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EFFECT OF STAKEHOLDER PARTICIPATION ON THE EFFICIENCY OF THE PROCUREMENT PROCESS IN THE PUBLIC SECTOR: A CASE OF JOMO KENYATTA UNIVERSITY OF AGRICULTURE AND TECHNOLOGY

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ABSTRACT

This research study aimed at establishing the effect of stakeholder participation on the efficiency of the procurement process in the public sector. The specific objectives of the study were to establish the influence of user involvement on the efficiency of the procurement process in the public sector, to determine the effect of top management support on stakeholders participation on the procurement process in the public sector and to assess the influence of stakeholder interaction on stakeholders participation on the efficiency of the procurement process in the public sector and they were based on the stakeholders' theory, consumer-involvement theory and principal-agency theory. This study is significant to the public sector managers, future researchers, public sector employees and procurement officers. The research used descriptive survey research design in collecting data from respondents. The study covered a population of 160 employees in the institution and used probability random sampling technique with a sample size of 48 employees. The instrument of data collection was questionnaires. The data was analyzed using quantitative methods and the data presentation was in form of pie charts and table diagrams. The findings were that there is no user involvement in the procurement process meaning that there is some dissatisfaction with the procurement process, top management does not support stakeholder participation in the procurement process and there is minimal stakeholder interaction as the procurement process is carried out. It was concluded that sensitization of stakeholders on the importance of the procurement process and it was recommended that the stakeholders need to be included to improve the efficiency of the procurement process.

Key Words: User Involvement, Top Management, Stakeholder Interaction, Stakeholders Participation

INTRODUCTION

Institutions aim at getting the best value product or service by encouraging openness, collaborating with suppliers, interacting with users and creating awareness on their opportunities. The procurement profession has been gaining recognition in developed countries faster than in developing countries (Agaba & Shipman, 2007). Public procurement refers to the government activity of purchasing the goods and services needed to perform its functions (Arrowsmith, 2010). According to Hommen and Rolfstam (2009), public procurement is the acquisition (through buying or purchasing) of goods and services by government or public organizations. According to Basheka (2008), the procurement process begins after an institution has identified a need and decided on its procurement requirement. The procurement process is a key function which impacts can be effective or 'ineffective' on service delivery. There is no part of the government service delivery that does not depend on procurement of goods, services and works; and yet the area remains a neglected field of research. The procurement process spans a life cycle from identification of the need, through the selection of suppliers, to post-contract award management, including disposal.

Velnampy (2010) asserts that some challenges facing the procurement process globally include: Supplier-related issues (finding and qualifying suppliers, maintaining a stable supply while meeting high quality standards and monitoring supply performance overtime), reducing costs and achieving savings, accurate data (finding credible internal data), managing stakeholders (influencing internal and external stakeholders to trust that the early engagement of strategic procurement and contracts functions in the sourcing and supplier evaluation process will ultimately deliver tangible

and long-lasting savings for the business and risk mitigation.

Scholten, Sharkey and Fynes (2014) asserted that the growing complexity of managing global supply chains and meeting exacerbating customer requirements has made organizations more aware of their operational and economic vulnerability to threats from the macro environment. Procurement process disruptions can be very severe to the productivity of public organizations or procuring entities. In today's inter-connected world, most organizations recognize the potential risk of experiencing a procurement disruption. This can be caused by, for example, a workforce strike, extreme weather conditions or a truck breaking down (Blackhurst, Dunn & Craighead, 2011). Such disruption can be related to any unplanned and unanticipated event that impacts the normal flow of goods, material and/or services (Craighead, Blackhurst, Rungtusanatham & Handfield, 2007). The vulnerability of procurement to disruptions is evidenced by major events in the past; for example, the earthquake in Japan in 2012 not only impacted the Japanese and Asian economies, but led to shortages in the automobile and technology industry supply chains in Europe (Scholten et al, 2014).

In Africa, public procurement procedures are poorly executed and this negatively affects realization of increased economic development in the region. In Nigeria for instance, high level of corruption and bureaucratic procedures in the government are some of the key challenges responsible for lack of development of road network infrastructure in the northern parts of the country since this leads to delivery of substandard materials or no materials and delays in carrying out the procurement process. (Edward, 2009).

In Kenya, the public procurement process suffers from fraud and misconduct with public officials distorting the regulations to restrict the participation of interested firms in procurement, or

still direct the outcome of others. Government and private sector procurement suffers from fraud and similar issues; not often, but it does happen. Suppliers have been known to operate cartels (to restrict competition or drive up prices), and some suppliers and staff have, on occasion, committed fraud. That may include; falsifying invoices; business awarded unfairly in return for bribes or suppliers inflating prices in collusion with staff and/or competitors (Chemoiywo, 2014).

An efficient procurement process ensures the availability of the right materials in the right quantities, available at the right time, in the right place and at reasonable prices, and at recognizable standards of quality (World Health Organization, 2007). Ombaka (2009) states that procurement is not just the act of buying but encompasses a complex range of operational, business, information technology, safety and risk management, and legal systems, all designed to address an institution's needs. In a procurement process therefore, efforts must be dedicated to ensuring the complete satisfaction of not only the end-user or customer of a product and/or service, but, also the satisfaction of the suppliers whose products or service are incorporated into the end-user /customer order and whose performance impacts the end user satisfaction (Manetti, 2011). According to Onyango (2013), The Constitution of Kenya provides in Article 1 (1), (2), (3) and (4) that "All sovereign power belongs to the people of Kenya and Sovereignty of the shall be exercised only in accordance with this Constitution"; "The people may exercise their sovereign power either directly or through their democratically elected representatives" So citizen participation in the governance processes at county and national levels is a constitutional requirement and therefore a right. Enhancement of transparency, where citizens demand timely and accurate information on matters affecting them. Enhancement of

accountability, where public officials and institutions are held to account from many fronts and levels. This is related to development planning and accountability from below. Decision-making where citizens influence decision making on matters affecting them.

