

**SUPPLIER SELECTION PROCESS MANAGEMENT AND PROCUREMENT  
PERFORMANCE**

**A CASE STUDY OF MANAGEMENT TRAINING AND ADVISORY CENTRE,**

**BY**

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## DECLARATION

I BUGABE JOSEPH, affirm that this dissertation titled "*Supplier Selection Process Management and Procurement Performance: A Case Study of Management Training and Advisory Center*" is my own creation, produced through my own endeavors, and has not been previously presented for any form of recognition at any educational institution.

Sign: ..... Date: .....

## **APPROVAL**

This dissertation has met the requirements for submission as part of the fulfilment for the attainment of a Master of Procurement and Supply Chain Management at Kyambogo University with our authorization. I confirm that Bugabe Joseph carried out this assignment under our guidance and supervision.

Sign: .....

Date: .....

**Dr. OBANDA W. PETER**

Sign: .....

Date: .....

**Dr. MWELU NOAH**

## **DEDICATION**

I dedicate this dissertation to my dear wife, Mrs. Kebirungi Theresa Bugabe, and my daughter, Birungi Josephine, for their unwavering support, encouragement and motivation during my studies. I also dedicate this work to my parents, who provided a solid academic groundwork that has enabled me to reach this level of education. May you all be blessed by God.

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## **LIST OF ABBREVIATIONS**

- MTAC: Management Training and Advisory Center
- CC: Contracts Committee
- PDE: Procurement and Disposing Entity
- PDU: Procuring and Disposal Unit
- PPDA: Public Procurement and Disposal of Public Assets Authority
- SPSS: Statistical Package for Social Science
- UGX: Uganda Shillings

## **ABSTRACT**

The topic of study was supplier selection process management and procurement performance a case of Management Training and Advisory Centre. The three objectives of the study were; to establish the relationship between bid evaluation and procurement performance, to evaluate the relationship between supplier selection and procurement performance and to examine the relationship between advertisement methods and procurement performance. The researcher employed a cross-sectional study design incorporating both quantitative and qualitative methods of data collection. The data systematically collected and presented to give explanatory analysis to particular phenomena with emphasis to cover the extent of the problem. The study was based on a sample size of 92 respondents from the total population of 120 employees of MTAC. Both “quantitative and quantitative data was collected and was analyzed using descriptive techniques of percentages and mean. Pearson correlation coefficients were used to determine the relationship between the variables. The findings in the study obtained indicated that there is a statistically significant moderate positive correlation between supplier selection process management and procurement performance, the results further indicated that there is a weak positive correlation between Procurement Performance and Advertising Method and the study further indicates that there is insignificant relationship between advertising method and procurement performance. The study concluded that the principles of fairness, transparency, and ethical conduct are essential to maintain throughout the supplier selection process. The study made the following recommendations; Prioritize Fairness, Transparency, and Ethical Conduct during the supplier selection process. In line with this the researcher concluded that procurement stakeholders at MTAC should follow PPDA Act, guideline and regulations as they are carrying out the process of supplier selection in order to improve procurement performance

## **CHAPTER ONE: INTRODUCTION**

### **1.0 Introduction**

This research aimed at examining the relationship between supplier selection process management and procurement performance. The study focused on advertisement methods, bid evaluation and supplier selection were the key independent variables whereas procurement performance was measured by looking at the quality of services/products, timeliness in service provision and the costs incurred at Management Training and Advisory Center.

This chapter therefor presents the background of the study, statement of the problem, purpose of the study, research objectives, research hypotheses, significance of the study, justification of the study and scope of the study.

### **1.1 Background of the study**

Globally, procurement performance has become a key element in modern public sector governance and many developing countries have introduced it as a means to measure organizational and individual efficiency in order to ensure that public sector organizations meet the needs of the public (Ohemeng, 2019). Increasing the effectiveness, efficiency and transparency of public procurement systems has also become an ongoing concern of governments and of the international development community (OECD, 2017).

#### **1.1.1 Historical background**

Since the 1930s, procurement performance has garnered significant attention from researchers, academics, and practitioners. In 1931, the United States' National Association of Purchasing Agents (NAPA) organized a competition focused on procurement

performance. In 1945, NAPA created a committee to develop standards for procurement performance, and in 1962, the American Management Association (AMA) funded a survey to evaluate the effectiveness of procurement functions (Lardenoije, Van Raaij, & Van Weele, 2019). In the 1970s and 1980s, scholars independently studied procurement performance in American and Dutch corporations, establishing performance metrics.

In today's global landscape marked by instability due to conflicts (Obrenovic et al., 2023), environmental challenges (Sun et al., 2023; Guan et al., 2023), and increasingly competitive markets, organizations face new challenges in managing supply chains. The growing complexity of global supply chains, driven by expanding distribution channels and greater reliance on outsourced manufacturing and logistics (Sukhawattanakun, Roopsing, & Silpcharu, 2023), demands efficient management. Additionally, rapid business practice evolution and globalization force organizations to reduce costs while enhancing quality, delivery performance, and responsiveness in their processes and products.

