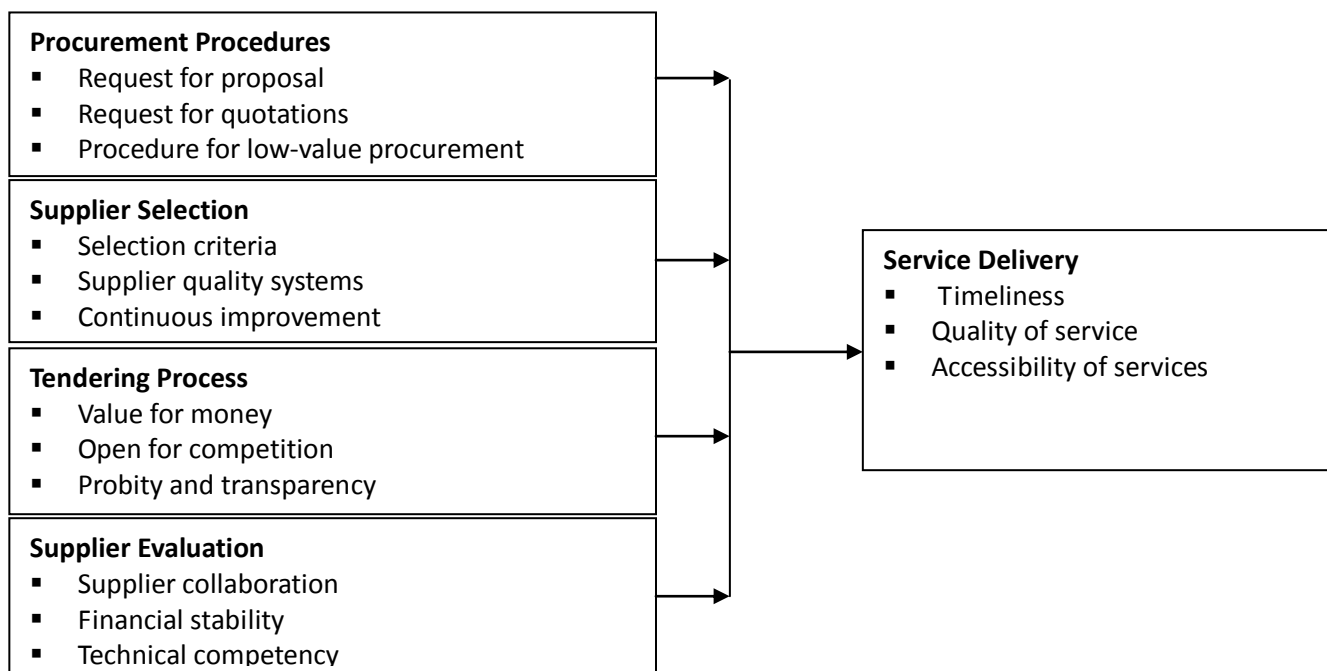


Figure 1: Conceptual Framework

Empirical Review

Abdalla(2014) study was to assess how the procurement process and its effect on the effectiveness performance of the procurement function in the organization. The study focused on assessing the time delivery of the product and quality of the procuring items in relation with the existing Procurement Act of Zanzibar and Policy and they are related in the procurement process. The study adopted the descriptive or qualitative research methodology employing a case study research design. A population of 45 respondents was selected from some selected departments of user, head of the organization, finance department and procurement personnel within the Ministry of Information, Culture, Tourism and Sports using simple random from the user department and purposive sampling from the rest three departments. The findings of the study revealed a significant and positive relationship between the procurement process and its effectiveness in the time delivery and the quality of the procuring items

Sauda, Ngeny and Datche (2019) study focused on the effect of supplier evaluation on performance of procurement contract in Coast General Hospital in Kenya. This research adopted a quantitative

correlation research design to address the formulated hypotheses. The study revealed that supplier evaluation had a statistically significant effect on procurement contract performance in Coast Provincial General Hospital. Supplier collaboration had a statistically significant effect on procurement contract performance in Coast Provincial General Hospital. Financial stability had a statistically significant effect on procurement contract performance in Coast Provincial General Hospital. Supplier technical competency had a statistically significant effect on procurement contract performance in Coast Provincial General Hospital. Supplier ethics had a statistically significant effect on procurement contract performance in Coast Provincial General Hospital.