Lewis (2011) defined stakeholders as the group or persons who can affect the operations of the organization or who can be affected by the actions of the organization either positively or negatively and they include; management, directors, shareholders, auditors, employees, customers, suppliers, general public and competitors among others. Stakeholders can be a considerable asset, contributing knowledge, insights and support in shaping a project brief as well as supporting its execution. The high failure rate of major projects has been attributed to a lack of attention to stakeholders. Stakeholders' negative attitudes towards a project can cause cost overruns and time schedule delays due to conflicts over project design and implementation (Ouyabaka, 2017). It is against this background that the study sought to fill the gap by evaluating the procurement process followed by JKUAT and the stakeholders participation in this process to ensure its efficiency. According to Curristine, Lonti & Journard (2007), the public sector is defined as the national, regional, and local governments plus institutional units controlled by government units. It consists of all units of the general government sector and all public corporations. A government controlled entity might be an entity that can be a source of financial gain to the government that controls it because it produces goods and services and sells them at market prices or it might be an entity that cannot be a source of financial gain to the government regardless of the prices for which it sells the goods and services it produces (nonprofit institutions). Public corporations are market producers that are controlled either by other public corporations or by

government units. All units of the public sector are considered to be carrying out the fiscal policies of the government. Public corporations are market producers financing their productive activities by charging economically significant prices and general government units are non-market producers financing their productive activities by taxation or transfers from other general government units.

Statement of the Problem

Prior to 1994, public procurement was geared towards large and established contractors meaning it was difficult for new contractors to participate in government procurement procedures. However, public procurement has been granted constitutional status and is recognized as a means of addressing past discriminatory policies and practices (Bolton, 2006). Reforms in public procurement are initiated to promote the principles of good governance, and the National Treasury usually introduces a preference system to address socioeconomic objectives (Thomson & Jackson, 2007).

Although public institutions have sound procurement rules, policies, guidelines and regulations to ensure acquisition of value for money and efficiency and effectiveness in terms of achieving for its operations, several reports and complaints indicated that services are not delivered to the full expectations of end-users. Several complaints pointed out the level of dissatisfaction among various stakeholders and end-users such as lack of timely delivery of the required products, a lot of bureaucracy in order to achieve approval for purchase and rush purchases of items when need arises which goes against the purpose of procurement planning (Chemoiywo, 2014)

Other challenges facing the procurement process include; Hostility to procurement controls, the unique reliance on private contractors to provide support on their processes, inadequate insistence and monitoring of contractor performance and increased toleration of conflicts of interest (Passas,

2007). Poor service delivery can be justified by ineffective procurement systems within an organization and procurement planning, for instance, is a factor influencing service delivery (Ishola, 2010). Increased stakeholder participation in institution administration worldwide and in academic discourse is a current phenomenon (GOK, 2007).

Documented studies in this area include Ouyabaka (2017) "Stakeholder involvement and nature of the procurement process in the United Nations Organizations Stabilization Mission", Onchiri and Kwasira (2016) "Influence of End users involvement in Procurement decision making on purchasing performance", Chemoiywo (2014) "Public procurement procedures and supply chain performance", Nyandika and Ngugi (2014) "Influence of Stakeholders participation on performance of Road Projects" and Ngondo (2014) "Influence of community participation in project management processes on the timely completion of CDF projects." Based on such evidence, the study will be carried out to investigate the effect of stakeholder participation on the efficiency of the procurement process.

Objectives of the Study

The main aim of the study was to establish the effect of stakeholder participation on the efficiency of the procurement process in the Public Sector. The specific objectives were:-

- To establish the influence of user involvement on the efficiency of the procurement process in the public sector
- To determine the effect of top management support on stakeholders participation on the efficiency of the procurement process in the public sector
- To assess the influence of stakeholder interaction on stakeholders participation on

the efficiency of the procurement process in the public sector

LITERATURE REVIEW

Theoretical Framework

Stakeholder Theory

Ian Mitroff (1980) proposed the stakeholder theory in his book 'Stakeholders of the organizational mind' as one that puts as a primary managerial task the charge to influence, or manage, or balance the set of relationships that can affect the achievement of an organization's or institution's purpose. Stakeholder theory is a managerial concept of organizational strategy and ethics (Donaldson & Preston, 1995; Freeman & Evan, 1990). The central idea is that an organization's success in its project initiatives is dependent on how well it manages the relationships with key groups such as customers, employees, suppliers, communities, financiers, and others that can affect the realization of its purpose.

Whereas minor decisions and emergency situations are generally not appropriate for stakeholder participation, complex situations with far-reaching impacts warrant stakeholder involvement and when done proactively, rather than in response to a problem, help to avoid problems in the future (Donaldson & Preston, 1995). Patton (2008) elaborated that the stakeholder model entails that all persons or groups with legitimate interests participating in an enterprise do so to obtain benefits and that there is no pre-set priority of one set of interests and benefits over another.

In their study on 'Influence of Stakeholders' Participation on Performance of Road Projects at Kenya National Highways Authority', Nyandika and Ngugi (2014) emphasized the significance of the relationship between the top management staff with the stakeholders using the Stakeholders theory. Specifically, managers should understand the success of the projects can be influenced greatly by the participation of various stakeholders. These

stakeholders will participate depending on the relationship they foster with the top management and not junior workers acting on their behalf. If the top management supports the involvement of stakeholders in the procurement process then they will be part of the decision making therefore ensuring that they take the products bought positively as opposed to products that have been imposed on them. Therefore the stakeholders' theory helps in understanding the relationship between top management support and the efficiency of the procurement process.

Consumer Involvement Theory

This theory was proposed by Henry Assael (1981) who discovered that there are two main forces that drive most purchase decisions in every purchase environment. The first force is looked at in terms of time and energy an individual/group of people devotes to making the decision. The second force is related to the degree of emotion or reason, feelings or logic or influence a purchase decision. According user involvement theory, there are scenarios where the concept of consumer involvement works. Similarly, there are scenarios where the concept may not work. There are possibly four scenarios, involving expensive business purchases such as; technological infrastructure, office location and lease, company health insurance plan etc. The second category is high user involvement/emotional scenario that involve materials with emotional attachment such as jewelry, weddings, and holiday travel plans. The third category is high user involvement/rational scenario involving buy out of habit, without much thought while the last category is low user involvement/emotional and low user involvement/rational scenario where products purchased are emotional or sensual such as restaurant for a special occasion (McNamara, 2002). In their paper on 'Influence of End Users Involvement in Procurement Decision Making on

Purchasing’, Onchiri & Kwasire (2016) argued that this theory helps in linking the independent variable (user involvement) with dependent variable (efficiency in the procurement process).

