



**PROCUREMENT PLANNING PRACTICES AND PERFORMANCE OF COMMERCIAL STATE CORPORATIONS IN  
NAIROBI CITY COUNTY, KENYA**

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NAIROBI CITY COUNTY, KENYA**

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**ABSTRACT**

*This study investigated the effect of procurement planning on performance of commercial state corporations in Nairobi City County, Kenya. The study variables were anchored on Institutional Theory, Resource Based View Theory, Agency Theory and Partnership Theory. The study utilised descriptive and explanatory research design. The target population consisted of five (5) commercial state corporations where the respondents were selected from four core departments in each of the five state corporations. The total respondents were 153, where a census was used. Cronbach Alpha score was used to test reliability where all constructs had a score greater than a threshold of 0.7. Data was analysed using quantitative and qualitative methods. Data was presented in tables and charts. The study found that procurement need identification had significant and positive effect on organizational performances of commercial state corporations in Nairobi City County. The regression results revealed statistically significant positive linear relationship between procurement need specification and performance of commercial state corporations. The study concluded that there was positive correlation between budget cost & estimates and organizational performance. The regression results revealed statistically insignificant linear relationship between procurement methods and performance of commercial state corporations in Nairobi City County, Kenya. The study recommended that State Corporations in Kenya need to implement a Procurement Process any time the public entity wants to buy items from external suppliers. By using this Procurement Management Process, State Corporations ensure that the items provided meet Organisation needs. It also helps State Corporations manage the supplier relationship, ensuring that any issues are resolved quickly. By implementing a Procurement Process, State Corporations ensure they get the maximum value from their supplier relationship.*

**Key Words:** Procurement, Need Identification, Need Specification, Budget

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## INTRODUCTION

Public procurement has become an issue of public attention and debate, and has been subjected to reforms, restructuring, rules and regulations. An effective public procurement system allows suppliers to provide satisfactory quality, service and price within a timely delivery schedule, there is utilization of technology and employees are equipped in terms to the job performance (Fianka, & Ufammeje, 2020). Performance in state corporations is aimed at reducing the number of suppliers, negotiating with them, talking to them, and building good relationships with them (Löffler, 2021). This is in line with globalization, the development of communication platforms, information communication, and technology, better logistics and procedures, sporadic competition, increased consumer awareness and demand, increased environmental awareness, and the need for transparency and adherence to professional ethics and standards (Hassan, Kumar, Singh, & Shankar, 2018). According to Munyawera, Mulyungi and Ismail (2018), a good procurement process should lead to a high level of customer satisfaction, a short lead time, and goods and services that meet standards and are of good quality. In order for state corporation to be effective and efficient in their procurement processes, procurement planning is critical (Motari & Kwasira, 2016).

Performance of state corporations means the extent to which state corporations have achieved the agreed revenue collection targets. Thomas & Palfrey (2016) conceive that citizens are the clients and main beneficiaries of public sector operation and therefore should be involved in the process of performance evaluation. Evaluation of the performance of Public agencies entails the rating of actual achievements against performance targets negotiated and agreed upon at the beginning of the financial year. The resultant differences are resolved into raw scores, weighted scores and ultimately denominated into composite scores.

The strategy used by businesses or public institutions to plan purchasing activities for a specified time

period is procurement planning. This is typically accomplished during the planning procedure. Every office is needed to consistently budget its personnel, expenses, and purchases. This is the foundational phase of the acquisition process (Kibet & Njeru, 2019). Ineffective procurement planning can lead to delays in requisition of goods and services thus leading to hindering of the service delivery. Procurement planning must be prepared by the "right" personnel and accorded the importance it deserves (Basheka & Bisangabasaija, 2019). The practice of public procurement significantly varies between nations. However, consolidation of various items is done so as to get an outlook of; unit cost, total price and timeliness in terms of purchase. To ensure a more realistic procurement plan, market analysis is carried out in-order to enable procurement objectives to be achieved and that the identified risks and opportunities related to the supply market are considered when developing an appropriate acquisition strategy (Asian Development Bank, 2019).

Since independence, the Government of Kenya (GoK) has recognized the significance of state corporations (SCs) for development in order to expedite economic and social development, correct regional economic imbalances, and boost Kenyan citizens' economic engagement (GoK 1965). It represented the start of government investments in industry, agriculture, and other industries. During the post-independence period, the role of SCs in Kenya has expanded significantly, with state corporations diversifying into non-strategic economic sectors including textiles, sugar, medicines, radios, batteries, alcohol, automobiles, and footwear, among others. In the 1980s, the development of State Companies in Kenya had become a huge drain on the treasury and a leading cause of long-term budgetary issues.

The government accepted that State Companies had surpassed their mandates (Sessional Paper No. 1 of 1986), and as a result, the 1980s and 1990s were marked by a variety of reform measures, including significant divestitures and privatizations. Yet, State

Corporations are still the major vehicle for managing, delivering, and implementing large-scale projects and services in the twenty-first century. State Corporations remain crucial to the socioeconomic development of the country under Vision 2030, and the government intends to use SCs to achieve its goals of transforming Kenya into a "newly industrializing, middle-income country by 2030 that provides a high quality of life for all its citizens in a secure environment."