Among the key procurement functions, supplier selection plays a crucial role. It directly impacts an organization's competitiveness by ensuring that the right suppliers are chosen to meet its needs. As KIPPRA (2006) highlights, effective public procurement practices are essential to good governance and accountability. Otieno (2004) emphasizes that poor supplier selection and irregular procurement practices are major loopholes for misappropriation of public funds. Furthermore, Kipchilat (2006) notes that procurement absorbs around 60% of government expenditure, underlining the importance of this function.

Supplier selection is critical to the overall efficiency of supply chain management. It involves the process of identifying, evaluating, and contracting suppliers who can meet an

organization's requirements in terms of cost, quality, and timeliness. Effective supplier management can greatly influence procurement performance, enhancing competitiveness, reducing costs, and ensuring high-quality, timely deliveries. A well-managed supplier selection process fosters a reliable and resilient supply chain and strengthens an organization's ability to innovate.

On March 2, 2004, the European Institute of Purchasing Management (EIPM) held a conference titled "Measuring Purchasing Performance," addressing key topics such as the measurement of intangible versus tangible factors, linking performance measurements to actions and strategy, and developing effective measurement systems. This conference underscored the importance of measuring procurement performance in organizations (European Institute of Purchasing Management, 2004).

However, despite advancements in developed countries, significant gaps remain in understanding how procurement performance contributes to overall procurement function improvement in developing countries like Uganda. Many organizations, including CEOs, often claim that procurement is underperforming without specifying the criteria used to reach such conclusions. Often, this assessment is based on financial statements, which alone do not provide a complete picture. Only through comprehensive planning and analysis can areas of procurement function performance be clearly identified and improved (Department of Public Works, Queensland Government, 2017).

Additionally, organizations have traditionally focused on cost reductions or savings as the primary indicator of procurement performance. While cost savings are celebrated, the lack of savings often leads to procurement being criticized. This focus on cost cuts brings

attention to the supplier selection process, where the goal is to balance cost efficiency with the procurement of quality goods and services to improve overall procurement performance.

Ndibalekera (2019) points out that Uganda's public procurement entities have historically faced challenges such as corruption, non-compliance with procurement procedures, poor financial management, and inadequate capacity-building initiatives, all of which negatively affect procurement performance. Established under the Public Procurement and Disposal of Assets Act of 2003, Uganda's government created a procurement function in public organizations to streamline the acquisition of goods, works, and services.

This research focuses on the management of the supplier selection process as a critical component of procurement performance. It aims to explore how the effective management of this process can enhance procurement outcomes, particularly within the context of developing countries like Uganda. The research will address the role of supplier selection in improving procurement performance, which remains a pressing challenge in both public and private sector procurement activities.

### **1.1.2 Theoretical background**

#### **Agency theory**

The study was guided by the agency theory. The Agency theory defines the interaction between one party known as the principal and another known as the agent. An agency relationship, according to Jensen (1976), is "a contract under which two or more persons (principals) engage 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. Agency theory in economics has long been concerned with the issues of control that arise as a result of information asymmetries between agents delegated to maximize the welfare of the principals who contracted with them (see especially (Ross, 1973) and (Jensen, 1976). In general, all principal-agent relationships are plagued by uncertainty not only in the level of an agent's knowledge, skills and abilities, but also in both the way the agent's action gets transformed into the output and whether or not the agent is acting in the principal's best interest.

Eisenhardt (1989) claims that problems with the agency arise when the interests of the two groups are different and there is asymmetric information—the agent has access to more information—such that the principal cannot trust the agent to represent his interests (the two districts). This is especially true when events are costly for the agent but necessary for the principal, and when the principal must pay a high price to witness certain aspects of the agent's work (monitoring intensity, evaluation, and risk management).

This theory is applied to conditions where the agent is inspired to do something such as quality of work, client satisfaction, appropriate supply of goods and services based on his personal gain, which are important to the principals as well, and aspects of moral hazard and the theory has been successfully applied to a myriad discipline including accounting, economics, politics, finance, marketing and sociology (Nikkinen, 2004). Agency theory is a fruitful method for modeling cooperative public purchasing is that it helps to identify the various incentives of the stakeholders. By clarifying the opportunities and constraints they face, hope is engendered that efficiency, effectiveness, and accountability will be increased.

The agency theory is widely used in procurement, Cliff Mc cue and Eric Prier did a study on using agency theory to model cooperative public purchasing.

### **Transactional cost theory**

The study was also guided by Transactional cost theory; Transaction cost theory, developed by economists Ronald Coase and Oliver Williamson, provides a framework for understanding the costs associated with transactions in economic activities. It is particularly relevant in the context of supplier selection process management and procurement performance. Transaction costs refer to the various expenses incurred when individuals or organizations engage in economic exchanges. These costs can include negotiation, monitoring, enforcement, and information-gathering expenses. Transaction cost theory suggests that the structure and organization of transactions depend on minimizing these costs.

In the context of supplier selection process management and procurement, organizations often engage in transactions to acquire goods or services from external suppliers. The process involves various steps, such as identifying potential suppliers, soliciting bids, evaluating proposals, and awarding contracts. Search and Information Costs: supplier selection process management involves searching for suitable suppliers and gathering information about their capabilities, prices, and reliability. Transaction cost theory suggests that organizations will choose procurement methods that minimize these search and information costs, once potential suppliers are identified, negotiations and contracting take place. Transaction cost theory predicts that organizations will opt for procurement methods that minimize the costs associated with negotiating and enforcing contracts. For example, supplier selection process management with well-defined specifications and terms can help reduce these costs.