Principal-Agency Theory

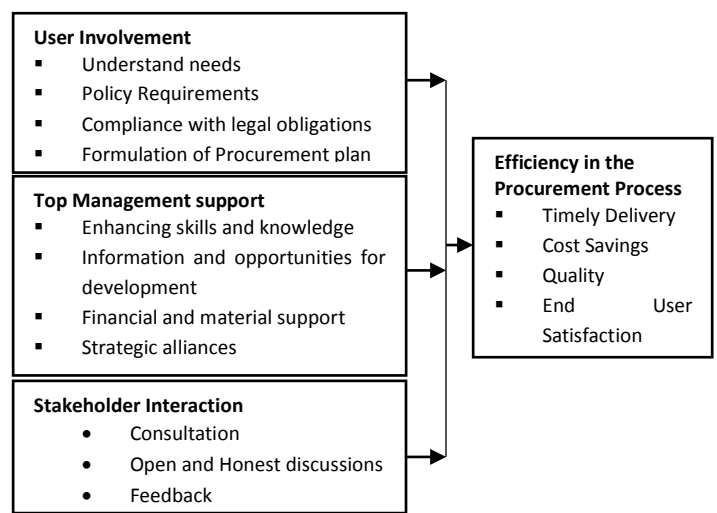
This theory in the area of procurement can help all stakeholders in public procurement better understand the role they play in purchasing decisions. It was proposed by Jensen and Meckling’s (1976) Agency theory that states that, an agency relationship is a contract under which one or more persons (principals) engages another person (the agent) to perform some service on their behalf which involves delegating some decision-making authority to the agent. When executing the tasks within the principal-agent relationship, the agent must choose actions that have consequences for both the principal and the agent. Since these outcomes can be either negative or positive for each of the actors, the chosen action of the agent affects the welfare of both. The principal-agent relationship is often forged because the agent possesses a greater abundance of the needed skills, abilities, and/or time to perform the desired activities (Cane, 2004). It is based on situations where the principal is in position to induce the agent, to perform some task in the principal’s interest, but not necessarily the agent’s. According to principal-agency theory, an agent can be mandated to perform certain acts on behalf of the principal. The principal however has to provide all details relating to the product, service or work to be offered on his/her behalf. This is majorly because failure by the agent is largely a failure by the principal (Perreau, 2015).

In the procurement environment, there are numerous stakeholders whose interests must be taken into consideration when making procurement decisions and when conducting procurement activities. In well-developed procurement systems, measures are put into place to involve all

stakeholders in procurement decisions. In certain cases, it is impossible to bring on board all stakeholders when making procurement decisions. At the end of the day, the procurement function must be seen to be acting as an agent to all stakeholders (Makabira, 2014).

In his study ‘Public Procurement procedures and supply chain performance in state corporations in Kenya’, Chemoiwo (2014) shows the importance of stakeholders being involved in procurement as they know that they each have an important role to fulfill to ensure that there is efficiency in the procurement process. It emphasizes the importance of stakeholder interaction as per this study because it shows the importance of cooperation to ensure satisfaction of the stated objective. The procurement department can also be considered to be an agent of an institution since they have information about the market that the organization does not have therefore they act as representatives of the organization therefore they should act in the best interests of the organization and not have conflicts of interest.

Conceptual Framework



Independent Variables Dependent Variables
Figure 1: Conceptual Framework

User Involvement

Until recently, 'academic interest in purchasing was very manufacturing oriented with an emphasis on production buying'. The interest on the initiatives to meet user requirements and user involvement in purchasing in particular is just developing among researchers. Past studies show that in the past and even currently in most organizations, the purchasing department on behalf of the users makes purchasing decisions that are directed to meeting users' requirements; the purchasing departments is directly involved in internal consulting and advising on purchasing activities, cross functional communication relating to purchasing decisions and the actual procurement of products (Onchiri & Kwasire, 2016).

While the purchasing department is still largely involved in making purchasing decisions on behalf of the users, research showed that the process is subject to horizontal resistance and vertical ignorance that makes it not reliable when it comes to purchasing of products that meet user requirements. Because of the mentioned inefficiencies, some organizations are currently involving the users themselves as opposed to just the user department. Customers' experience, based on increased involvement, is perceived as an important factor in the buying decision and procurement terms in user involvement is critical at all levels. It is used primarily to gain knowledge, understanding and ideas from key individuals within the organization. Procurement teams also have to be able to listen to the stakeholders whom they are engaging with, and then be ready to sell back ideas as a result of those conversations (Dressler, 2015).

For this study user involvement refers to the process by which people who are using a service or a product become involved in the planning, development and delivery process of that service

(Viskovic, Speranza & Sepe, 2008). Users are the start and end points of the procurement process. They are directly involved in a number of activities and decisions such as adequate definition of the user's requirements/needs relating to materials to be purchased for example; estimated requirements/quantities, specifications, identifying minimum and desirable elements and ensuring that there is adequate in consultation with users and their representative bodies (Scottish Police Authority, 2008). Some of the benefits of involving users in the procurement process are: safety of stock, lesser prices, reduced risk, improved quality, greater added worth, increased efficacy and invention.

In well managed procurement function, users are involved in strategic planning decisions of procurement activities, development of procurement strategy and execution of the proposed strategies throughout the life cycle of the procurement exercise backed with implementation, review and corrective actions. On delivery of materials, users are involved in providing technical expertise and input to support the bid assessment processes. They prepare the technical recommendation in any bid assessment report and approve key review stages throughout the procurement process (SPA, 2008). In order for the purchasing department to deliver products and services that meet the user needs, there is need to involve the users themselves when making decisions relating to purchasing (Perreau, 2015).

Care (2015) says that user involvement in service selection may lead to greater satisfaction among the users, and improved quality of work, enhanced user friendliness and health responsiveness especially for people with disabilities who have had greater control in purchasing decisions when they are involved in purchasing decisions. Other benefits include; enhanced planning of procurement and purchasing activities, enhanced achievement of

procurement and purchasing goals in relation to demand requirements and enhanced monitoring and evaluation of purchasing activities. User Involvement in procurement complies primarily with contract or viable law with respect to the establishment of agreements, but their methods of procurement are ruled by business rules.

