

The Effect of Procurement Practices on Organization Performance at Gelan Town Administration

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Abstract—This study aims to examine the effect of procurement practices on organizational performance. The dimensions of independent variables (effect of procurement practice) derived from reviewed literature and developed as a conceptual framework are procurement planning and procurement procedure. The research designs of this study are descriptive and explanatory. The researcher distributed 107 questionnaires and 102 were filled and returned. This means the response rate is 95; Group discussion was made with 5 endorses committee and also 3 leaders interviewed. The types of data employed in this study are primary and secondary data. A questionnaire is used to collect primary data. The results of this study indicate that the independent variables (procurement planning and procurement procedure) positively and significantly affect the dependent variable (organizational performance). Procurement planning explained 54.8% of organizational performance and procurement procedure explain 61.1% of organizational performance and generally the procurement practice factors explain 67.4% of organizational performance, while the rest 32.6%, is explained by other factors which are not subject of this study. The researcher used qualitative data analysis descriptively by coding, categorizing, forming themes to describe data collected from focus group discussion and interview and quantitative raw data analyzed by using descriptive such as frequencies, mean and percentages; and by using inferential statistics such as correlation, regression, and analysis of variances. The major recommendation, the organization has to work on the two procurement practices factors to improve its organizational performance in particular or general to five rights of purchasing. Suggestion for further study, this study limits itself to two factors, which explain about 67.4% of the effect of procurement practices. That means 32.6% is explained by other factors that are not included or studied by this research.

Index Terms—Procurement Planning, procurement procedure, and organizational performance

I. INTRODUCTION

Procurement is referred to as acquisition of goods, services, capabilities, and knowledge required by businesses, from the right source, the right quality, in the right quantity, at the right price and at the right time to maintain and manage a company's primary and support activities (Giunipero et al., 2006) [13]. The organizational performance comprises the results of an organization or the actual outputs of an organization, which can be measured against intended outputs, goals, and objectives. The organizational performance involves three areas associated with the organization those are from the right source, at the right price, at the right quality, at the right quantity, and at right time (Aberu, 2018) [1]. The supply chain has been directly linked to the overall organizational performance and this has therefore made procurement practices vital to company success. Procurement practices positively impact an organization's financial performance; the success of a new product depends on procurement and supplier involvement. Most organizations use a substantial amount of their income in procurement and therefore recognize the importance of strategic procurement practices (Kipkemoi, 2017) [18].

The main goals of procurement are related to quality, financial, and endorse risks reduction, creating integrity in the organization and safeguarding from the competition. In this study to identify the factor that affects procurement practices is procurement planning and procurement procedure. As well as the organizational performance is measured by service delivery, effectiveness, and customer satisfaction (Walter et al., 2015) [28]. Therefore, establishing the relationship between organizational performance and procurement best practices can be measured through customer satisfaction, efficiency and effectiveness,

quality, profitability, and market share (Kipkemoi, 2017) [18]. According to the United Nations Office on Drugs and Crimes (UNDOC) report in (2013) [26], public procurement accounts for 15-30% of the gross domestic products (GDP) for many countries in the world. Moreover, procurement represents up to 25% of GDP in developing countries. Basheka & Bisangabasaija (2010) [4] as cited by Aberu (2018) [1] the share is believed to be much higher in developing and least developed countries, where the development of basic infrastructure is still the prime focus of governments and consumes huge budget. In developing countries, public procurement is increasingly recognized as essential in-service delivery and it accounts for a high proportion of total expenditure. For example, public procurement accounts for 60% in Kenya, 58% in Angola, 40% in Malawi, and 70% of Uganda's public spending.

According to Aberu (2018) [1] state that was in Ethiopia, more than 60% of the total public expenditure has been spent through public procurement in a year. It is a huge amount of money that public bodies spent through the use of public procurement. However, the resource spent on public procurement is not used properly and economically, and in the current Ethiopian public procurement process, the compliant on public procurement process shows increment from year to year. Efficiently and effectively handling this size of procurement outlay has been a policy and management concern as well as a challenge for governments.