### **Statement of Problem**

Kenya's commercial State Corporations are highly and increasingly leveraged which means that most of the SCs have low capacity to absorb further materialization of the downside risks they face (World Bank, 2021). According to the report by Fiebelkorn, Owuor and Nzioki (2021) the five major commercial SCs in Kenya; Kengen, KRC, KPLC, KETRACO and KPA have attracted huge debt related to performance in the period 2017 to 2022. Kengen, KRC, KPLC, KETRACO and KPA have attracted a debt to asset ratio of 48.5%, 99.9%, 84.0%, 99.1% and 36.4% calculations based on data provided by National Treasury (World Bank, 2021) According to this report supported by data from National Treasury (NT) and report from Auditor General (2021) it indicates that untimely deliver of product and services, low quality of products sourced, increased cost of sourced items by the procurement departments, inefficiency in the operations, and poor control in procurement process have evidenced in the five major commercial SCs in Kenya.

Studies reviewed presents empirical gaps. For instance; Ameyia, Ngacho and Nyaboga (2022) studied the effect of procurement practices and government policies on performance of the infrastructural project in public universities in Kenya. The study found that procurement need identification was applicable in the university. The study scope was limited to Rongo university performance presenting contextual gaps. Descriptive statistics were only used, presenting methodological gap. There is need to focus on state corporations in Kenya. Inferential analysis will also

be factored in the current study to fill in the methodological gap. Additionally, Higiyo (2021) studied the effect of procurement planning on performance of public institutions in Rwanda. The study adopted explanatory research design. The findings indicated that there was a strong positive relationship between identification of needs and tendering methods on the performance of public institutions. The study adopted explanatory research design where the researcher tried to explain the phenomenon under study. The current study did not only consider explanatory design but also descriptive research design where other than exploring phenomenon, describing happenings were done and relationship amongst variable predicted.

Moreover, Kariuki and Wabala (2021) studied the influence of procurement planning on the performance of selected county governments in Kenya. The study found that procurement planning positively and significantly influences performance of county governments. The study scope was limited to county government performance presenting contextual gaps. Descriptive statistics were only used presenting a methodological gap. There is need to focus on state corporations in Kenya. Inferential analysis will also be factored in the current study to fill in the methodological gap. Moreover, Munyawera, Mulyungi and Ismail (2018) studied the role of procurement planning practices on performance of state corporations in Rwanda. The context of the study was on organizational performance where indicators of it were diverse from the current study focus on performance. Other than context, concept was diverse as evidenced in the study variables used as proxies of procurement planning. The contextual and conceptual gaps identified was filled by focusing on performance and operationalizing procurement planning based the public procurement requirement in Kenya which resonates well with procurement need identification, procurement need specification, procurement budgeting and procurement methods.

It is evident that there was scanty of empirical literature related to procurement planning and

performance in commercial state corporations. In addition, based on the gaps identified, the significance of procurement planning to performance reported by various authors, and the performance challenges identified relating to procurement planning, there was need to study the statistical relationship between procurement planning and performance in commercial state corporations in Nairobi City County, Kenya.

### **Objectives of the Study**

The general objective was to determine the effect of procurement planning and performance of commercial state corporations in Nairobi City County, Kenya. The study was guided by the following specific objectives;

- To evaluate the effect of procurement need identification on performance of State Corporations in Nairobi City County, Kenya.
- To establish the effect of need specification on performance of State Corporations in Nairobi City County, Kenya
- To investigate the effect of procurement budget on performance of State Corporations in Nairobi City County, Kenya
- To assess the effect of appropriate procurement method on performance of State Corporations in Nairobi City County, Kenya

## **LITERATURE REVIEW**

### **Theoretical Literature Review**

#### **Institutional Theory**

Institutional theory was propounded by Meyer and Rowan in 1970s. This theory was developed as a means to explore further how corporations fit with, are related to, and shaped by their state, national, social and global environment they operate in. This theory provides a regulatory, moral, and social-cognitive explanation for institutions. According to Scott (2004), institutions are comprised of cultural-cognitive and regulatory factors that, in conjunction with related activities and resources, give life purpose. The authors describe the three pillars of institutions as normative, culturally cognitive, and regulatory. The regulatory pillar stresses the use of

rules, laws, and sanctions as enforcement mechanisms, with expediency serving as the foundation for compliance. The normative pillar refers to norms (how things should be done) and values (what is preferable or desirable), with social obligation serving as the foundation for compliance (Scott, 2003).

The cultural-cognitive pillar is supported by mutual comprehension (common beliefs, symbols, shared understanding). In Kenya, public procurement is governed by the PPDA Act (2015), regulations, and guidelines issued from time to time by the PPDA Authority and which all PDUs must adhere to precisely. The Public Procurement and Disposal Act (PPDA) of 2015 mandates that proper procurement planning, including adherence to prescribed procurement procedures, proper needs identification and procurement funding, and proper maintenance and recordkeeping, be implemented in all public procuring entities, necessitating the existence of relevant policies, norms, and rules. Using this theory as a guide, public procuring bodies are governed by rules and regulations such as the PPDA Act (2015) and policies to be followed in implementing the act as well as the regulations, therefore procurement planning policies.

#### **Resource Based View Theory**

This is a management framework used to identify the strategic resources with the potential to provide a corporation with a comparative advantage. It was first articulated by Wernerfelt (1984) and popularized by Barney afterwards (1991). It focuses on the firm's resources, whether financial, human, legal, informational, organizational, or relational, as the primary determinants of its competitive advantage. Nonetheless, according to Barney (1991), not all resources are of equal value or have the ability to serve as a source of sustainable competitive advantage. So, a substantial amount of managerial work must be devoted to building and sustaining critical resources and competences in each and every department of a company, including the procurement department, in order for those departments to function effectively.