The procedure should be exposed to user inspection, depending on the procurement technique used and any privacy agreement stemming from that particular procurement technique employed (Noelia, 2016). User involvement maintains product user's welfare and motivates staff in their work. It promotes and facilitates day to day purchasing decisions enhancing the chances of purchasing the right products and services. User involvement may facilitate individual centered support planning to set and achieve short and long term purchasing goals of the organization. Lastly, user involvement in purchasing may create and maintain relationships suppliers enhancing partnership between the organization and its suppliers (Bateman, 2015).

Top Management Support

For this study, Top management support is defined as the degree to which senior management understands the importance of the procurement function and the extent to which it is involved in its activities (Merchant & Van Der Steede, 2007). Kandelousi, Ooi & Abdollahi (2011) mentioned that top management support can be viewed in several forms, for example, helping teams in dealing with hurdles, exhibiting commitment to the work and encouraging the subordinates. Usually top management support results in availability of in time financial resources, allocation of human and other physical resources and also it refers to the delegation of necessary power to procurement officers for successful completion of the procurement process.

According to Gikonyo (2008), a manager must have vision, good planning, follow-up and follow through for successful implementation of the procurement process. Successful implementation requires proper knowledge and skill, clear well written goals (specific, flexible, realistic), clear priorities, a clear plan of action, and emphasis on quality control (QC), quality assurance (QA) and quality improvement (QI). An inadequate implementation plan is the final factor that can sabotage an otherwise successful procurement process. The process, however, is ruled by the procurement legal and official frameworks (procurement rules) and the specialists are obliged to obey them. Such rules are not necessarily dedicated by the law, but by the goals of the organization (Bashuna, 2013).

A sound procurement system has to have a competent professional workforce equipped with defined skills and knowledge for specified procurement jobs as procurement specialists are directly and indirectly involved in the procurement process, from need assessment to contract close-out. Although, they are more directly involved in the procurement process, they also offer advice and support throughout the implementation process (OECD, 2007). Creating a procurement workforce with the right skills and capabilities can be a challenge, given changes to procurement processes, the introduction or expansion of alternative contracting approaches, and increased reliance on services provided by the private sector. Procurement officers operate within a complex environment. They are subject to pressure from end-users seeking rapid response or a specific technical solution, from suppliers seeking invitations or contracts, from donor representatives or the public seeking explanation for the use of the funds, and by anyone who thinks they detect a lack of transparency or other weakness in the process. Morgan (2012) has found top managers as to sometimes be the most important antecedent to a

successful implementation because of their ability in bringing about organizational change and their championing skills to be mobilizing public opinion, resolving stakeholder conflicts and winning the hearts and minds of the procurement team. Top management interests, understandings and encouragements are much important elements for the procurement process success. Ofer (2007) states that top management plays a positive helping role toward the staff by providing them due support. Moreover, top management must avoid biasness and realize the importance of project success, because it ultimately contributes to organizational success

Finance (2014) revealed that stakeholder participation requires top management commitment and communication. If top management does not clearly communicate the different possibilities for professional purchasing involvement, effective involvement of product users will remain problematic. Lack of clear communication may lead to internal customers refraining from involving the internal department because they believe the purchasing department has little value to offer. Similarly, the management has to put into place clear structure stakeholder participation in purchasing. Lack of such structures may negatively impact on credibility regarding future policies on purchasing.

Stakeholder Interaction

For this study Stakeholder interaction refers to a mutual or reciprocal action or influence between persons of interest (Wallenborn, 2010). Greenwood (2007) asserts that engaging stakeholders means to undertake practices that involve stakeholders in a positive manner in organizational activities. Many different methods for engaging stakeholders include use of newsletters, employee work councils, customer focus groups, community town meetings, and active public affairs officers, and companies vary

considerably in the degree to which they try to engage stakeholders. Engaging stakeholders and developing a consultation plan considers the need for consultation and the added value which consultation can bring to the procurement process. It deals specifically with the initial task of identifying those groups to be consulted, how they should be consulted and when. Involvement of the clients is defined to create necessary relationship while interaction with the clients to develop products, services, and offers, helps to sustainably outperform competitors (Chien & Chen 2010).

Stakeholders are affected in both positive and negative ways due to the different stages and nature of the procurement process from identification of the needs to contract closure (Olander, 2007). Problems such as disputes, cost overruns, poor communication, and failure of the supply chain are just some of the common problems that arise from stakeholder conflict. Conflicting interests arise because stakeholders have differing goals and priorities and such conflicts are often linked with one another. In all organizations, stakeholders hold the key to the success of an entity. Without the support of stakeholders, an organization ceases to exist. In this retrospect, many organizations, both public and private, source for ways and means to involve stakeholders in their operations (Ondieki, 2011).

Some organizations do not involve internal purchasing department due to four reasons; 'political considerations on behalf of the internal customer which have not so much to do with the purchasing department, gradual development within the internal customer's organization of those purchasing skills which the purchasing department provided, internal customer's conviction that the required purchasing skills are not sufficiently taken care of by purchasing department and conviction the internal purchasing department does not have enough skills to make the right purchasing decisions making it important

to require a specialist consultant from outside the firm to assist in purchasing decisions. It is therefore important that purchasing department have to more consciously rethink the approach towards the stakeholders in terms of the value they could add and develop dedicated co-operation relationship with stakeholders and facilitate the process of bringing in outside specialists in a collaborative manner (Finance, 2014).

Conflict is a particular form of human interaction, resulting from incompatible objectives or actions of agents. Conflicts can emerge as a result of collective interaction among rational actors which seek their own advantage but fail to achieve potential joint gains. While conflicts are a natural part of social life, they may indicate or contribute to the inefficiency and instability of societies. Thus mechanisms for mediation and conflict resolution could stabilize social interaction and prevent environmental destruction as well as the most destructive forms of conflict. The problems causing a conflict could be denied, taking the risk of conflict escalation, or a conflict could be decided by a court. More attention should be paid to the reduction of potential conflicts and the enlargement of consensus in interactive decision-making and negotiations (Passas, 2007).