1.1 The objective of the Study

- To assess the effect of procurement planning on organizational performance
- To describe the effect of procurement procedure on organizational performance

II. REVIEW OF RELATED LITERATURE

2.1 Procurement planning

Procurement planning is one of the most important functions of procurement with the potential to give to the success of public organizational operations, forecast the needed procure goods and services, and improved service delivery Basheka, (2008) [5]. Regardless of this importance, very limited scientific research has been done to examine the extent to

which efforts in procurement planning can contribute to effective public organizational performance. Procurement Planning leads to the identification of what needs to be procured, how the organization's needs can best be congregated, the capacity of the goods, works or services required, what procurement strategies or methods and Procedure to be arranged, setting the procurement scheduled, and the accountability for the full procurement process.

According to EPPP (No 649/2009) [10], state that procurement plan is public bodies shall have to prepare an annual procurement plan showing their procurement for the budget year concerned and containing such details as are stated in the directive to be issued by the Bureau and The procurement plan to be prepared by Public Bodies by sub Article 1 of this Article shall have to be approved by the head of the Public Body concerned and communicated to the relevant departments of the Public Body and the Bureau until Hamle 30.

2.2 Procurement Procedures

Shaw (2010) [23] points out that the procurement process can be wrapped into three steps. These are needed identification, planning and specification of goods or services required, and sourcing, awarding, and supplier management to facilitate timely delivery.

A. Need Identification

Procurement is done to desire to accomplish a specific task. Given that resources are always scarce, the task to be accomplished should be important to an organization Nakamura, (2004) [21].

B. Planning and Specification of Goods or Services Required

Once the needs have been identified, the procurement department should develop or communicate a plan on how to deliver the service or goods required. The plan must be developed in collaboration with the other functions within the organization, so that it is integrated into the organization's strategy and therefore provided for adequately Shaw, (2010) [23]. To be able to purchase the right goods or services, the specifications of what the organization needs must be clear. These specifications are used to communicate to the supplier what is needed and what should be

supplied. It is therefore important to have clear, precise, and accurate specifications. Most organizations have standard specifications for the most regularly procured items and services such as medical and construction Shaw, (2010) [23].

2.3 Sourcing, Awarding, and Supplier Management

Hinson and McCue (2004) [14] say that sourcing is the process of identifying sources of supply that can meet the organization's immediate and future requirements for goods and services. The sourcing process adopted was depending on the situation and on the time available to carry out sourcing. For instance, in a sudden on-set emergency the need to respond quickly to the emergency was meant there was be limited time to gather sourcing information and approve suppliers; therefore, an organization may make use of existing suppliers.

2.4 Organizational Performance

The organizational performance comprises the results of an organization or the actual outputs of an organization, which can be measured against intended outputs, goals, and objectives. The organizational performance involves three areas associated with the organization- financial performance (return on investments, profits, etc.), shareholder return (economic value-added, total shareholder, etc.) and the product/service market performance like market share, sales, etc. (Al Khajeh, 2018) [2].

Organizational performance is a central and fundamental feature that should be focused on details. It is a frequent process attended by the organization to guarantee the performance of the organization is still succeeding and growing. Organizational performance is a process to increase the effectiveness of an organization and the goodness of its employees through intended planned. Another study said that organizational performance is the outcome that reflects the organization's efficiencies or effectiveness in terms of company image or financial performance. Faiz (2015) [9] reported that organizations should estimate their internal and external factors which supports getting the viable advantage and enhanced performance. Thus, with the purpose of improved organizational performance and sustainable dynamic advantage, it is essential for the

organizations to be market-oriented, well-positioned, and should develop a strong organizational culture (Humayon et al., 2018) [16].

III. RESEARCH DESIGN AND METHODOLOGY

3.1 Research Design and Approach

The study was applying a combination of descriptive and explanatory research types. The major purpose of descriptive research is a description of the state of affairs as it exists at present (Kothari, 2004) [19]. Thus, the researcher was used descriptively to describe and narrate the situations and facts related to the problem under the study. The researcher was using a mixed research approach, both qualitative and quantitative approaches. According to Creswell (2018) [17], mixed methods research was an approach to an inquiry involving collecting both quantitative and qualitative data, integrating the two forms of data, and using distinct designs that may involve philosophical assumptions and theoretical frameworks. The core assumption of this form of inquiry is that the combination of qualitative and quantitative approaches provides a more complete understanding of a research problem than either approach alone.