Transaction cost theory acknowledges that transactions involve risks and uncertainties. supplier selection process management can be a way for organizations to transfer some of these risks to suppliers through competitive bidding. However, the costs associated with managing and mitigating risks need to be considered in the procurement decision, Williamson's concept of asset specificity is crucial. If the goods or services being procured are highly specific to the organization's needs, the transaction costs may increase. supplier selection process management can be a way to mitigate this by allowing multiple suppliers to compete, reducing dependency on a single supplier and, consequently, reducing asset specificity. Transaction cost theory distinguishes between market and hierarchy as alternative governance structures. supplier selection process management can be seen as a market-oriented approach, where transactions are governed by market forces. However, if transaction costs are high, organizations may consider more hierarchical or collaborative procurement methods to reduce these costs. The choice of procurement method can significantly impact overall procurement performance. By understanding and managing transaction costs, organizations can improve efficiency, reduce the likelihood of disputes, and enhance the overall effectiveness of the procurement process, transaction cost theory provides insights into the factors influencing the choice of procurement methods in supplier selection process management. Organizations aim to minimize transaction costs by carefully designing procurement processes, contracts, and relationships with suppliers to achieve better overall procurement performance.

### **1.1.3 Conceptual background**

Procurement, according to Lyson & Farrington (2016), is the process of obtaining products or services by various methods, including hire buy, leasing, and borrowing. Given that

procurement seeks to maximize value for money for both state spending and organizations, it is evident from the talks that have taken place so far that procurement is a topic of great interest in many public sector organizations. Using public funds, an organization or government can purchase goods, services, and works through the public procurement process.

In order to select the supplier who will best advance the organization's performance, a process known as supplier selection entails scanning, analyzing, scrutinizing, and filtering the basic background and bio data of available providers (Woschank et al., 2022). It is imperative for procuring entities to actively seek out new suppliers who can fulfill their business requirements in light of the dynamic business environment brought about by technological advancements and sophisticated market demands. As such, the purchasing function's responsibility for supplier selection cannot be overstated.

Supplier selection is the process of identifying, evaluating, and choosing suppliers to provide goods and services to an organization (Sachdeva, Shrivastava, & Chauhan, 2021). This process is critical for ensuring that the organization receives quality products at competitive prices, with reliable delivery and support. The steps involved typically include, Determining the specific requirements for goods or services, Identifying potential suppliers in the market, Assessing potential suppliers based on criteria such as price, quality, delivery reliability, financial stability, and reputation, Sending detailed requests to shortlisted suppliers to submit bids or proposals, Reviewing and comparing the received bids to determine the best fit, discussing terms, prices, and conditions with the selected supplier(s) to reach a mutually beneficial agreement, Choosing the supplier(s) that best meet the organization's requirements and negotiating final terms, Formalizing the agreement through a contract, and

Continuously monitoring and evaluating supplier performance to ensure compliance with agreed terms and to maintain a high level of service (Mahmoudi et al., 2021).

In order to be eligible as a supplier, organizational buyers need to determine the essential vendor performance attributes. The procurement manager's primary responsibility is to select a vendor who will ultimately improve the organization's performance, even while the selection of a specific vendor is influenced by a variety of factors, each of which has its own set of criteria (Raja et al., 2024). (Saputro et al., 2022). According to Ojjo (2023), the criteria used to select suppliers are influenced by a variety of elements, including the buyer's traits, the interpersonal qualities of other members of the company, and external considerations like pricing and business limitations.

Supplier selection process management, according to Lysons and Farrington (2006), is a procurement process in which possible suppliers are requested to submit a clear and definite offer of the terms and price for providing particular goods and services. This offer, if accepted, will operate as the basis for a later contract. Typically, a buyer will create a set of requirements for tenders, or they may request that suppliers provide a quote and solution for a specific issue. The entire process is based on the ideas of competition, fairness, accountability, transparency, openness, and probity since it aims to guarantee the best value for money rather than just the lowest price. In order to assure successful contract execution, Dimitri et al. (2006) emphasized that, despite supplier selection being a competitive procurement process, only qualified suppliers are permitted to participate. Competitiveness, fairness, accessibility, transparency, openness, and integrity are the guiding principles used in supplier selection (World Bank 2008). In order to combat fraud, waste, unethical behavior, and local protectionism, all public institutions worldwide are required by law to select their

suppliers (Global Trade Negotiation, 18th Dec 2006). This is relevant to the discussion of "Procurement Performance and Supplier Selection Process Management."

The dependent variable in this study was procurement performance. Procurement performance is a measure of identifying the extent to which the procurement function is able to reach the objectives and goals with minimum costs (Weele, 201). Weele (2017) noted that there are two main aspects of the procurement performance: effectiveness and efficiency. Procurement effectiveness as defined by Weele (2017) is the extent to which the previously stated goals and objectives are being met. It refers to the relationship between actual and planned performance of any human activity. Additionally, he explains that procurement efficiency is the relationship between planned and actual resources required to realize the established goals and objectives and their related activities, referring to the planned and actual costs. As a result, supplier performance is the most important procurement performance driver. Measuring procurement performance is important as the purchasing department plays an ever increasingly important role in the supply chain in an economic downturn (Vonderembse & Tracey, 2019). Vonderembse and Tracey (2019) explain that a reduction in the cost of raw material and services can allow companies to competitively market the price of their finished goods in order to win business. An obvious performance measure of the success of any purchasing department is the amount of money saved by the company (Nyeko, 2004). Procurement department, like all other departments in a company, is an element of the overall organisation, which must contribute to the achievement of the corporate goals (Nyeko, 2004).