The RBV concentrates management's attention on the organization's internal resources in an effort to discover assets, capabilities, and competencies that have the potential to generate superior competitive advantages. Barney (1991) introduced the resource-based view (RBV) to address the limitations of environmental models of competitive advantage and to provide a link between heterogeneous resources controlled by an organization, the mobility of those resources within a particular industry, and the strategic or competitive advantage enjoyed by the organization. They can be extremely diverse (Williamson): a firm's resources are employed to enable it to design plans to improve the overall efficiency and performance of the business (2015). It must be valuable in the sense that it provides opportunities or neutralizes threats to the organization's environment; it must be rare among an organization's current and potential competitors; it must be imperfectly imitable; and it must be non-substitutable; there cannot be a strategic equivalent substitute for the valuable resource.

### **Agency Theory**

According to Jensen and Mackling (1976) an agency relationship is a contract under which one or more persons (principals) engages another person (the agent) to perform some service on their behalf which involves delegating some decision-making authority to the Agent. The focus of agency theory is on agency interactions. When two parties cooperate and form an association in which one party (the principal) assigns decisions and/or work to the other (the agent) to carry out on its behalf, they have an agency relationship (Eisenhardt 2009). There are potential goal conflicts between principals and agents, each party acts in their own self-interest, there is frequently an information asymmetry between principals and agents, agents are more risk-averse than principals, and efficiency is the criterion of effectiveness. Two potential problems may occur in agency relationships as a result of these assumptions: an agency problem and a risk-sharing dilemma (Xingxing 2012).

A difficulty with the agency arises when agents' objectives diverge from those of the principals and it is difficult or costly to determine whether agents have done the delegated function effectively (i.e. moral hazard). A risk sharing issue emerges when principals and agents have divergent perspectives on risk, resulting in conflicts regarding action (Xingxing, 2012). By their very nature, buyers want suppliers to provide good quality and to improve the quality of given products and/or services. Nevertheless, suppliers may be hesitant to spend significantly in quality, particularly if they believe consumers are reaping all the benefits. The disparity between buyers and sellers will result in both sides focusing solely on their own interests (Xingxing, 2012).

### **Partner Selection Theory**

This theory was developed in the 17th century by philosopher Hobbes who argued that in supply chain, the common model through which theorists study the relationship between supplier and buyer is known as the partnership theory. The partnership model presents the buyer and the vendor as partners who share a common interest in customer happiness (Kotabe et al., 2010). Partnership is a corporate partnership built on mutual trust, openness, shared risks, and shared rewards that enables an organization to obtain a competitive edge, resulting in a performance that is vastly superior to what the company would have accomplished if it had operated as separate entities.

This approach necessitates the efficient transmission of information between the buyer and the provider, which is essential for any relationship (Humphreys, McIvor & Cadden, 2010). In addition, the notion asserts that all partnerships are based on mutual worth and gifts. The robust and lasting partnership only necessitates the ongoing enhancement of the organization's performance. To remain in business, suppliers must deliver high-quality services that are superior to those of his competitors at a reasonable price. They must also meet their business objectives. According to Gabbard (2014), the partnership model promotes firm efficiency by cooperative means; both parties get cost reduction, which leads to price

reduction and thus raises the market share profit margin. This results in a company acquiring a competitive edge and increasing its efficiency.

### **Empirical Literature**

Amenya, Ngacho and Nyaboga (2022) studied the effect of procurement practices and government policies on performance of the infrastructural project in public universities in Kenya. Procurement practices involves making of buying decisions under conditions of scarcity such as One of the specific objective of this study was to asses procurement need identification effect on performance of infrastructural projects in the Rongo university. The study adopted descriptive research design to draw the purpose of the inquiry. The study used census sampling to select all 60 employees under the study. Descriptive statistics; percentage, mean and standard deviation was used to analyze the collected data. The researcher collected data from the respondents from individual departments. The study found that procurement need identification was applicable in the university. The study found that procurement plans indicate timelines of what and when items would be procured, followed by infrastructural projects contracts are completed within set period. The prequalification of infrastructural bidders is objective, the supplier selection criteria is objective to bidders. Competence of bidders improves performance of infrastructural projects. The study recommended that university tendering practices should be established with well procurement plans using timelines of what and when items would be procured. The study scope was limited to Rongo university performance presenting contextual gaps. Descriptive statistics were only used, presenting a methodological gaps. There is need to focus on state corporations in Kenya. Inferential analysis was also factored in the current study to fill in the methodological gap.

Additionally, Higirot (2021) studied the effect of procurement planning on performance of public institutions in Rwanda: Case of Kicukiro District. This study aimed to ascertain the effect of procurement planning on performance of public institutions in

Rwanda a case of Kicukiro District. The study adopted explanatory research design while the study population constituted 258 employees. The findings indicated that identification of needs is a key indicator in enhancing performance of public institutions. As evidenced from the findings, the researcher concluded that there is a strong positive relationship between identification of needs and tendering methods on the performance of public institutions. Rwanda public procurement requires public institution to prepare procurement plan before awarding tenders. When procurement plan is not done accurately, the performance will also be affected hence affecting the best achievement of value for money. The study recommends that tendering methods is not static and that preparation of tendering methods should be done by identifying needs, establishing tendering method, estimate the budget and participation of user department so as to improve Kicukiro District's performance. The study adopted explanatory research design where the researcher tried to explain the phenomenon under study. The current study will not only consider explanatory design but also descriptive research design where other than exploring phenomenon, describing happenings was done and relationship amongst variable predicted.