In this study, the researcher was employed concurrent triangulation of mixed research design because the researcher was integrating the qualitative and quantitative data which was concurrently collected. Concurrent triangulation strategy in a mixed research method was an approach in which the researcher collects both qualitative and quantitative data concurrently and then compares the two databases to determine if there was convergence, differences, or some combinations (Creswell, 2018) [17]. Therefore, as per the research problem and selected research approach concurrent mixed method design was employed.

3.2 Types of Data Sources and Collection Tools

There are two types of data, namely primary and secondary data. The researcher was using both primary and secondary data which was respectively collected from primary and secondary sources to gather reliable and valuable information from relevant sources. The researcher uses data collection

instruments through questionnaires, personal interviews, and focus group discussions.

3.3 Methods of Data Analysis and presentation

According to Cresswell (2018) [17] indicated that data analysis in mixed methods research relates to the type of research strategy chosen for the procedures. Thus, in a proposal, the procedures need to be identified within the design. However, analysis occurs both within the quantitative (descriptive and inferential numeric analysis) and the qualitative (description and thematic text or image analysis) approach and often between the two approaches.

IV. FINDING RESULT AND DISCUSSION

4.1 Response Rate of the Study

The response rate was known as the completion rate in survey research refers to the number of people who answered the survey divided by the number of people in the sample which usually expressed by percentage. The response rate of this study is analyzed in the following table.

According to response rate analysis out of 107 questionnaires administered to different bodies, 102 questionnaires were returned fully completed and giving a response rate of 95.3%. Out of 3 persons targeted for interviews, all of them were interviewed implying a response rate of 100%. Similarly, out of 5 persons sampled for focus group discussion, all of them were engaged in the discussion which gives 100% completion. The overall response rate of this study is 95.7% which means that the response rate is more than enough to go for data analysis.

Descriptive characteristic of the explanatory variable with the dependent variable

4.2 Procurement planning and its effect on procurement performance

Procurement planning is the future needs to procure goods and services for the organization to meet its strategic goals, thus, performing the procurement plan should be proactive; failure to request the required goods or services were early brought to postpone the work program to subsequent years, it is also a means for under-utilization of the budget. As procurement is a long and time-consuming process, contract planning should "begin as soon as the

agency need is identified, preferably well in advance of the fiscal year in which contract award is necessary" (Thai, 2009) [25]. Response summary on procurement planning

The distribution of respondents replies to the procurement planning factor of Organizational performance. It is taken in to account that numbers 1, 2, 3, 4, and 5 represent for strongly disagree, disagree, neutral, agree, and strongly agree respectively. The subsequent analyses were conducted based on table 4.3 above. The mean value 2.5 and less indicated high factors of organization performance, a mean value greater than 2.5 and less than 3 indicate moderate factors of organization performance, a mean value greater than 3 indicates low factors of organization performance related to procurement planning.

As the study, results show that whether the plan prepared through involvement and participating in all end-users or not. Accordingly, out of 102 respondents sampled from selected sectors, 37.86% responded disagree, 25.48% said strongly disagree, 17.84% answered agree, 16.66% neither concurred nor opposed while the remaining 2.16 was strongly disagreed on the above-mentioned statement and also the mean indicated 2.33. According to this result, the highest majority or 63.34% of respondents (from strongly disagree and disagree response) were opposed the idea, and also the mean indicated 2.33, it shows high factors that affect organizational performance. From this analyzed data, one can understand that the plan prepared not through the involvement and participation of all end-users in the public organization of Gelan town administration.

In general, from the analysis, all of the respondents answer that factors related with procurement planning having the greatest effects on organizational performance in the public organization of Gelan town administration, because as the above table indicates that all mean and their grand mean value is less than 3. This indicated that the lowest mean values are the end-users have raised procurement request on time, plan prepared through involvement and participating of all end users and End users requisitions are planned and programmed are the major factors of procurement planning predictors that affect

organizational performance in the public organization of Gelan town administration. Agreeably Aberu (2018) [1] in his findings underscores these facts and concludes that one of the major setbacks in public procurement is poor procurement planning and management of the procurement process which include needs that are not well identified and estimated, unrealistic budgets and inadequacy of skills of procurement staff responsible for procurement and planning.