Eisenhardt and Graebner (2007) noted that working with a considerable number of stakeholders can be bewilderingly complex for managers and that identification of both the stakeholders and the interconnections between them is a critical step. When stakeholders respond to a particular organizational action they do so with respect to other stakeholders, as well as to the focal organization. One stakeholder's actions can generate dynamic responses across a range of other stakeholders. In the same way a stakeholder's power can often be described in relation to their position in the network of other stakeholders.

Efficiency in the Procurement Process

Lewis (2009) defines procurement as the commercial administration function that guarantees identification, obtaining, admission and administration of the exterior assets that a business wants or may require to fulfil the planned intentions. This occurs to explore supply market opportunities and to implement resourcing strategies that deliver the best possible supply outcome to the organization, its stakeholders and customers. However, one of the hitches in describing the term 'procurement' is that it does not deal with a single action or process. Procurement covers the whole range of steps from the identification of a want for a good or service through to its removal or end (Manetti, 2011).

Brammer and Walker (2007) say that procurement includes actions and happenings preceding and afterwards the adoption of an agreement as well as the general administration activities linked with a range of contracts: pre- contract activities such as design, essentials identification and examination, and sourcing, post- contract activities such as contract administration, supply chain administration and disposal, and general activities such as corporate supremacy, supplier correlation administration, risk controlling and regulatory submission. According to Simchi-Levi, Simchi-Levi, and Kaminsky (2009), the procurement function is responsible on one hand for the identification of the end-user's needs and, by utilizing suppliers, meeting them. By its very nature therefore, procurement is a "service" function (Ishola, 2010). Hence, in this paper we define procurement as a service function provided by a dedicated team of professionals operating at the interface between the organization's suppliers and the end-user department in order to effectively and efficiently meet the needs of the organization.

Some key benefits include: value for money, protection and enhancement of the environment, more efficient use of resources, greater social

inclusion, fair and ethical trade, support for innovation, better risk management, lower whole-life costs improved supplier relationships, a diverse and flexible supply chain and a competitive edge in your industry (Care, 2011). The Procurement processes are the core processes that connect all organizational activities together. These processes ensure smooth and effective flow of the organizational activities throughout its cycle. Procurement undergoes the process of identifying needs, specifying requirements, sourcing, conducting market research on the best price and best item and choosing a supplier, issuing a purchase order, expediting delivery, receipt and inspection of the purchases, invoice approval and payment and record maintenance. Specifically, management of procurement determines and monitors appropriate supply sources; evaluates suppliers' performance; chooses a buying approach; monitors actual delivery; assesses the results of use of the products; evaluates new products and the overall market (Basheka, 2008). All identified needs cannot be addressed by one procurement process therefore, priorities have to be set. This has to be done with all stakeholders concerned.

The implementation of this process has been tarnished by repeated accusation of abuse of funds, incomplete projects, lack of technical capacity, poor planning and lack of sufficient involvement of the local communities (Bashuna, 2013). Physical interactions with end-users and various stakeholders, reports and emails have highlighted the quality of services and/or commodities and shown growing dissatisfaction and queries towards procurement practices. According to Passas (2007), some of the challenges facing the procurement process include; contract modifications and lack of accountability whereby the bidders or winner keeps on changing the price due to alleged inflation and lack of receipts for documentation, separate companies or shell companies whereby one person

submits multiple companies with different prices in an attempt to control the outcomes, services provided at inflated costs where the involved bidders source for the items at greatly reduced costs then increase the costs on the submitted bids in order to acquire double the profits from the organization involved and submission of false invoices where some contractors collude with the procurement officers to commit fraud and submit invoices for air purchases.

According to Gikonyo (2008), a purchase is considered complete if it; comes in on-schedule (time criteria), comes in on-budget (monetary criteria), achieves basically all the goals set for it (effective criteria), is accepted and used by the clients for whom the purchase is intended (end user satisfaction criteria). Thus, for any purchase to be considered successful, the criterion of time, efficiency, effectiveness and quality delivery among others are to be satisfied. (Knight, 2010) concludes that

an efficient public procurement system is vital to the advancement of all countries and is a concrete expression of their national commitments to making the best possible use of public resources. Non-adherence to standardized procurement processes culminates in poor co-ordination within various departments and enhances presence of leakages of financial resources, which turns out to be costly component to the whole management process of the procurement function.

Empirical Review of Literature

According to Ouyabaka (2017), service delivery in MONUSCO faces challenges such as low quality of materials, rush purchases, delays in procurement planning, shortage of office supplies and lack of timely delivery of orders therefore leading to dissatisfaction among the users. The study focused on stakeholder involvement and the nature of the procurement process and it focused mainly on operational procurement planning and need

identification and requirement definition and it identified two main stakeholders; customers (end-users) and suppliers. He used the Institutional and Socio-economic theories in his study and he found that there should be a clear determination of specifications in terms of required quality and quantities by the end-user departments in MONUSCO. Planning and determination of needs should be early identified to allow enough time to initiate the procurement process and the procurement department should always engage all concerned stakeholders in determining the materials and service specification for quality assurance during service delivery.

According to Chemoiywo (2014), the challenges facing public procurement procedures and supply chain performance include; difficulty in forging and sustaining inter-entities relationships for pooling of resources, loopholes left by the regulations that may be used to make the procurement process inefficient and non-compliance with regulations. The study focused on extent of compliance with public procurement procedures, challenges faced and effect of compliance with public procurement procedures on supply chain performance. He used the Agency, Dialectical, Innovation and Stakeholder Management theories for his study and he found that parastatals comply with the procurement procedures, procurement staff are qualified and experienced enough to deal with the procurement process, improvement in quality of goods and services, improved relationships with suppliers, reduction in costs of services and products and some challenges faced include high costs of public procurement of goods, works and services, new suppliers shy away therefore there is no innovation, unethical practices and lack of transparency in the procurement process.

According to Onchiri and Kwasira (2016), the challenges facing decision making on purchasing performance include; horizontal resistance and

vertical ignorance which make purchasing non-reliable when they want to meet end-user requirements. The study focused on influence of end user involvement in specification development, procurement planning and tender evaluation and selection on performance of purchasing activities. They used the Consumer involvement and Agency theories in their study and found that end user involvement in specification development, procurement planning and tender evaluation and selection have significant influences on the performance of purchasing activities therefore users should be trained on various specification methods and on their importance in involvement of the procurement process.