Karimi and Odari (2017) study was to find out the factors affecting the implementation of public procurement process in Kenya. The study was guided by the following objectives: to determine the effect of procurement planning, record management system, ICT, transparency on the implementation of procurement processes. Based on the research findings it concluded that effective implementation of public procurement processes in Meru county procurement department is affected

by procurement planning followed by transparency and then record management and ICT are the major factors. It was further concluded that the current phenomenon of procurement process in public sector can be achieved if the public procuring entities ensure that there is transparency in procurement procedure, use of professionals and ensuring quality sourcing.

Anane, Adoma and Awuah (2019) study focused to determine the effect of procurement policy, procurement planning and sustainable procurement on service delivery. The study employed a quantitative research approach and explanatory design. The target population for the study was staff and management of the Volta River Authority. Structured questionnaire was used to gather primary data. The study used SPSS version 32.0 for the data analyses. The study found that 73.6% variations in service delivery were explained by Procurement Policy, Procurement Planning and Sustainable Procurement. The study found that Procurement Policy ($\beta = 0.623$ $\rho=0.000 < 0.05$) are significant determinants of service delivery thus a unit change in procurement policy will result in 62.3% change in service delivery. Procurement Planning ($\beta = 0.027$, $\rho=0.080 < 0.05$) are significant determinants of service delivery thus a unit change in procurement planning will result in 2.7% change in service delivery. Sustainable Procurement ($\beta = 0.39$ $\rho=0.000 < 0.05$) are a significant determinant of service delivery.

Kipkorir and Iregi (2017) evaluated the effects of procurement processes on the performance of public sector. The specific objectives of the study was to; Find out how specification development, Pre-qualification, tender processing Inspection and acceptance affects the performance of public sector in terms of service delivery. The study revealed that specification development, prequalification, tender processing steps and inspection have a direct impact of public sector performance (procurement performance).

Odhiambo and Theuri (2015) sought to establish the effects of Public Procurement Processes on

Organization Performance. The general objective of the study was to analyze the effects of public procurement processes on organization performance. It determined and analyzed the gaps in public procurement in county assemblies using county assembly of Mombasa as a case study. This was guided by three specific objectives: to establish the effects of human resource skill level in the procurement department, to identify the influence of stakeholder integration on the performance of the organization and to determine the effects of supplier management on the performance of the organization. The study showed a high correlation between stake holder integration and organizational performance as well as a high correlation between human resource skill level and organizational performance. It however showed a weak correlation between suppliers' management and organizational performance.

METHODOLOGY

This study adopted a descriptive design to collect data from the target population. The population of the study was 187 state corporations as per List of Kenyan State Corporations 2020. The SOEs were classified based on Sectoral Categorization of Kenyan State Corporations. The study conducted a census of the 187 state corporations in Kenya instead of adopting a sampling methodology. The study conducted a census on the total target population since the number of targeted population was small. The study applied both primary and secondary data. Secondary data was sourced from internet, books, journals, magazines, published articles, organizational records and other publications. The primary data was entered into a computer and analyzed using Statistical Package for Social Sciences (SPSS Version 24). The qualitative data was analyzed using content analysis. The multiple linear regression model that aided the analysis was as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where:

Y = Service Delivery

X₁ = Procurement Procedures

X_2 =Supplier Selection
 X_3 = Tender Processing
 X_4 = Supplier Evaluation
 $\{\beta_{1,i} = 1, 2, 3, 4\}$ = The coefficients representing the various independent variables also called predictor variables
 ϵ is the error term

RESULTS AND DISCUSSIONS

Descriptive Statistics

The study set out to examine the influence of procurement process on service delivery in the state corporations in Kenya. To this end, four variables were conceptualized as procurement process thereof. These included: procurement procedures, supplier selection, and tender processing and supplier evaluation.