Munyimi and Guo (2019) studied the role of procurement specifications in curbing wrong deliveries of construction materials in the construction sector in Zimbabwe, Cogent Engineering. The researcher has reviewed both practitioners and academic literature. This research method was a cross-industry survey of construction companies. The population of this research was made up of the staff members of the procurement management departments of the companies in the construction sector. This research used purposive sampling to select construction companies. This research reveals that there is a positive significant correlation of the three types of procurement specifications in curbing wrong deliveries of construction materials, namely, performance specifications, brand or trade name specifications

and sample specifications. The results of this research imply that practicing procurement directors, procurement managers, procurement officers, buyers and procurement assistants should use performance specifications for construction materials with specific purpose, function or application, brand or trade name specifications for construction materials that rely on brand names known for their proven quality and sample specifications on construction materials with complex specifications to curb wrong deliveries of construction materials in the construction sector. The study was based on construction industry. The study used cross-industry survey and purposive sampling. The gaps filled by focusing commercial state corporations and sampling using probabilistic random sampling.

Nuwagaba, Molokwane, Nduhura and Tshombe (2021) studied the effect of procurement planning on performance for operations and projects in public sector entities in Uganda. The study was guided by the resource-based view (RBV) theory. In Uganda most government institutions such as UMI have registered certain constraints in performance and this could be a result of inadequate procurement planning on a timely basis as required by the PPDA Act 2003. The objectives of the study were: to find out the relationship between procurement needs assessment and performance, to examine the relationship between procurement budgeting and performance and to analyse the relationship between information sharing and performance at UMI. The study used the cross-sectional research design. The sample size comprised of 119 stakeholders and the response rate was 63%. The information got from the data collection instrument was analysed by the researchers and the findings of the study indicated that; there is a strong positive relationship between Needs Assessment and performance of UMI which implies that improved Needs Assessment leads to improved performance of UMI and vice versa, there is a weak positive relationship between Procurement Budgeting and performance of UMI which implies that improved

Procurement Budgeting leads to improved performance of UMI and vice versa and there is a weak positive relationship between Information sharing and performance of UMI which implies that improved Information sharing leads to improved performance. The study variables employed as proxies for procurement planning revealed that, apart from context, idea was diverse. The observed contextual and conceptual gaps was remedied by concentrating on performance and operationalizing procurement budgeting based on commercial SCs.

Odhiambo, Ngacho and Nyaboga (2020) studied the effects of procurement plan implementation practices on performance of Kisii county government in Kenya. The study adopted descriptive survey research design. The population for the study was 4935 employees in Kisii County Government. The collected data was analyzed using quantitative technique. The data collected was analyzed using descriptive statistical measures of central tendency such as mean and percentages. The county is well equipped with trained personnel to support procurement plan implementation. The county allocates sufficient financial resources for procurement plan implementation. There was delayed disbursement of funds budgeted due to delayed implementation. Using other variable changes would result in this regression equation establish that keeping all factors constant (Resource allocation, and procurement methods while other factors held affecting performance would be varied by implementations. The county adheres to procurement procedures during procurement plan implementation. The study was based on performance of county government. The study used descriptive survey design. The gaps were filled by focusing commercial state corporations and sampling using probabilistic random sampling.

Obura (2020) studied procurement planning, the principle of sound balance between procurement control and achieving value for money. Descriptive research design was used to give a detailed description of the knowledge levels of respondents



on procurement planning. Target population included procurement officers of National Government Ministries. An accessible population of 120 respondents was identified, with 74 forming a sample. 62% response rate was realized. The study used questionnaires to collect primary data. Open tendering shall be the preferred procurement method for the procurement of goods, works and services. However, in developing a procurement plan, procuring entities are required to indicate any method of procurement that will be the appropriate method for each procurement requirement, and indicate whether the items shall be procured within a single year period or under multi-year arrangement. The findings of the study reveal that majority of the respondents strongly agree that the annual procurement plan should detail the appropriate procurement methods for each procurement requirement. This is shown by a mean of 4.81. The Accounting officer of a procuring entity where applicable is required to conduct pre-qualification procedure of suppliers as a basic requirement prior to adopting any alternative procurement method other than open tender (PPDA, 2015). The study focus was on key issues in procurement planning and did not test the inferential analysis. The gap was filled by considering both descriptive and inferential analysis.

Arrowsmith and Hartley (2019) investigated the impact of procurement methods on performance of Firms in New York. The objective of the study was to investigate the impact of procurement methods and supplier engagement on performance. The study adopted correlation design. The data collected was analyzed by descriptive statistics using mean and percentage. The study indicated that firms need to acquire goods using the correct procurement methods which are adequate. Procurement method entails followed techniques in acquisition of goods. Procurement method is the technique of values, and knowledge which entails shared basis of buying. Procurement method impacts most features of an organization like how, when, and who makes decisions, and distribute goods and services in the

organization. The study was on a different context apart from procurement in commercial SCs. The current study was on procurement and focuses on commercial SCs in Kenya.

## METHODOLOGY

The research employed a descriptive survey and explanatory research design. The study analysed commercial state corporations in Kenya. The target population was the five (5) high potential fiscal risk impact commercial SCs which include; KRC, KPLC, KETRACO and KPA which formed the unit of analysis. The unit of observation was employees from procurement, finance, operations and legal department since all procurement planning and procurement functions were centralized in these departments.