The findings concluded with Thai (2004) [24] that there cannot be a good procurement budget without a plan, and there can be no procurement without a budget to fund it. Planning is a process that consists of many steps and the bottom line is that planning is not concerned with future decisions but rather with the future impact of decisions made today. In addition to the abovementioned quantitative data, the qualitative data gathered via interview and focus group discussion also support the above findings. The key informant interviewees stated that:

"Public offices in our town (end users) do not have a clear and timely procurement plan. Offices out of economic development and cooperation, do not conduct their market analysis, they do not have sufficient information on the specification of the materials that going to procure. At the time of procurement, the end-users do not participate. The end users only report their needs and ordered to take items bought through economic development and cooperation office."

Therefore, according to the above analyzed qualitative and quantitative data, one can presume that procurement planning practice is not fully and well managed in sectors in Gelan town administration.

4.3 Procurement Procedure and its effects on organizational performance

Procurement encompasses the whole process of acquiring property and/or services. It begins when an agency has identified a need and decided on its procurement requirement. Procurement continues through the processes of risk assessment, seeking and evaluating alternative solutions, contract award, delivery of and payment for the property and/or services, and, where relevant, the ongoing

management of a contract and consideration of options related to the contract (Waters, 2004) [29]. Response summary on procurement procedures.

As the study, results show that whether the procedure evaluation conducted according to predetermined set criteria in the procedure step or not. Accordingly, out of 102 respondents sampled from selected sectors, 40.4% responded disagree, 23.92% said strongly disagree, 14.9% answered agree, 14.12% neither concurred nor opposed, while the remaining 4.5% strongly agreed on the above-mentioned statement and also the mean indicated 2.37. According to this result, the highest majority or 63.32% of respondents (from strongly disagree and disagree response) were opposed the idea, and also the mean indicated 2.37, it shows moderate factors that affect organizational performance. From this analyzed data, one can understand that the procedure evaluation not conducted according to predetermined set criteria in the procedure step in the public organization of Gelan town administration.

In general, from the analysis, all of the respondents answer that factors related with procurement procedure having the most effects on organizational performance in the public organization of Gelan town administration, because as the above table indicates that all mean and their grand mean value is less than 3. This indicated that the lowest mean values are the bidder's complaint is handled without bureaucratic system, the organizational performance is adequately monitor/evaluated and the procured items are tested and inspected accordingly at the time of delivery are the major factors of procurement procedure predictors that affect organizational performance in the public organization of Gelan town administration.

Moreover, to the abovementioned quantitative data, the qualitative data gathered via interview and focus group discussion also supports the above findings. The key informant interviewees stated that:

"The procurement procedure has a very long and complex process. The problem of win supplier, they have no goods and service after they win, they have no provided on time, have no provided at win specification of quality and quantity and the procured items are not frequently tested and inspected accordingly at the time of delivery"

Therefore, according to the above analyzed qualitative and quantitative data, one can presume that procurement procedure is not well managed and the procured items are not frequently tested at the time of delivery in sectors in Gelan town administration.

4.4 Inferential statics analysis of explanatory variable and dependent variable

In this study the researcher used inferential analysis is concerned with the various tests. To know the effect of independent (explanatory) variables (procurement planning and procedure) on the dependent variable of the study (organizational performances) the researcher has conducted simple and multiple linear regression analysis. As the questionnaire is of Likert type hence normality has not been tested (Clason & Dormody, 1994) [6]. Though there is no common guideline, the sample size is 102 which is more than enough to go for regression analysis as per Pallant (2013) [22] requirements.