According to Nyandika and Ngugi (2014), challenges facing the performance of road projects include cost overruns and inadequate planning for instance changing the sewerage system after completion of construction. The study focused on stakeholders' participation on the performance of road projects and it focused mainly on user involvement, influence of technology, top management support and influence of resources. They used the Stakeholders, Diffusion on Innovation, Top Management Team and Resource Based theories for their study and they found that there is a positive significant relationship between user involvement, technology, top management support and availability of resources to the performance of road projects at Kenya National Highways Authority.

According to Ngondo (2014), challenges facing timely completion of CDF projects include; loss of funds and numerous incomplete, low quality and irrelevant projects across the ward. The study focused on community participation in identification, implementation and monitoring and evaluation of Community Development Projects influence the timely completion of the projects. He used the Agile Project Management Model for his study and he found that there was direct

involvement of some respondents in the project processes but others were not involved in the developing resources list, procurement rules and regulations, setting goals and they were not aware of the purpose and the objectives of the projects but there was satisfaction of quality of the projects and there was timely completion of some projects.

RESEARCH METHODOLOGY

This study adopted a descriptive survey design as it is more investigative and focuses on a particular variable factor (Ott & Longnecker, 2010). The target population of this study comprised of the stakeholders relevant to the study including teaching and non-teaching staff of JKUAT Karen who are 160 in number (Staff Records, 2018). Multiple regression models were used to find out the relationship between the independent variables (User involvement, Top management support and Stakeholder Interaction) and the dependent variable. The following multiple linear regression was used:

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

Where:

Y= efficiency in the procurement process

β_0 = Constant

X_1 = user involvement

X_2 = top management support

X_3 = stakeholder interaction

ϵ = error term

$\beta_1, \beta_2, \beta_3,$ = Model coefficients which are significantly large to have significant influence on the model.

RESULTS AND DISCUSSION

Effect of User Involvement in the Efficiency of the procurement process

The respondents were asked to state the extent to which they agreed with given statements on user involvement in the efficiency of the procurement process on a five point Likert scale of 1-5 where 1 is strongly disagree, 2 disagree, 3-don't know, 4-agree and 5- strongly agree. The study results in Table 1 indicated the extent of agreement by the respondents on user involvement in the efficiency of the procurement process.

Table 1: User Involvement in the Procurement Process

Statement	S.D	D	D.K	A	S.A	Mean	Standard Deviation
Understanding of needs	15%	40%	10%	25%	10%	2.7500	1.27601
Identification of the desirable elements		42.5%	10%	30%	17.5%	3.2250	1.18727
Explanation of the policy requirements		37.5%	25%	25%	12.5%	3.1250	1.06669
Compliance with relevant legal Obligations		25%	10%	45%	20%	3.6000	1.08131
Development and formulation expertise of the procurement plan	15%	57.5%		15%	12.5%	2.5250	1.28078

The respondents were asked to state to what extent does the procurement department help them to understand their needs. 15%(n=6) and 40%(16) strongly disagreed and disagreed respectively while 10%(n=4), 25%(10) and 10%(n=4) didn't have a response, agreed and strongly agreed respectively.

This indicates that most of the respondents disagreed that the procurement department does not help them to understand their needs.

The respondents were asked to what extent the procurement department helps them to identify the desirable elements of the procurement process.

42.5% (n=17) disagreed that the procurement department does not help them while 10% (n=4) did not have a response and 30% (n=12) and 17.5% (n=7) agree and strongly agree respectively that the procurement department helps them.

The respondents were asked to what extent the procurement department explains the policy requirements of the procurement process. 37.5% (n=15) disagreed that the procurement department does not explain the policy requirements, 25% (n=10) did not have a response and 25% (n=10) and 12.5% (n=5) agree and strongly agree respectively lists those who said that the department explains the policy requirements.

The respondents were asked to what extent the procurement department helps them to comply with the relevant legal obligations. 25% (n=4) disagreed that the procurement department does not help them to comply, 10% (n=4) did not have a response, 45% (n=18) and 20% (n=8) agreed and strongly agreed respectively that the procurement process helps them to comply with the relevant legal obligations.

The respondents were asked to what extent the procurement department helps in development and formulation expertise of the procurement plan. 15% (n=6), 57.5% (n=23) strongly disagree and disagree respectively that the procurement department helps them in the know-how of procurement planning while 15% (n=6), 12.5% (n=5) agree and strongly agree respectively that they are assisted by the procurement department in development and formulation expertise of the procurement plan.

Effect of Top management support on the Efficiency of the procurement process

The respondents were asked to state the extent to which they agreed with given statements on top management support in the efficiency of the procurement process on a five point Likert scale of 1-5 where 1 is strongly disagree , 2 disagree, 3-don't know, 4-agree and 5- strongly agree. The study results in Table 2 indicated the extent of agreement by the respondents on top management support in the efficiency of the procurement process.

Table 2: Top Management Support

Statement	S.D	D	D.K	A	S.A	Mean	Standard Deviation
Enhancement of skills and knowledge	20%	35%	7.5%	27.5%	10%	2.7250	1.33949
Training on the use of procurement technology	57.5%	25%	7.5%	7.5%	2.5%	1.7250	1.06187
Provision of information and opportunities	12.5%	40%	7.5%	27.5%	12.5%	2.8750	1.30458
Timely approval of financial and material support	37.5%	35%	7.5%	10%	10%	2.2000	1.32433
Establishment of alliances with key stakeholders	7.5%	55%	12.5%	17.5%	7.5%	2.6250	1.10215
Creation of a platform for solving procurement problems	47.5%	25%	7.5%	17.5%	2.5%	2.0250	1.22971

The respondents were asked to what extent the top management enables enhancement of skills and knowledge to enable them to participate in the

procurement process. 20% (n=8), 35% (n=14) strongly disagree and disagree respectively that the top management does not offer support on skills

and knowledge enhancement while 7.5% (n=3) did not have a response and 27.5% (n=11) and 10% (n=4) agree and strongly agree respectively that top management offer support on enhancement of skills and knowledge to enable their participation in the procurement process.

The respondents were asked to what extent the top management offers training on the use of procurement technology. 57.5% (n=23) and 25% (n=10) strongly disagree and disagree respectively that they received training on the use of procurement technology, 7.5% (n=3) did not have a response while 7.5% (n=3) and 2.5% (n=1) agree and strongly agree respectively that they received training on the use of procurement technology.