Due to the nature of this study, the researcher used primary sources for data collection. Primary data was collected from employees. Structured questionnaire was used to collect information from the employees. The tool enabled the researcher to explore the opinion and perception of respondents on the influence of various procurement planning indicators on performance in commercial SCs. Data analysis therefore involved both quantitative and qualitative analysis. After gathering data from questionnaire schedules, they were checked adequately for reliability and clarification. The data was analyzed using quantitative techniques, whereby the findings were presented in the form of frequency and percentage distribution tables, descriptive statistics, charts and regression tables. The data collected were entered into a computer and analyzed using Statistical Package for Social Scientists (SPSS). The software packages enabled the researcher to analyze the data into percentages, means and standard deviations.

The study model was as follows;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where: Y= Organizational Performance

X<sub>1</sub>= Procurement Need Identification

X<sub>2</sub>= Procurement Need Specification

X<sub>3</sub>= Procurement Budgeting

X<sub>4</sub>= Procurement Method

$\epsilon$  = the error variability (error term). Is assumed to be normally distributed with mean Zero and constant variance.

$\beta_0, \dots, \beta_4$  = Regression coefficients to be estimated  $\beta_1, \beta_2, \beta_3,$  and  $\beta_4,$  are model parameters which describes the direction and strength of relationship between the dependent and the independent variables.  $\beta_0$  is a constant (intercept).

Regression analyses were computed to give various outputs like the model summary, the ANOVA table, and coefficients results among others. This was used to make interpretations and discussions of the study and upon which conclusions were drawn. The results presented in form of frequency tables and charts.

## FINDINGS

### Descriptive Analysis Results

A collection of concise descriptive coefficients known as descriptive statistics is used to sum up a particular data set, which may be a sample or a representation of the full population. Measurements of central tendency and measurements of variability or dispersion are employed to characterize the data collection.

### Procurement Need Identification

The study sought to determine the effect of procurement need identification on performance of the commercial state corporations in Nairobi City County, Kenya. The results were presented in Table 1.

**Table 1: Procurement Need Identification**

	Mean	Std.Dev
The organization must consider having product characteristic as an important element in the procurement need identification for performance to be attained.	4.724	.603
The organization through their procurement department have established better need evaluation methods that enhances efficiency and performance	4.671	.473
The organization have enhanced better requirement realization needs from the user department to achieve performance	4.691	.084
The user departments in the various organizations have established efficiency methods and techniques to ensure need identification is achieved.	4.690	.465
The organization have established the type of services or products they want to use through the user department. In order to achieve performance	4.612	.184
We have established the best requirement realization in the procurement department when it comes to need identification	4.086	.445
<b>Aggregate Score</b>	<b>4.566</b>	<b>0.392</b>

**Source: Researcher (2023)**

Majority of the respondents agreed with a mean of 4.72 that the organization must consider having product characteristic as an important element in the procurement need identification for performance to be attained having standard deviation of 0.603 implication of low variation rate. The results were in agreement with Kibet & Njeru (2019) in the empirical review that product characteristics plays a significant role in the procurement planning process which needs to be followed by the procuring entity at any given time. The study revealed that respondents with a mean of 4.67 where of the opinion that the organization through their procurement department had

established better need evaluation methods that enhanced efficiency and performance.

Respondents strongly agreed with a mean of 4.69 that the user departments in the various organizations had established efficient methods and techniques to ensure need identification was achieved having standard deviation of 0.084. The results were confirmed by Kilonzo (2018) who asserts that user departments in respective organizations determined the efficiency of the procurement process through ensuring adequate techniques are followed. The study further revealed the organization had established the type of services or products they want to use through the user

department in order to achieve performance with mean of 4.61 and standard deviation of 0.184. The above findings were confirmed by Kibet & Njeru (2019) that procurement planning provides opportunity for the entire procuring entity to establish the required products or services required by various user departments. Moreover, respondents with a mean of 4.086 agreed that they had established the best requirement realization in

the procurement department when it comes to need identification having standard deviation of 0.445.

### Procurement Need Specification

The study sought to determine the effect of procurement need specification on performance of commercial state corporations in Nairobi City County. Table 2 presents the results.

**Table 2: Procurement Need Specification**

	Mean	Std.Dev
We have a clear design product system indication in the system that shows how the data is backed-up and recovered.	4.362	.444
We have controls in place to ensure that the correct charge out rate has been applied to billing in the functional specification	4.411	.482
We must incorporate a better budget plan that will meet the needs requirement from various user department	4.338	.524
The procurement department has to ensure that user department has understood and provided clear requirements in terms of their functional of the services or goods or works.	4.314	.561
Procurement need specification has enabled many organizations to understand what they require to use at any given particular period of time thus achieving performance.	4.338	.475
The procurement department has incorporated the best requirement specification method that ensures value for money	4.362	.482
<b>Aggregate Score</b>	<b>4.354</b>	<b>0.495</b>

**Source: Researcher (2023)**

Majority of the respondents strongly agreed with mean of (4.36) that organization had a clear design product system indication in the system that showed how the data was backed-up and recovered which was represented by a standard deviation of 0.444. Most of the respondents strongly agreed with mean of 4.411 that the organization had controls in place to ensure that the correct charge out rate had been applied to billing in the functional specification with standard deviation of 0.482. Most of the respondents strongly agreed with mean of 4.314 with opinion that the procurement department had to ensure that user department had understood and provided clear requirements in terms of their functional of the services or goods or works which was represented by standard deviation of 0.561. On the other hand results respondents strongly agreed with mean of 4.338 with opinion that procurement needed specification has enabled many organizations to understand what they require to

use at any given particular period of time thus achieving performance with SD= 0.475.