#### **1.1.4 Contextual background**

The study was carried out at Management Training and Advisory Services (MTAC). Management Training and Advisory Centre (MTAC) is a body corporate under the Ministry Trade, Industry and Cooperatives (MTIC). The Centre was inaugurated on 14th July 1964 as a project of the Government of Uganda (GOU) that was funded by the United Nations Development Programme (UNDP) and the executing agency was the International Labour Organization (ILO). Regardless of the efforts by the government to improve service delivery by implementing the procurement function higher learning institutions like MTAC, they still face issues of scarcity, supply of teaching equipment, stock outs, delay in delivery and supply of low-quality products. There are several reports on lack of poor procurement performance which may lead to misappropriation of supplies and funds and general decrease in performance of the organization at large due to the fact that procurement is the engine to words performance of both private and government institutions. It is against this background that the study was carried out to establish how supplier selection process management practices influence procurement performance at Management Training and Advisory Center.

#### **1.2 Statement of the problem**

The problem addressed in this study revolves around inefficiencies and risks in public procurement processes, particularly in supplier selection, which have severe consequences on operational performance, financial sustainability, and public trust. Public procurement in Uganda constitutes a substantial portion of government expenditure, with a 2019 study by PPDA revealing that about 59% of total on-budget resources were allocated through procurement channels, with a significant share (47%) funded by donor resources. Despite

the scale and importance of procurement in Uganda's economy, systemic issues in supplier selection remain a persistent challenge.

Poor supplier selection can result in substantial financial losses for organizations, including costly recalls, warranty claims, and disruptions to inventory, ultimately damaging an organization's reputation and future sales potential (Beil & Ross, 2009). A recent audit report by PPDA in 2023 at the Ministry of Trade, Industry, and Cooperatives (MTAC) exemplifies these risks. The report revealed that two contracts worth UGX 399,190,000 were signed by an unauthorized bidder's representative, exposing the Ministry to significant operational risks. Additionally, there was a delay in the delivery of stationery materials valued at UGX 31,745,000, with the contract not being fulfilled until 8th June 2023, nearly a month after the expected delivery date. This delay caused a ripple effect, delaying service delivery to beneficiaries and disrupting the Ministry's operations. These findings underscore the critical need for improving supplier selection processes to mitigate risks, enhance procurement performance, and safeguard public resources. The severity of these issues calls for urgent research to evaluate existing practices, assess procurement outcomes, and provide actionable recommendations for enhancing supplier selection and procurement performance at MTAC. This study aims to contribute to a more effective, transparent, and accountable procurement system, ultimately maximizing the value derived from public funds and improving service delivery.

### **1.3 Purpose of the study**

To examine the relationship between supplier selection process management and procurement performance at Management Training and Advisory Center.

## **1.4 Research Objectives**

The study was guided by the following research objectives;

- i.** To examine the relationship between advertisement methods and procurement performance at Management Training and Advisory Center
- ii.** To establish the relationship between bid evaluation and procurement performance at Management Training and Advisory Center.
- iii.** To evaluate the relationship between supplier selection and procurement performance at Management Training and Advisory Center.

## **1.5 Research hypothesis**

The research was guided by the following research hypothesis

- H<sub>1</sub>:** There is a significant positive relationship between advertisement methods and procurement performance at Management Training and Advisory Center.
- H<sub>2</sub>:** There is a significant positive relationship between bid evaluation and procurement performance at the Management Training and Advisory Center.
- H<sub>3</sub>:** There is a significant positive relationship between supplier selection and procurement performance at the Management Training and Advisory Center.

## **1.6 Scope of the study**

### **1.6.1 Content scope**

The study aimed at examining the relationship between supplier selection process management and procurement performance at the Management Training and Advisory Center. The independent variable; supplier selection process management and will be measured by; Advertisement methods, bid evaluation and supplier selection and while the

dependent variable; procurement performance and will be measured by timely delivery, level of quality and Cost.

### **1.6.2 Geographical scope**

The study was carried out at Management Training and Advisory Centre (MTAC). Management Training and Advisory Centre (MTAC) is a body corporate under the Ministry Trade, Industry and Cooperatives (MTIC). The Centre was inaugurated on 14<sup>th</sup> July 1964 as a project of the Government of Uganda (GOU) that was funded by the United Nations Development Programme (UNDP) and the executing agency was the International Labour Organization (ILO). The main campus is located at Plot M175, Jinja Road, Nakawa-Kampala city and I will also cover all the seven branches of MTAC that is MTAC Main Campus Nakawa, MTAC Mobile Campus, MTAC Marana Campus, MTAC Iganga Campus, MTAC Pader Campus, MTAC Ntungamo Campus and MTAC Bushenyi.

### **1.6.3 Time scope**

The researcher gathered the relevant information within a period of six (6) months. This time was enough for getting the required information for the study. The study utilized data between 2005 - 2023.