Procurement Procedures

Table 1 presented the percentages, means and standard deviation statistics relating to the information measuring the respondents' level of agreement as to how the given indicators of procurement procedures influenced service delivery

Table 1: Procurement Procedures

Statement	Mean	Std
The organization ensures that request for proposals are carried out in time	3.908	1.908
Request for quotations are done accordingly to ensure timeliness of the services.	4.065	1.765
Direct procurement is conducted as per the rules and regulations	3.998	1.904
Request for quotation process is compliant to the manual.	4.098	1.008
Deliveries' inspection process is not handled well by inspection committee.	3.989	1.653
Bids evaluation is handled by competent members.	3.876	1.843
Composite Mean	3.989	

Mean values lower than 3.50 rounded off to a mean of 3.00, indicating that these respondents disagreed on the influence of these procurement procedures indicators on service delivery in state corporations. The standard deviations show the extent to which the responses were dispersed around the mean values. The lower the standard deviation values, the closer the scores clustered together and this was easily observed by comparing the scores for each procurement procedures indicators. Likewise, Bids evaluation is handled by competent members had

in state corporations in Kenya. The value that had the highest frequency scores among the respondents was the occurrence, agree (value of 4.00 on the monadic scale), as all the indicators for scope management under this column had high numbers of respondents. This implied that most respondents were in agreement that the indicators listed for procurement procedures influenced service delivery in state corporations in Kenya.

Table 1 also gave the mean values for individual indicators of procurement procedures and the respondent's level of agreement on their influence on service delivery in state corporations in Kenya. These were arranged in order from the largest to the smallest mean values. The first three mean values all had values greater than 3.5 and rounded off to a mean of 4.00 (which corresponded to agree on the monadic measurement scale) and std. values were above one. Thus, the respondents generally agreed on the perceived influence of procurement procedures indicators on service delivery in state corporations in Kenya, and these had the highest ranking among all the respondents.

the lowest perceived influence on service delivery in the state corporations in Kenya.

Supplier Selection

Table 2 presented the percentages, means and standard deviation statistics relating to the information measuring the respondents' level of agreement as to how the given indicators of supplier selection influenced service delivery in state corporations in Kenya. The value that had the highest frequency scores among the respondents was the occurrence, agree (value of 4.00 on the

monadic scale), as all the indicators for scope management under this column had high numbers of respondents. This implied that most respondents were in agreement that the indicators listed for procurement procedures influenced service delivery in state corporations in Kenya.

Table 2 also gave the mean values for individual indicators of supplier selection and the respondent's level of agreement on their influence on service delivery in state corporations in Kenya.

Table 2: Supplier Selection

Description	Mean	SD
There is strict supplier selection criteria that is always observed	3.897	1.247
Testing of materials and components is always conducted during supplier selection to ensure proper quality	4.908	1.865
Supplier financial ability, regulatory compliance and logistics are carefully evaluated during supplier selection to avoid non delivery of products after contract award	3.879	1.098
Assessment of supplier quality systems is often done after contract award to ascertain quality	4.132	1.853
Commitment to continuous improvement is one of the key determinants of supplier selection	3.989	1.009
Composite Mean	4.179	

Mean values lower than 3.50 rounded off to a mean of 3.00, indicating that these respondents disagreed on the influence of these procurement procedures indicators on service delivery in state corporations. The standard deviations show the extent to which the responses were dispersed around the mean values. The lower the standard deviation values, the closer the scores clustered together and this was easily observed by comparing the scores for each supplier selection indicators. Likewise, there is a strict supplier selection criterion that is always observed had the lowest perceived influence on service delivery in the state corporations in Kenya.

Tender Processing

Table 2 presented the percentages, means and standard deviation statistics relating to the information measuring the respondents' level of agreement as to how the given indicators of tender processing influenced service delivery in state corporations in Kenya. The value that had the highest frequency scores among the respondents

These were arranged in order from the largest to the smallest mean values. The first three mean values all had values greater than 3.5 and rounded off to a mean of 4.00 (which corresponded to agree on the monadic measurement scale) and std. values were above one. Thus, the respondents generally agreed on the perceived influence of supplier selection indicators on service delivery in state corporations in Kenya, and these had the highest ranking among all the respondents.

was the occurrence, agree (value of 4.00 on the monadic scale), as all the indicators for scope management under this column had high numbers of respondents. This implied that most respondents were in agreement that the indicators listed for tender processing influenced service delivery in state corporations in Kenya.

Table 2 also gave the mean values for individual indicators of tender processing and the respondent's level of agreement on their influence on service delivery in state corporations in Kenya. These were arranged in order from the largest to the smallest mean values. The first three mean values all had values greater than 3.5 and rounded off to a mean of 4.00 (which corresponded to agree on the monadic measurement scale) and std. values were above one. Thus, the respondents generally agreed on the perceived influence of tender processing indicators on service delivery in state corporations in Kenya, and these had the highest ranking among all the respondents.