The results are in line with Munyimi and Guo (2019) who asserted that need specification has a paramount role that it played for any given procuring entity especially public organization with application of the procurement procedures and regulations. Majority of the respondents strongly agreed 4.362 that the procurement department had incorporated the best requirement specification method that ensured value for money. The value for money can only be achieved through proper procurement planning where allocation of resources is planned adequately to ensure efficiency and effectiveness at any given time.

### Procurement Budgeting

The study sought to determine the effect of procurement budget on performance of commercial state Corporations in Nairobi City County. The results were presented in Table 3.

**Table 3: Procurement Budgeting**

	Mean	Std. Dev
We have established clear design quarterly budget system that enhances the organization to achieve value for money	4.042	.442
We have controls in place to ensure that the correct charge out rate has been applied to billing in the functional specification	4.002	.435
We must incorporate a better annually budget plan that will meet the needs requirement from various user department	4.330	.524
Our procurement department has to ensure that user department has understood and provided clear requirements in terms of their functional of the services or goods or works	4.443	.581
Procurement need specification has enabled many organizations to understand what they require to use at any given particular period of time thus achieving performance.	4.500	.634
The organization has incorporated measures in place for procurement department on how it can procure items using supplementary budgets	4.334	.445
<b>Aggregate Score</b>	<b>4.275</b>	<b>0.510</b>

**Source: Researcher (2023)**

The results revealed that respondents were in agreement with a mean of 4.042 that they had established clear design quarterly budget system that enhances the organization to achieve value for money with a standard deviation of 0.519. Respondents further agreed that they had controls in place to ensure that the correct charge out rate has been applied to billing in the functional specification with a mean of 4.002 and standard deviation of 0.435. Respondents further strongly agreed with a mean of 4.33 that they must incorporate a better annually budget plan that will meet the needs requirement from various user department with standard deviation 0.524. Respondents strongly agreed with a mean of 4.44 that the procurement department has to ensure that user department has understood and provided clear requirements in terms of their functional of the services or goods or works. The procurement department can only achieve that through following

the procurement procedures and regulations under the new public procurement and asset disposal Act 2015. Most of the respondents strongly agreed with a mean of (4.50) that the procurement need specification has enabled many organizations to understand what they require to use at any given particular period of time thus achieving performance. Respondents strongly agreed with a mean of 4.334 that the organization has incorporated measures in place for procurement department on how it can procure items using supplementary budgets with standard deviation of 0.445.

#### **Procurement Methods**

The study sought to determine the effect of procurement methods on performance of commercial state Corporations in Nairobi City County.

**Table 4: Procurement Methods**

	Mean	Std. Dev
We have in place best evaluation committees that ensures technical competency for any procurement bidding process	4.222	.444
We have pre-qualification procurement method that helps them to have qualified suppliers selected for the organization	4.443	.454
We have streamlined adversarial relationship management so as to strengthen relations between the supplier and organization	4.300	.527
We have procurement department that normally uses request for quotations to procure goods, works and services	4.255	.517
We conduct tendering process in a fair and transparency manner that meets the procurement law.	4.513	.419
We have incorporated in place the best formula on how to issue request for quotations to all registered suppliers within the procurement system	4.432	.427
<b>Aggregate Score</b>	<b>4.361</b>	<b>0.465</b>

**Source: Researcher (2023)**

From the research study the respondents strongly agreed with a mean of 4.222 that they had in place best evaluation committees that ensured technical competency for any procurement bidding process with standard deviation of 0.444. Respondents strongly agreed with a mean of 4.443 that they had pre-qualification procurement method that helped them to have qualified suppliers selected for the organization having standard deviation of 0.454. Further respondents strongly agreed with a mean of 4.300 that the organization had streamlined adversarial relationship management so as to strengthen relations between the supplier and organization with standard deviation of 0.527. The findings were confirmed by Obura (2020) who asserted that any type of relationship for any procuring entity will always benefit the entire two parties engaged in that relationship. The relationship should be all about win-win situation.

Respondents strongly agreed with a mean of 4.13 and standard deviation of 0.419 that the organization conducts tendering process in a fair and honest manner. The study results indicated that the state corporation had had in place best evaluation committees that ensures technical competency for any procurement bidding process (M=4.222). Majority of the respondents strongly agreed with a mean of 4.32 that the organizations had incorporated in place the best formula on how to issue request for quotations to all registered suppliers within the procurement system with standard deviation of 0.427. Arrowsmith and Hartley (2019) supported that procurement method impacts most features of an organization like how, when, and who makes decisions, and distribute goods and services in the organization.

#### **Organizational Performance**

This section presents results on performance of commercial state corporations in Kenya.