### **1.7 Significance of the study**

The recommendations from the research will benefit not only MTAC, but also other government agencies with inefficient and unproductive bidding procedures that detract from their ability to provide a seamless procurement process; as a result, every cent spent must be counted and transformed into improved service delivery.

This study will add value to the academic knowledge of the researcher and it will be of practical use to Management Training and Advisory Center and other government institutions through bringing out better understanding of the reasons for poor procurement performance. The study will also be of great importance to government institutions in making procurement decisions to improve their performance and therefore offers value for money.

More so the research findings will benefit future scholars studying Supplier selection management Process and procurement performance, who will, for example, use the findings as secondary data for their studies and/or adopt the methodology and data collection tools used in this study.

The completion of this research will benefit the researcher by refining research skills in data collection, literature review, data analysis, and report writing; and the skills gained will be critical in carrying out future research-related assignments at both the academic and management levels. The study will also be useful to the researcher since it will lead to the award of a master's degree in procurement and supply chain management of Kyambogo University.

### **1.8 Conceptual framework**

A conceptual framework is a set of theories and/or concepts assembled to serve as a study map that illustrates the relationships between the research variables. The link between the independent and dependent variables is explained by the conceptual framework. To better comprehend the dynamics of the issue, it is helpful to test specific relationships. The issue

description, objectives, and research questions all provide an illustrated explanation of the links between the study's variables;

The independent variable of the study supplier selection process management which was measured in form of competitive pricing, supplier selection and Advertisement methods. The dependent variable of the study was procurement performance in form of quality, timeliness and cost.

**Independent Variable**

**Dependent Variable**

**Supplier Selection process Management**

- Advertisement methods**
  - Advertising tenders in news papers
  - Advertising tenders on official websites
  - In-house adverts
- Bid evaluation**
  - Confidentiality,
  - Equality and conflicts of interest.
  - Score allocation.
- Supplier selection**
  - Technical Capability
  - Financial capability
  - Reputation.

**Procurement Performance**

- Procurement Performance**
  - Quality
  - Timeliness
  - Cost



**Figure 1. 1: Conceptual framework**

**Source: Adapted and Modified by the researcher: Chawana Dennis & Ngugi (2022), Mbeche and Gichanga, (2021) and: Chawana Dennis & Ngugi (2019).**

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This section presents related literature to the research from different scholars on Supplier Selection Process Management and procurement performance. It is arranged in line with the objectives of the study. It starts with the theoretical review and then the actual review. The source of the literature to be used in the study include; internet, journal articles, newspaper articles, books and publications all other write-ups related to the study topic. This Section also presents the theories that will underpin the study and a review of literature about other studies carried out on the challenges of the implementation of supplier selection process management. The literature is presented in relation to the objectives that will guide this proposed study. The researcher does not only provide a summary of the study, but also an actual critique of the strengths and weaknesses of the earlier work of the previous researchers

### **2.2 Theoretical review**

#### **2.2.1 The agency theory**

The study was guided by the agency theory. The Agency theory describes the relationship between one party called the principal and other called the agent. "A contract under which one or more persons (principals) engage another person (the agent) to perform some service on their behalf which involves delegating some decision-making authority to the agent" is what Jensen (1976) defines as an agency relationship. The agent has to make decisions when carrying out the duties in the principle-agent relationship that affect the principal as well as the agent. Given that each actor may experience either favorable or bad results, the agent's decision has an impact on both players' well-being. Agency theory in economics has long been concerned with the issues of control that arise as a result of information asymmetries

between agents delegated to maximize the welfare of the principals who contracted with them (see especially (Ross, 1973) and (Jensen, 1976). In general, all principal-agent relationships are plagued by uncertainty not only in the level of an agent's knowledge, skills and abilities, but also in both the way the agent's action gets transformed into the output and whether or not the agent is acting in the principal's best interest.

The theory has been successfully applied to a myriad discipline including accounting, economics, politics, finance, marketing and sociology (Nikkinen, 2004). Agency theory is a fruitful method for modeling cooperative public purchasing is that it helps to identify the various incentives of the stakeholders. By clarifying the opportunities and constraints they face, hope is engendered that efficiency, effectiveness, and accountability will be increased. The agency theory is widely used in procurement, Cliff Mc cue and Eric Prier did a study on using agency theory to model cooperative public purchasing.

## **2.3. Empirical Literature Review**

### **2.3.1 Advertising methods and procurement performance**

There has been a lot of research done on the link between advertising performance and procurement performance. According to some studies, standing orders that typically prescribe a cash threshold above which tenders must be invited, the types of contracts to be used, and who and under what circumstances responsibility for the evaluation of tenders may be delegated, such as to senior officers, are the norm for codifying public procurement procedures. The process for open tenders often entails. According to the PPDA Act of 2003, the release of public advertisement is essential for soliciting bids and providing various stakeholders with pertinent information about the bidding processes.