The respondents were asked to what extent the management provides information and opportunities for the development of the procurement process. 12.5% (n=5), 40% (n=16) strongly disagree and disagree respectively that they do not provide information and opportunities, 7.5% (n=3) did not have a response while 27.5% (n=11) and 12.5% (n=5) agree and strongly agree that there is provision of information and opportunities for the development of the procurement process.

The respondents were asked to what extent management ensures timely approval of financial and material support to facilitate the procurement process. 37.5% (n=15) and 35% (n=14) strongly disagree and disagree respectively that there is no timely approval of the financial and material support, 7.5% (n=3) did not have a response and 10% (n=4), 10% (n=4) agree and strongly agree

Table 3: Stakeholder Interaction.

Statement	Strongly Disagree	Disagree	Don't Know	Agree	Strongly Agree	Mean	Standard Deviation
Consultation		57.5%	7.5%	30%	5%	2.8250	1.03497
Open and honest	30%	42.5%	7.5%	15%	5%	2.2250	1.18727

respectively that there is timely approval of financial and material support to facilitate the procurement process.

The respondents were asked to what extent management identifies and establishes alliances with key stakeholders. 7.5% (n=3), 55% (n=22) strongly disagree and disagree respectively that management does not establish strategic alliances with key stakeholders, 12.5% (n=5) did not have a response while 17.5% (n=7) and 7.5% (n=3) agree and strongly agree respectively that management identifies and establishes strategic alliances with key stakeholders.

The respondents were asked to what extent does the management creates a platform for solving procurement related issues. 47.5% (n=19), 25% (n=10) strongly disagree and disagree respectively that there is no platform for solving procurement related issues, 7.5% (n=3) did not have a response while 17.5% (n=7) and 2.5% (n=1) agree and strongly agree respectively that there are platforms for solving procurement related issues.

Effect of stakeholder interaction on the efficiency of the procurement process

The respondents were asked to state the extent to which they agreed with given statements on stakeholder interaction in the efficiency of the procurement process on a five point Likert scale of 1-5 where 1 is strongly disagree , 2 disagree, 3-don't know, 4-agree and 5- strongly agree. The study results in Table 3 indicated the extent of agreement by the respondents on stakeholder interaction in the efficiency of the procurement process.

discussions

Accepting and receiving of feedback from stakeholders 5% 45% 7.5% 17.5% 25% 3.1250 1.36227

The respondents were asked the extent of consultation as the procurement department carries out its procurement activities. 57.5% (n=23) disagreed that they were not consulted, 7.5% (n=3) did not have any response while 30% (n=12) and 5% (n=2) agree and strongly agree that they are consulted while the procurement process is being carried out.

The respondents were asked the extent the procurement department allows for open and honest discussions that allow for the improvement of the procurement process. 30% (n=12) and 42.5% (n=17) strongly disagree and disagree respectively that the procurement department does not allow for open and honest discussions, 7.5% (n=3) did not have a response while 15% (n=6) and 5% agree and strongly agree respectively that there are open and honest discussions that allow for the improvement of the procurement process.

The respondents were asked the extent that the procurement department accepts and receives feedback. 5% (n=2), 45% (n=18) strongly disagree and disagree respectively that there is no receipt of feedback, 7.5% (n=3) did not have a response while 17.5% (n=7) and 25% (n=10) agree and strongly agree respectively that the procurement department accepts and receives feedback from stakeholders.

Efficiency of the procurement process

The respondents were asked to state the extent to which they agreed with given statements on the efficiency of the procurement process on a five point Likert scale of 1-5 where 1 is strongly disagree , 2 disagree, 3-don't know, 4-agree and 5- strongly agree. The study results in Table 4 indicated the extent of agreement by the respondents on the efficiency of the procurement process.

Table 4: Efficiency of the procurement process

Statement	Strongly Disagree	Disagree	Don't Know	Agree	Strongly Agree	Mean	Standard Deviation
Timely delivery of the orders placed		27.5%		32.5%	40%	3.8500	1.23101
Achievement of the cost savings		25%		32.5%	42.5%	3.9250	1.20655
Quality of materials meets my expectations.		27.5%		32.5%	40%	3.8500	1.23101
Deriving of end user satisfaction		15%	7.5%	62.5%	15%	3.7750	0.89120

The respondents were asked the extent of timely delivery of the orders placed. 27.5% (n=11) disagreed that orders were not delivered on time, 32.5% (n=13) and 40% (n=16) agree and strongly agree respectively that there is timely delivery of the orders placed.

The respondents were asked the extent of achievement of cost savings during the carrying out

of the procurement process. 25% (n=10) disagree that there were no cost savings while 32.5% (n=13) and 42.5% (n=17) agree and strongly agree respectively that there was achievement of cost saving while carrying out the procurement process.

The respondents were asked the extent that the quality of materials purchased meet their expectations. 27.5% (n=11) disagree that the

materials purchased don't meet their expectations while 32.5% (n=13) and 40% (n=16) agree and strongly agree respectively that the quality of the materials purchased meet their expectations.

The respondents were asked the extent of end user satisfaction that they derive from the procurement process. 15% (n=6) disagree that they do not derive end user satisfaction, 7.5% (n=3) did not have a response while 62.5% (n=25) and 15% (n=6) agree

and strongly agree respectively that they derive end user satisfaction from the procurement process.

Relationships between Variables

To understand the relationship between user involvement, top management support and stakeholder interaction, Pearson's Correlations was used. The Pearson product-moment correlation coefficient (or Pearson correlation coefficient, for short) is a measure of the strength of a linear association between two variables.

Table 5: Relationship between the Independent variables and the dependent variable

		UserInvolvement	TopManagementSupport	StakeholderInteraction	EfficiencyProcurementProcess
UserInvolvement	Pearson Correlation	1	.021	-.148	.051
	Sig. (2-tailed)		.895	.363	.757
	N	40	40	40	40
TopManagementSupport	Pearson Correlation	.021	1	-.107	-.195
	Sig. (2-tailed)	.895		.509	.229
	N	40	40	40	40
StakeholderInteraction	Pearson Correlation	-.148	-.107	1	-.219
	Sig. (2-tailed)	.363	.509		.174
	N	40	40	40	40
EfficiencyProcurementProcess	Pearson Correlation	.051	-.195	-.219	1
	Sig. (2-tailed)	.757	.229	.174	
	N	40	40	40	40

The results of Pearson correlation coefficient showed a significant positive correlation between user involvement and efficiency in the procurement process, a significant correlation between top management support and efficiency in the procurement process, a significant correlation between stakeholder interaction and efficiency in the procurement process.