**Table 5: Organizational Performance**

	Mean	Std. Dev
Supplier selection is done to based on quality of their supplies	2.362	.480
Cost/prices of public procurement of works goods and services are based on current market prices.	2.773	.494
The organization is effective in handling tasks on a daily basis	3.008	.587
We have witnessed improved revenue collection	3.004	.577
The cost of collecting revenue has considerably stabilised	2.339	.486
Our company system of operations have considered innovation in most of the areas	2.376	.466
<b>Aggregate Score</b>	<b>2.644</b>	<b>0.515</b>

**Source: Researcher (2023)**

The results of the study as presented in Table 5 indicates on average the performance of commercial state corporation was below the average as indicated by low aggregate mean of 2.644 and standard deviation of 0.515. The indicators of performance was efficiency in operations, effectiveness in service delivery and innovation. The results indicated that supplier selection was not done based on quality of their supplies (M=2.362,SD=0.480) and cost prices of public procurement of works goods and services were not based on current market prices in all the five commercial state corporations (M=2.773, SD=0.494). The commercial state corporation considered in the study were ineffective in handling tasks on a daily basis (M=3.008, SD=0.587). The level of revenue collection has witnessed moderate growth (M=3.004, SD=0.577) and the cost of collecting the revenue considerably increased over time (M=2.339, SD=0.577). These results indicated a possibility of laxity on the part of the state

corporations as whole in their ability to control cost and manage revenue targets. Further, the results indicated that the company system of operations have not considered innovation in most of the areas (M=2.376, SD=0.466). The result implied that failure for most state corporations to embrace creativity have led to increased cost of operations and hence poor results in revenue efficiency.

### Inferential Analysis

#### Correlation Analysis

The correlation results were based on Pearson Correlation. The correlation coefficient ranged from +1 to -1. The values close to +1 indicated a strong positive correlation between variables and the values close to -1 indicated a strong negative correlation between variables. The values close to zero (0 ) indicated a weak or no correlation between variables. The interpretation of the results were based on 5% significance level.

**Table 6: Correlations**

		PNI	PNS	PB	PM	OP
PNI	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	124				
PNS	Pearson Correlation	.479**	1			
	Sig. (2-tailed)	.090				
	N	124	124			
PB	Pearson Correlation	.249**	-.102	1		
	Sig. (2-tailed)	.105	.259			
	N	124	124	124		
PM	Pearson Correlation	.225*	-.123	.594**	1	
	Sig. (2-tailed)	.062	.173	.100		
	N	124	124	124	124	
OP	Pearson Correlation	.563**	.567**	.636**	.604**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	124	124	124	124	124

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\*. Correlation is significant at the 0.05 level (2-tailed).

**Source: Researcher (2023)**

The correction was used to test the relationship between the variables. The results also replicated that the correlation between procurement methods and organizational performance indicates that there is positive significant correlation between the two variables with coefficient correlation of 0.604. The results showed that the correlation between need identification and organizational performance indicates that there is a positive significant correlation between the two variables with coefficient correlation of 0.563. The results showed that the correlation between need specification and organizational performance indicates that there is a positive significant correlation between the two variables with coefficient correlation of 0.567. The results showed that the correlation between budget cost & estimates and organizational performance indicates that there is a positive significant

correlation between the two variables with coefficient correlation of 0.636. Therefore, we conclude that there is strong relationship procurement planning and organizational performance of commercial state corporations in Nairobi City County, Kenya.

### Regression Analysis

A multiple linear regression analysis was done to examine the relationship of the independent Variables with the dependent variable. The R was the correlation coefficient and it explained the nature and strength of relationship between procurement planning and organizational performance. The R<sup>2</sup> was the coefficient of determination which explained the variability of the dependent variable when the independent variables changes.

**Table 7: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.914 <sup>a</sup>	.835	.830	1.46877

a. Predictors: (Constant), PNI, PNS, PB, PM

The model summary table shows that four predictors (need identification, need specification, procurement budgets, and procurement method) can explain 83.0% of change organizational performance implying that the remaining 17% of the variation in performance in commercial state

corporations could be accounted for by other factors not involved in this study. This shows that the variables are very significant therefore need to be considered in any effort to improve on performance in state corporations.

**Table 8: ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1300.282	4	325.070	150.684	.000 <sup>b</sup>
	Residual	256.718	119	2.157		
	Total	1557.000	123			

a. Dependent Variable: OP

b. Predictors: (Constant), PNI, PNS, PB, PM

### Source: Researcher (2023)

The Analysis of Variance (ANOVA) statistics in Table 9 measure whether the variability observed between the variables was significant. The ANOVA results were, F = 150.684, p 0.00 < 0.05), meaning that the variance was significant which means that the model

proposed is significant in explaining the relationships. Therefore, the adopted Multiple Linear Regression model well predicted the dependent variable and fits to model the data.

**Table 9: Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
	(Constant)	10.236	2.650		3.862	.000
1	PNI	.462	.211	.100	2.189	.031
	PNS	1.416	.112	.561	12.687	.000
	PB	3.493	.660	1.920	5.295	.000
	PM	-2.236	.642	-1.258	-3.481	.901

a. Dependent Variable: Organizational Performance

Source: Researcher (2023)

The regression model was represented below;

$$Y = 10.236 + 0.462X_1 + 1.416X_2 + 3.493X_3 + \epsilon$$

The results indicated that need identification had positive significant effect on changes in organizational performance of commercial state corporations in Nairobi City County, Kenya ( $P=0.031 < 0.05$ ). The findings indicated that taking all other independent variables to zero, a unit increase in need identification will lead to 0.462 unit changes in organizational performance of commercial state corporations in Nairobi City County, Kenya. The results were supported by Ameyia, Ngacho and Nyaboga (2022) that procurement need identification significantly affects performance. Further, Higirot (2021) found that there was a strong positive relationship between identification of needs and tendering methods on the performance of public institutions. Moreover, Kariuki and Wabala (2021) found that procurement need identification positively and significantly influences performance of county governments.