Advertising procurement opportunities is the first stage in the formal tender process, therefore, a foundation stone of public procurement. This is due to the fact that tender advertising promotes fair competition, increases transparency, expands markets, and aids in the fight against corruption. In actuality, advertising in supplier selection should be adequately understood because it may lead to an unsatisfactory level of competition or a jarring procurement procedure that may require updating. In accordance with this acknowledgement, the OECD insists that one of the methods for improving transparency in public procurement is tender advertising. For this reason, a number of studies have found a link between transparent advertising and tender advertising. (Motto Mordecai Chrysostom 2019)

Lynch emphasizes the need to make information available to all stakeholders in order to increase the importance of openness throughout the procurement process. One of the fifty (50) red flags used by the Public Procurement Regulatory Authority (PPRA) to identify corruption in the Tanzanian setting is a lack of advertising. This demonstrates how important tender advertising and invitations to tender are in public procurement, as these terms are frequently utilized in the solicitation paperwork. (Motto Mordecai Chrysostom 2019)

Any solicitation for bids will begin with a tender advertisement, also known as a tender notice. In reality, a bid document is a formal booklet created by a buyer to outline a procurement and its specifications. So, as part of the bid materials, the buyer generates a tender notice. Later, the same will be publicized as a particular procurement notice. It is important to know that the whole bidding documents are not made available to the public. Only the tender invitation notification is broadcast via widely distributed media. (Motto Mordecai Chrysostom 2019)

A letter of invitation and instructions to tender, a pricing document or tender form, a specification or schedule of rates, contract conditions or purchase conditions, any pertinent supporting invitations, and a pre-addressed tender return label will typically be distributed to those who respond to the advertisement. The documents will include a deadline for tender submission; any received beyond that time will not be considered in the review process. (2006) Lysons and Farrington. The procurement department's appointed officers as well as representatives from an outside department, such as the treasures department, will be present on the date set for the opening of tenders.

From a conceptual standpoint, the purpose of the tender invitation notice is to provide potential bidders the option of participating or not. Regarding this, a number of authors have suggested that poor preparation of the bid materials (including the tender invitation notice) can raise costs, prevent timely delivery, and reduce competition. As a result, a prerequisite for public procurement is the production and disclosure of the tender invitation notice. Therefore, procuring entities shouldn't interfere with this crucial operation. (Motto Mordecai Chrysostom 2019)

The law in Tanzania requires procuring bodies to publish tender announcements in widely read media. The tender notice will be posted to the authority's journal and tender portal, the procuring entity's website and/or notice board, at least one local newspaper, and one foreign newspaper in the event that an international supplier selection process management procedure is used. The entity will always have to pay for advertising. By implication, Eadie, Rodgers, McKeown, Smyth, and Molander included advertising cost as one of the components when calculating administrative expenses related to procurement.

The Chartered Institute of Purchasing and Supply Chain (CIPS, 2011) reported that public sector businesses have considerable purchasing power as they work to provide a variety of social amenities, such as roads. Schools, health care facilities, emergency response teams, and other organizations that are subject to directives are required to employ open supplier selection procedures, which means they must promote the invitation to tender in accordance with established guidelines intended to obtain the broadest possible exposure.

The PPDA Act of 2003 foresees that if the established criteria is followed, the organization will have a range of qualified suppliers willing to offer a variety of goods and services from which it can make the best choice. Once the best choice is made through competition, it will mean that the best product will be supplied at an agreed-upon price and on time, thus delivering value to the organization.

The supplier selection process, which is comparable to Act 663 (2003) and is also known as the supplier method in Ghana, invites qualified suppliers to bid for a contract that has been advertised in the media or online. The lowest tender is typically accepted, though the advertiser typically states that they are not required to accept the lowest or any tender.

In contrast, the restricted open tender approach limits advertising to pertinent technical journals or local media, and invites prospective suppliers to submit bids for a contract. When bids are sought from approved list providers who have already undergone due diligence to ensure their competence and financial soundness, this is known as selective supplier selection. A serial tender is a request for bids from potential suppliers for an initial scheme on an open or selective basis. The understanding is that the successful contractor will receive

a work schedule, with rates and prices from the first job serving as the basis for the remaining jobs, subject to satisfactory performance and unforeseen financial contingencies.

**H1-** There is a significant positive relationship between advertisement method and procurement performance at Management Training and Advisory Center.

### **2.3.2 Bid evaluation and procurement performance**

A number of studies have focused on the relationship between bid evaluation and procurement performance for a variety of reasons. Value for money is defined as the optimal mix of whole-life cost and quality required to meet the needs of the client (Baily, 2008). According to Malcolm (1994), the form of ownership has frequently been taken as a significant aspect that distinguishes organizations, as the public sector imposes obligations with respect to public accountability, which lead to prescribe methods of supplier selection and prescribe policies for supplier selection.

Additionally, the study verified that the obvious ways to guarantee value for money in public sector organizations are national legal requirements, government policies regarding supplier selection process management procedures, and European Community directives and regulations arising from the General Agreement on Tariffs and Trade (GATT). As a result, getting competitive quotes or bids and using negotiation strategies are thought to be the best ways to get the best deal for what is needed, since buyers can purchase a value package that covers costs in addition to quality, delivery, and service features. However, all of this calls for close observation of procurement-related actions at every stage (Manelli, Alejandro, & Vincent, 1995).