Regression Analysis

Under this sub-section, the researcher is interested in finding out the impact of user involvement, top

management support and stakeholder interaction on the efficiency of the procurement process. Thus the following equations are formulated to find out the significant effect of independent variables on dependent variable. Hence the multiple linear regression equation is:

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

Where:

Y = efficiency in the procurement process

β_0 = Constant

X_1 = user involvement

X₂ = top management support
 X₃ = stakeholder interaction

e = error term

Table 6: Regression

Model	Coefficients ^a					
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	4.802	.709		6.776	.000
	User Involvement	.018	.142	.020	.124	.902
	Top Management Support	-.218	.157	-.221	-1.386	.174
	Stakeholder Interaction	-.180	.121	-.240	-1.490	.145

a. Dependent Variable: Efficiency Procurement Process

Hence the variable considered for this study that significantly influenced the efficiency of the procurement process at JKUAT is user involvement while top management support and stakeholder interaction do not influence the efficiency of the procurement process significantly. Therefore, the under mentioned regression equation is formulated:

$$Y = 4.802 + 0.018x_1 - 0.218x_2 - 0.180x_3$$

The findings presented show that there is a significant relationship between user involvement and efficiency of the procurement process in JKUAT as shown by a coefficient of 0.18 and a p-value of 0.902 at 95% confidence interval which is more than 0.05 and a t-value of 0.124 which is less than 2. Onchiri and Kwasira (2016) in their study on influence of end user involvement in specification development found the following findings, there is a positive significant relationship between user involvement and performance of road projects as shown by a coefficient of 0.390 and a p-value of 0.003 at 95% confidence interval which is less than 0.05 and a t-value of 3.115 which is greater than 2. This infers that there is a positive significant relationship between user involvement and specification at Kenya Police College, Kiganjo.

The findings presented show that there is a no significant relationship between top management support and efficiency of the procurement process

in JKUAT as shown by a coefficient of -0.218 and a p-value of 0.174 at 95% confidence interval which is more than 0.05 and a t-value of -1.386 which is less than 2.

Nyandika and Ngugi (2014) in their study on influence of stakeholders' participation on performance of road projects at Kenya National Highways Authority found the following findings, there is a significant positive relationship between top management support and performance of road projects as shown by a coefficient of 0.334 and a p-value of 0.006 at 95% confidence interval which is less than 0.05.

The findings presented show that there is no significant relationship between stakeholder interaction and efficiency of the procurement process in JKUAT as shown by a coefficient of -0.180 and a p-value of 0.145 at 95% confidence interval which is more than 0.05 and a t-value of -1.490 which is less than 2.

Ngondo (2014) in his study on the challenges facing the timely completion of CDF projects found the following findings show that there is a positive significant relationship between stakeholder interaction and timely completion of CDF projects as indicated by a coefficient of 0.425 and a p-value of 0.002 at 95% confidence interval which is less than 0.05 and a t-value of 3.143, which is greater than 2.

CONCLUSION AND RECOMMENDATIONS

The researcher sought to investigate the influence of user involvement on the efficiency of the procurement process. The findings of the study based on the questionnaires' results and observation show that users are not involved in the whole procurement process and that the procurement department does not explain the policy requirements of the procurement process. They were mainly just required to carry out procurement planning of their departments then items would be delivered.

The researcher sought to investigate the effect of top management support on stakeholders participation on the efficiency of the procurement process. The findings of the study based on the questionnaires' results and observation show that top management does not support stakeholder participation in the procurement process in terms of enhancing their skills and knowledge, providing training, timely approval of financial and material support, establishing alliances with key stakeholders and creating a platform for solving procurement related problems.

The researcher sought to assess the influence of stakeholder interaction on stakeholders participation on the efficiency of the procurement process. The findings of the study based on the results of the questionnaires and observation show that the procurement department does not consult the stakeholders as they carry out their procurement process, there are no open and honest discussions that lead to the improvement of the procurement process but they accept feedback from stakeholders.

Conclusion

User involvement in the procurement process is very key as it reduces dissatisfaction with the end product and ensures that every member of the organization feels like they are important because of their involvement in the decision making. It also

ensures that all members of the organization are aware of the procurement process as they know all the legal issues involved and the policies of carrying out the procurement process.

Top management support in the procurement process is very important as it ensures that the procurement process flows smoothly. Top management support of stakeholder participation is important as it ensures that there is skills and knowledge enhancement, provision of opportunities for training and development, timely approval of financial and material support and creation of platforms for solving procurement related issues.

Stakeholder interaction in the procurement process is required as it enables stakeholders to tell the procurement department their opinions on the purchasing process through consultations, open and honest discussions for the improvement of the procurement process and feedback on the procurement process to ensure that lessons learnt are documented and filed for future reference.

Recommendations

It is important for the procurement department to involve the users as they are carrying out their procurement process. User sensitization in the procurement process enables them to know the challenges faced as the procurement process is being carried out therefore they are in a position to make alternative decisions.

Top management support is crucial in the procurement process as it ensures that there is smooth flow of the procurement process and that training for the right stakeholders is done. Therefore the top management of organizations should be informed on the importance of ensuring that the procurement process is conducted successfully and their part in ensuring that it is done successfully.

Stakeholder interaction enables the exchange of ideas and promotes team building. This ensures that there is continuous improvement of the procurement process due to the smooth flow of information. Therefore all stakeholders should be made aware of their importance in carrying out the procurement process.

Recommendations for further studies

Further research should be undertaken on the following areas: effect of top management support

on the efficiency of the procurement process and influence of stakeholder interaction on the procurement process. This is because the study findings on each and every research question indicate just a mere extent of agreement that they influence efficiency in the procurement process but they can be studied more broadly. Also the study can be done for other sectors such as the private sector because the factors affecting that sector may be different from the ones affecting the public sector.

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