The study results indicated that need specification had a significant positive effect on performance of commercial state corporations in Nairobi City County, Kenya. The result indicated that 1.416 unit changes in performance were as a result of a unit change in need specification. The study supported Munyimi and Guo (2019) that there was a positive significant correlation between procurement specifications and organizational performance. Further, Eria (2019) found that procurement specification significantly related to performance levels of the PDU. Additionally, Munyawera,

Mulyungi and Ismail (2018) found that quality specification of goods on performance significantly affects performance of organizations.

The results indicated that procurement budgeting had a significant effect on performance of commercial state corporation in Nairobi City County, Kenya. The result indicates that a unit change in budget costs & estimates will lead to 3.493 unit changes in performance of commercial state corporations in Nairobi City County. The study supports Nuwagaba, Molokwane, Nduhura and Tshombe (2021) that the relationship between procurement budgeting and performance was positive and significant. Odhiambo, Ngacho and Nyaboga (2020) further agreed that procurement budgeting affects performance of the counties.

However, the study results indicated that procurement methods had insignificant effect on performance of commercial state corporations in Nairobi City County, Kenya. The study disagrees with Obura (2020) that procurement method significantly affects organizational performance. Arrowsmith and Hartley (2019) found that procurement method impacts positively on most features of an organization like how, when, and who makes decisions, and distribute goods and services in the organization. Further, Simatupan (2018) found that procurement methods significantly enhance supply chain performance by determining effective supply of goods and services. Moreover, Hassan, Habib & Khalid (2018) showed that there exists a significant relationship between procurement methods and organizational performance.



## CONCLUSIONS AND RECOMMENDATIONS

It was concluded that procurement need identification measures had significant and positive effect on organizational performances of commercial state corporations in Nairobi City County. It was therefore concluded that procurement need identification greatly had effects on the performance of commercial state corporations in Kenya. The regression results reveal statistically significant positive linear relationship between design product, functional specification, requirement specification and quality products, timely delivery and cost reduction of state corporations. This was attributed to effect of procurement need specification on performance of commercial state corporations. It was therefore concluded that procurement need specification greatly had effects on the performance of commercial state corporations in Nairobi City County, Kenya.

The study concluded that there was positive correlation between budget cost & estimates and organizational performance. It was concluded that procurement budget measures (quarterly budgets annual budgets and supplementary budgets) had significant and positive effects on organizational performance of commercial state corporations in Nairobi City County. The regression results reveal statistically significant positive linear relationship between quarterly budgets, annual budgets, supplementary budgets and quality products, timely delivery and cost reduction of commercial state corporations in Nairobi City County, Kenya.

The study concluded that procurement methods measures (pre-qualification, open tendering and request for quotation) had insignificant effects on performances of commercial state corporations in Nairobi City County, Kenya. The regression results reveal statistically insignificant linear relationship between pre-qualification, open tendering, request for quotations and efficiency and effectiveness of commercial state corporations in Nairobi City County. It was therefore concluded that procurement methods had no statistical significant

effect on the performance of commercial state corporations in Nairobi City County, Kenya.

The study recommends State Corporations in Kenya need to implement a Procurement Process any time the public entity want to buy items from external suppliers. By using this Procurement Management Process, State Corporations ensure that the items provided meet Organisation needs need. It also helps State Corporations manage the supplier relationship, ensuring that any issues are resolved quickly. By implementing a Procurement Process, State Corporations ensure get the maximum value from your supplier relationship.

The study recommended that procurement managers and other key players in the procurement doctrine in terms of top corporate policy makers in the organization should be able to emphasize the value of following procedures and understanding clear specification for the user department in procurement organization activities across to all staff and other related departments through providing adequate trainings and seminars on the relevance and value for having clear specification as per the public procurement and asset disposal Act 2015. The study recommended that suppliers should develop competent technical abilities so as to provide high quality products or services. Some of the technical dimensions that suppliers should develop competence in include; compliance with quantity, compliance with due date, compliance with packaging standard, production planning systems of suppliers, and maintenance activities of suppliers, plant layout and material.

The study recommended that all the public entities in Kenya should establish appropriate appraisal audit policies because this will help them ensure that they will deal with qualified and competent staff and suppliers. It was also recommended that all the public organizations should adopt the ethical policies and guidelines that have been established by the Public Procurement and Regulatory Authority (PPRA) as well as the Kenya Institute of Supplies Management (KISM) since they are all aimed at ensuring that all the public institutions conduct their

procurement processes in line with the Public Procurement and Asset Disposal Act Policy makers and other key players in procurement public entities must initiate processes and systems that ensure procurement methods are done appropriately and where it is necessary thus achieving value for money. This is better done through adoption of better structures, policies and decisions that drive the organization to performance.

Managers need to consider performance to be beyond supplier selection methods and regard corporate accountability through regulation. The study recommended that transparency and accountability are essentially in public procurement processes. It therefore recommended that the

governments should set up control mechanisms to help identify potential risks and report detected irregularities in procurement process.

#### **Suggestions for Further Study**

The study recommended that a similar study should be conducted in the private sector for comparison purposes as this study was done on commercial state corporations in Nairobi City County, Kenya. Also not only in Kenya can the study be explored but also studies on procurement planning practices can be done on other international state corporations and private sectors as this would help in expanding the study further and give an insight that can also help in comparison and widen the scope.

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