Table 3: Tendering Process

Description	Mean	Std. Dev
During tendering the organizations considers value for money by procuring at optimal cost and considers life cycle costs	3.987	1.098
Open and fair competition is encouraged in order to award tender to most competent supplier	2.987	1.865
Probity and transparency is practiced during tendering process to avoid malpractices and civil suits	3.098	1.564
Tendering costs are minimized in order to ensure a cost effective process	2.987	1.976
The organization uses local suppliers whenever they offer best value for money	2.998	1.001
Composite Mean	3.2114	

Mean values lower than 3.50 rounded off to a mean of 3.00, indicating that these respondents disagreed on the influence of these procurement procedures indicators on service delivery in state corporations. The standard deviations show the extent to which the responses were dispersed around the mean values. The lower the standard deviation values, the closer the scores clustered together and this was easily observed by comparing the scores for each tendering process indicators. Likewise, open and fair competition is encouraged in order to award tender to most competent supplier and tendering costs are minimized in order to ensure a cost effective process had the lowest perceived influence on service delivery in the state corporations in Kenya.

Supplier Evaluation

Table 4 presented the percentages, means and standard deviation statistics relating to the information measuring the respondents' level of agreement as to how the given indicators of supplier evaluation influenced service delivery in state corporations in Kenya. The value that had the highest frequency scores among the respondents

was the occurrence, agree (value of 4.00 on the monadic scale), as all the indicators for scope management under this column had high numbers of respondents. This implied that most respondents were in agreement that the indicators listed for supplier evaluation influenced service delivery in state corporations in Kenya.

Table 4 also gave the mean values for individual indicators of supplier evaluation and the respondent's level of agreement on their influence on service delivery in state corporations in Kenya. These were arranged in order from the largest to the smallest mean values. The first three mean values all had values greater than 3.5 and rounded off to a mean of 4.00 (which corresponded to agree on the monadic measurement scale) and std. values were above one. Thus, the respondents generally agreed on the perceived influence of supplier evaluation indicators on service delivery in state corporations in Kenya, and these had the highest ranking among all the respondents.

Table 4: Supplier Evaluation

Supplier Evaluation	Mean	Std. Dev
Price of goods and services help in selecting suppliers	3.659	1.765
Supplier financial statements are evaluated before being awarded contract	3.909	1.654
Suppliers clean records in terms of CRB are evaluated before being awarded procurement contract	4.231	1.543
My organization involves our suppliers in the joint planning and forecasting process	4.008	1.008
Procurement staff have the necessary skills required	4.132	1.026
Composite Mean	3.988	

Mean values lower than 3.50 rounded off to a mean of 3.00, indicating that these respondents disagreed on the influence of these procurement procedures indicators on service delivery in state corporations. The standard deviations show the extent to which the responses were dispersed around the mean values. The lower the standard deviation values, the closer the scores clustered together and this was easily observed by comparing the scores for each supplier evaluation indicators. Likewise, price of goods and services help in selecting suppliers and supplier financial statements are evaluated before being awarded contract had the lowest perceived influence on service delivery in the state corporations in Kenya.

Multiple Regression Analysis

According to the model summary Table 5, R is the correlation coefficient which shows the relationship

Table 5: Model Summary (Overall)

Model	R	R ²	Adjusted R ²	Std. Error of the Estimate
1	.793	.629	.608	.02135

Further, the study revealed that the significance value was 0.000 which was less than 0.05 thus the model is statistically significance in predicting how procurement procedures, supplier selection, tender processing and supplier evaluation influence service

between the independent variables and dependent variable. It was notable that there exists a strong positive relationship between the independent variables and dependent variable as shown by R value (0.793). The coefficient of determination (R²) explains the extent to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable and the four independent variables that were studied explain 62.90% of the service delivery in the state corporations as represented by the R². This therefore means that other factors not studied in this research contribute 37.09% to service delivery in the state corporations. This implies that these variables are very significant therefore need to be considered in any effort to boost service delivery in the state corporations in Kenya.

delivery in the state corporations in Kenya. The F critical at 5% level of significance was 0.003. Since F calculated (62.436) was greater than the F critical (value = 13.876) this showed that the overall model was significant.