A. Correlation Analysis

Correlations techniques are generally intended to answer three questions about two variables: 'Is there a relationship between the two variables? What is the direction of the relationship? And what is the magnitude?' The Pearson's correlation coefficients, one of the most known measures of association is a statistical value ranging from -1.0 and +1.0 which indicates the strength and direction of the association between the study variables. A correlation coefficient of +1 indicates that two variables are perfectly positively related, while a correlation coefficient of -1 shows that two variables are perfectly negatively related. On the other hand, a correlation coefficient of 0 indicates that there is no linear relationship between the two variables (Cohen, Manion & Morrison, 2007) [7]. Thus, in this study, the correlation between independent variables and the dependent variable was calculated and presented in the following table

As can be observed from the above tables 1, there is a statistically significant positive correlation between independent variables and dependent variables. These mean that 0.741 correlation between procurement plan and organizational performance and there is a 0.781 association between procurement procedures

and organization performance. Even though there is no hard rule to interpret the correlation value, the guideline of correlation interpretation suggested by Cohen (1988) as cited by Pallant (2013) [22], correlation value 0.10 to 0.29 is small, 0.30 to 0.49 is medium, and 0.50 up to 1.0 is large correlations. According to this category, therefore, the study found a statistically large and positive correlation between independent variables and the dependent variable.

B. Regression Analysis

Multiple regressions enable us to predict and weight the relationship between two or more independent variables and the dependent variable (Cohen, Manion & Morrison, 2007) [7]. As a result, in this study, multiple linear regression analysis was carried out to examine the effects of independent variables on the dependent variable. In determining regression among the study variables, coefficient of determination (R-square), analysis of variance (ANOVA), and beta weight (b) or standardized coefficient were used. R square used to know how much variance in the dependent variables is explained by the independent variables in the regression while ANOVA used to check the statistical significance of the model. Beta weighting (standardized coefficient analysis) is used to know the amount of standard deviation unit of change in the dependent variable for each standard deviation unit of change in the independent variable. This enables the researcher to know the unique contribution of each independent variable.

As observed from table 2, R-square is 0.674 for the quantitative data obtained from employee respondents which denote that the independent variables account for 67.4% of the variances in the dependent variable. This means procurement planning and procedure account for 67.4% variances in organizational performance. According to Muijis (2004), as cited by Cohen, Manion & Morrison (2007) [7], the R square value less than 0.1 is a poor fit, 0.11 to 0.3 is modest fit, 0.31 and 0.5 is fit and greater than 0.5 is a strong fit. This shows that the prediction is a strong fit. Therefore, according to the results of computed regression analysis, the dependent variable of the study is reasonably explained by the independent variables.

As indicated in the above ANOVA table 3, an analysis of variance was carried out in this study.

Analysis of variance as a part of regression analysis shows whether the overall regression model is significant or not. The results stated in the above tables revealed that in both cases (Sig. = .000) which means the overall regression model was highly significant to fit the data. Therefore, the overall regression model was significant, $F(2, 99) = 102.566$, $P < 0.000b$, $R^2 = 0.674$ which means a cumulative effect of the set of predictor variables on the response variable was highly significant.

Table 4, indicates the effect of independent variables on the dependent variable, and their significance based on multiple regression models. Here what the researcher wants to know is that which of the independent variables included in the model are more contributed to the prediction of the dependent variable. To compare different variables, it is better to look at the beta weight (b) or standardized coefficients because the beta value is important to compare the contribution of each independent variable. The largest beta coefficients are 0.516 which represents procurement procedure. This means that these variables (procurement procedure) made the strongest unique contribution in explaining organizational performance regarding procurement practice when the variance explained by all other variables in the model is controlled for. Whereas, the beta values of the planning is 0.367. On the other hand, as per Pallant (2013) [22], squaring the beta value and multiplying by 100 shows the unique contributions of each independent variable. Accordingly, the beta value of the procurement procedure is 0.516 and by making it square we get 0.266256. It means that the unique contribution of a procurement procedure to organizational performance regarding procurement practice is 26.6% and by a similar calculation, the unique contribution of procurement planning organizational performance is 13.5%.