Axelsson (2015) stated that to enhance an effective supplier selection process, bidders should meet qualification requirements of any tender, based on applicants' competency skills. Pre-qualification enables those procurement departments to select very competent bidders, engage in regular supply of materials, allow continuity of ownership among contractors during the specified period of work execution thus leading to development of good quality products. In South Korea, qualification of tenders in relation to financial stability, condition to meet financial obligations to carry out task in terms annual turnovers, net worth and availability of liquidity for the last three to five years, capacity to carry out the assigned tasks within the stipulated duration, manufacturing capacities, availability of advance technology is taken into consideration so as to ensure construction of good quality roads (Bedford, 2019).

Public sector organizations need to have sufficient mechanisms in place to oversee service delivery throughout the entire process, from planning and specification to execution and independent post-implementation assessment, as stated by IFAC (2013). According to Lyson and Farrington (2006), performance evaluation will be erroneous and accountability will be lacking if monitoring and assessment procedures are not successfully put in place before implementation. Thus, it implies that a good or service will meet consumers' requirements and expectations while charging a reasonable price. Baily et al. (2006) state that there is a widespread belief that procurement decisions in the public and government sectors are determined by "the lowest price." Buying decisions must now be based on the best "value for money criteria," such as factors like, therefore this is no longer the case. The lifecycle costs of the goods or services, the standing and position of the supplier, the specific features

of the equipment, the commodities, or the services provided; financial matters, such as terms of payment based on contractual price; and transportation and operating expenses

Bid evaluation process comprises the bid evaluation committee opening and evaluating the bids to ascertain which bidders satisfy the conditions specified by the procuring body. In a buyer-vendor relationship, the type of bid evaluation approach to be utilized depends on the volume and complexity of transactions (Krause & Handfield, 2019; Bensaou, 2019). The PPDA Act of 2014 states that an entity may not grant contracts to a bidder that engages in any irregularity or non-compliance. Kirabo (2017) maintained that the best bidder receives the contract following a thorough evaluation of all the proposals. The contract's terms and conditions are explained in detail to the winning bidder. Complainants seeking recourse for any anomalies may file complaints with the relevant authorities under the provisions of the PPDA Act (2014). Once the contractor receives no objections, the provision of products or services is initiated. Bid evaluations are concluded with bid reviews (Kirabo, 2017).

According to a 2011 report by the Chartered Institute of Purchasing and Supply Chain (CIPS), public sector enterprises have significant purchasing power when it comes to delivering various social amenities, such as roads. Schools, health services, emergency services, and other organizations are required by law to use open supplier selection procedures. This means that they must be scrutinized and assessed at every stage of the tendering process in accordance with established guidelines aimed at ensuring the best possible value for the money. It may be inferred that the organization will have the highest caliber of products and services when the set standards are adhered to and observed, from which an organization can choose the best option through competition. It indicates that the best product will be delivered to the company on schedule, at the agreed-upon price, and

adding value. Gershon (1999) states that developing a procurement strategy, preparing ahead of time and settling on specifications, and actively managing contracts are examples of articulating value for money concepts. Take into account the supply chain, monitor performance, and aim for continuous development. Lamming and Cox (1999) state that the capacity to acquire (by ownership or control) or those resources that will enable the business to appropriate and accumulate value (profit and value for money) for itself is one of the skills of the procurement unit/practitioners. Purchases were formerly viewed as either a regular clerical task or a service function that dealt with expenditures, according to Lyson (1993). However, he identified two key variables (roles) that have caused many private and public sectors to perceive purchasing as an essential activity. Two examples are the relationship between purchasing and professionalism and profitability. Profitability can be defined as anything that is advantageous to a company and goes beyond only financial gain. The procurement unit's theme is, in some ways, how to increase profitability in any firm. The researcher went on to discuss how procurement might increase profit in a firm. These are as follows: ensuring that the cost of purchased goods and services is advantageous to the organization, allowing for a fair profit, negotiating price reductions, controlling price increases, consolidating purchases to obtain quantity discounts, obtaining discounts for prompt payment, and developing long-term supply agreements in exchange for larger discounts (Yang, 2010).

Price and value are distinguished by effective purchase and procurement (Lyson, 1993). He reiterated how procurement may deliver value for money by: collaborating with designers and end users to start value analysis exercises in order to save costs by changing parts or materials without sacrificing the quality of the final product. examining contracts for the sale

of goods and services to make sure the terms and conditions are as advantageous to the buyer as possible. On an analysis sheet or spreadsheet containing price, rates, shipping costs, delivery information, and other parameters, tenders will be started, listed, and stored. settlement terms and any other information needed to complete their appraisal. The public body is not compelled to accept the lowest or any of the filed bids; instead, the tenders will be evaluated based on a predetermined criterion, such as lowest bid or most economically advantageous tender. The bidders that win will be contacted. The unsuccessful tenderers will also be notified, but they will not be sent the reasons why their tender was turned down automatically; instead, they should be able to obtain this information upon request.

According to the PPDA Act (2014), service providers must refrain from engaging in any malpractice throughout the evaluation process; therefore, bids are made in order to identify the chosen bidder (Namatovu, 2017). For efficient contract performance, operation controls, procedural compliances, and technical capacity improve capacity, competence, competency, and quality commitment (Choi and Kim, 2008). The competence and capability to fulfill a contract is influenced by organizational resources (Levin, 2016). Consequently, the bid evaluation method to be used gives consideration to the qualities of the buyer-bidder relationship. Thus, there is a strong correlation between bid review procedures and contract performance in terms of capability, capacity, dedication to quality, and competency that reduces purchasing process risks as well as delays, waste, and legal and financial implications.