Table 6: ANOVA

Model		Sum of Squares	d.f	Mean Square	F	Sig.
1	Regression	69.181	4	17.295	62.436	.000
	Residual	40.806	147	.277		
	Total	109.987	151			

NB: F-critical Value = 13.876;

Further, the study ran the procedure of obtaining the regression coefficients, and the results were as shown on the Table 7. Multiple regression analysis was conducted as to determine the relationship between dependent variable and the independent four variables. As per the SPSS generated table above, the model equation would be ($Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$) becomes: $Y = 12.987 + 0.874X_1 + 0.789X_2 + 0.764X_3 + 0.664X_4$. This indicated that service delivery in the state corporations = $12.987 + 0.874$ (Procurement Procedures) + 0.874

(Supplier Selection) + 0.764 (Tender processing) + 0.664 (Supplier Selection). According to the regression equation established, taking all factors into account (procurement procedures, supplier selection, tender processing and supplier evaluation) constant at zero, service delivery in the state corporations was 12.987. The data findings analyzed also showed that taking all other independent variables at zero, a unit increase in procurement procedures would lead to a 0.874 increase in service delivery in the state

corporations, at 5% level of significance; supplier management had a 0.000 level of significance. A unit increase in supplier selection will lead to a 0.789 increase in service delivery in the state corporations, at 5% level of significance; supplier selection had a 0.001 level of significance. A unit increase in tender processing will lead to 0.764

increases in service delivery in the state corporations, at 5% level of significance; ICT integration had a 0.003 level of significance. A unit increase in purchase control will lead to 0.664 increases in service delivery in the state corporations, at 5% level of significance; supplier evaluation had a 0.007 level of significance.

Table 7: Regression Coefficient Results

Model	Unstandardized Coefficients		Standardized Coefficients	T	P-value.
	B	Std. Error	B		
1 (Constant)	12.987	1.873		6.933	.000
Procurement procedures	.874	.172	.672	5.081	.000
Supplier selection	.789	.198	.609	3.985	.001
Tender processing	.764	.217	.587	3.518	.003
Supplier Evaluation	.665	.234	.523	2.842	.007

CONCLUSION AND RECOMMENDATIONS

Based on the study findings, the study concluded that service delivery in the state corporations in Kenya is affected by procurement procedures, supplier selection; tender processing and supplier evaluation.

The regression coefficients of the study showed that procurement procedures have a positive significant influence on service delivery in the state corporations in Kenya. The regression coefficients of the study showed that tender processing has a positive significant influence on service delivery in the state corporations in Kenya. The study showed that tender processing has a positive significant influence on service delivery in the state corporations in Kenya.

The regression coefficients of the study showed that supplier evaluation has a positive significant influence on service delivery in the state corporations in Kenya. This implied that increasing levels of supplier evaluation would increase the levels of service delivery in the state corporations in Kenya. This showed that supplier evaluation have a positive influence on service delivery in the state corporations in Kenya.

The study recommended that procurement procedures should be well practiced in any procurement process to ease the procurement

processes and associated costs hence achieve organizational objectives to enhance service delivery. There is need to enormously implement procurement policies which encourage tendering, supplier assessment and material planning in organizations in order to enhance performance.

The study recommended that the state corporations should adopt supplier collaboration strategies such as supplier identification and assessment, supplier evaluation and management and resource sharing to enhance service delivery in the state corporations. The organizations should adopt financial stability strategies such as capital, internal financial coordination and systematic and quantitative approach to enhance procurement service delivery.

The study recommended that supplier management should have adequate supplier base which is important to improve performance of its suppliers. The state corporations should be concerned with the supplier credit terms to enhance service delivery. The state corporations should strive to make timely dispute resolution with suppliers to enhance service delivery. The state corporations need to conduct supplier base annually to enhance cost reduction.

Areas for Further Research

Due to constraints highlighted in the first chapter, this study could not exhaust all the procurement process factors influencing service delivery in the state corporations in Kenya. The four independent variables that were studied explain 62.90% of the service delivery in the state corporations in Kenya. This therefore meant that other factors not studied in this research contribute 37.09% to the service

delivery in the state corporations in Kenya. Therefore other factors affecting procurement process and service delivery in the state corporations in Kenya need to be established. These may include the existing procurement training, strategic sourcing, procurement methods and procurement ethics among others needs further investigation.

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