Therefore, from all independent variables, the procurement procedure has the strongest unique contribution to effective procurement practice in the study area. Besides, variables were multiple regressed using a model and all coefficients interpreted. The model took this formula (Ho, 2006) [15]:

$$Y = \beta_0 + \beta_1 \chi_1 + \beta_2 \chi_2 + e$$

Where:

Y = Dependent Variable (Organizational Performance)

χ_1 = Independent variable

(χ_1 is procurement planning and

χ_2 is procurement procedure)

β_0 = the constant

β_1 = the regression coefficient or change included in Y by each χ

e = error term

$$Y = .289 + .367PP + .516PPr + .47553$$

Where: PP = Procurement Planning

PPr = Procurement Procedure

Y = Organizational Performance

V. SUMMARY OF MAJOR FINDINGS

The research aims to examine the effect of procurement practices on organizational at Gelan town administration. Accordingly, to meet this objective, the researcher has developed a questionnaire from the relevant literature to collect and analyze the opinions of the study sample, collect interviews with leaders, and discuss with a focus group. The following findings are obtained;

5.1 Procurement Planning

From the findings, the majority of respondents indicated that procurement plans impacted positively correlation on procurement performance. From Pearson's correlation coefficient, there is found to be a positive correlation and significantly related between procurement planning and organizational performance, and with a correlation figure of 0.741, $P < 0.000b$, $R^2 = 0.548$. From the regression model, a unit increase in procurement planning will lead to 0.548 increases in organizational performance. This implies that planning accounts for 54.8% of variations in organizational performance.

5.2 Procurement Procedures

From the findings, the majority of respondents indicated that procurement procedures have a positive impact on organizational performance. From Pearson's correlation coefficient, it was clear that there is a positive correlation and significantly related between the organizational performance and procurement procedure as shown by a correlation

figure of 0.781, $P < 0.000b$. From the regression model, a unit increase in procurement procedures will lead to a 0.611 increase in procurement performance. This implies that procurement procedures account for 61.1% of variations in organizational performance.

VI. CONCLUSION

This study has provided empirical justification for a framework that identifies two constructs of procurement practices and describes the relationship among these constructs and organizational performance within the context of Gelan Town administration. It concludes that there is a relationship between the procurement practices (independent variables) and organizational performance (dependent variable); the correlation relation shows that they have a strong and positive correlation with all procurement practices.

The independent variables studied significantly and positively affect the organizational performance of procurement. In general, the studies conclude that procurement planning, procurement method, procurement procedures, and contract management were positively influencing organizational performance.

VII. RECOMMENDATIONS

Based on the finding of the study, the conclusion drawn in line with the study objectives, the following points are suggested by the researcher to improve the organizational performance of public procurement.

The organization has to work on the two procurement practices factors to improve its organizational

performance in particular or general to five rights of purchasing. The organization should continue improving reduction in quality complaints, by preparing a clear specification, evaluating bidders according to the bid document set criteria and consistent product quality, and conducting a market assessment or analysis to achieve the right price. To address the above factors identified as far as quality management was concern; the sectors should use effective procurement mechanization that will make it achieve on-time delivery. The researcher also recommends that procurement plans shall prepare within full content on time with complete full specification by end-users and minimized urgent/unplanned requisitions. The procurement plan is specifically designed to assure that funds are available for procurement.

The researcher recommends that within procurement procedures evaluate the entire procurement procedures to identify the service delivery point of breakdown to re-engineer the procurement process.

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APPENDIX

Table 1: The association between performance and explanatory variable, N=102

No	Variable	Procurement Planning	Procurement Procedure	Organizational Performance
1	Procurement Planning	1	0.725	0.741
2	Procurement Procedure		1	0.781
3	Organizational Performance			1

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

Source: Researcher's survey, 2020

Table 2: Regression Analysis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.821	0.674	0.668	0.47553
a. Predictors: (Constant), Procurement Planning, Procurement Procedure				

Table3: ANOVA Analysis

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	46.387	2	23.193	102.566	0.000 ^b
	Residual	22.387	99	0.226		
	Total	68.774	101			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Procurement Planning, Procurement Procedure

Table 4: Coefficient Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	0.289	0.163		1.775	0.079
Procurement Planning	0.405	0.092	0.367	4.404	0.000
Procurement Procedure	0.533	0.086	0.516	6.192	0.000

Dependent Variable: Organizational Performance

Source: Researcher's survey, 2020

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