Lyson (1993) asserts that the emergence of purchasing professionalism has led to the creation of organizations tasked with advancing the idea of professional purchasing. Such organizations include the International Federation of Purchasing and Materials Management,

which is affiliated with national purchasing associations all over the world, the National Association of Purchasing Management in the United States, and the Chartered Institute of Purchasing and Supply in the United Kingdom.

According to Baily (2008), in the manufacturing business, purchasing was viewed as a service role that was frequently subordinated to production or engineering. The concept, according to the same authors, was that specialized supply workers might bid on the organization's most strategically important components and use their expertise at a secondary support level; nevertheless, it was discovered that purchasing could make a more meaningful contribution at both the strategic and operational levels. Purchasing now plays a crucial and strategic part in the competitive organization as more people become aware that it involves issues like "the make/buy" decision and strategic commercial link.

Early in the 1990s, the Institute of Purchasing and Supply received a royal charter, which marked a turning point in the evolution of the purchasing and supply function. Today, it is recognized as a genuinely professional endeavor that makes significant contributions to both the public and private sectors (Baily et al., 2008). Cost of purchases: this is probably a part (task) related to procurement duties. As we've seen in the commodity market, the unit is crucial in figuring out the right price for any purchases. They made it clear that one of procurement's key responsibilities is to work with suppliers and colleagues to reduce unnecessary expenses like oversizing and packaging, as these factors eventually impact price. The procurement unit bears a responsibility to ensure the finest specification is achieved. This includes services, products, or components that are affordable to buy, indicating that they are also affordable for the supplier to produce or transport, in addition to an attractive product for marketing to sell or for production to manufacture. Lastly, the

capacity to create new supply chain power structures and comprehend the functionality that moves along the chain. The aforementioned factors make it evident that the procurement unit is crucial to an organization's overall operations. It is past due that top management and all functional units acknowledge the necessity and significance of the procurement department, while also remembering that procurement functions encompass more than just procuring. Farrington, B. and K. Lysons (2006).

**H2.** There is a significant positive relationship between bid evaluation and procurement performance at Management Training and Advisory Center.

### **2.3.3 Supplier selection and procurement performance**

Supplier selection is the process by which firms identify, evaluate, and contract with suppliers. The supplier selection process deploys a tremendous amount of a firm's financial resources. Astbrink & Tibben (2017). In return, firms expect significant benefits from contracting with suppliers offering high value. This describes the typical steps of supplier selection processes, identifying suppliers, soliciting information from suppliers, setting contract terms, negotiating with suppliers, and evaluating suppliers (Kiama, 2017). Each step is important, how the steps are interrelated, and how the resulting complexity provides fertile ground for research.

To avoid the dire outcomes of supplier nonperformance, buyers typically take proactive steps to verify a supplier's qualifications prior to awarding them a contract. The primary goal of supplier qualification screening is to reduce the likelihood of supplier non-performance, such as late delivery, non-delivery, or delivery of nonconforming faulty goods. (Kiplagat, 2018). A secondary goal is simply to ensure that the supplier will be a responsible and responsive

partner in the day-to-day business relationship with the buyer. Supplier qualification screening involves many aspects. (Philipps 2019).

The old way of doing business consists of buyers managing forecasts and communicating requirements to suppliers via phone, fax and email. Spreadsheets and manual reports are passed between the trading partners. These manual processes are slow and cumbersome. They cannot support today's demand-driven enterprises. Procurement professionals spend too much time "putting out fires" and reacting to daily problems (Thomson and Jackson, 2017). They cannot seem to find the time to develop strategic relationships with suppliers and deploy improved business processes that eliminate shortages.

Kiplagat (2017) assesses the impact of strategic procurement in communications commission of Kenya. The research employed a census method due to the small size of the population. Study findings indicated that strategic procurement at CCK has brought with it benefits such as reduced costs, continuous and meaningful engagement with procurement professionals and partners to inform strategy and drive quality, promoted and specified continuous improvements in quality and outcomes through provider innovation and configuration and has stimulated coordination of the sourcing and other departments of the organization.

Amemba, Nyaboke, Osoro and Mburu (2017) conducted a study on the challenges affecting the public Supply chain performance process in Kenya. The study found that the most prevalent challenge in the public procurement process is the selection of the most suitable procurement methods, with appropriate justifications, record keeping is also a major challenge in the sense that very few public entities have designated records management

officers; therefore public procurement entities in Kenya need to improve on record keeping, data and documentation controls and contract management processes and follow up mechanism have to be established by the oversight authority to ensure that firms are conforming to the existing procurement laws. The study therefore shall be based on the hypothesis below;

**H3-** There is a significant positive relationship between supplier selection and procurement performance at Management Training and Advisory Center.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.0 Introduction**

This chapter presents the methods the researcher used to effectively conduct this study and It comprises of the research design, area of the study, population of the study, sample size, sources of data, data collection instruments, procedure for data collection, data quality control, presentation and analysis of data and the limitations of the study and possible solutions

### **3.1 Research Design**

The researcher employed a cross-sectional study design incorporating both quantitative and qualitative methods of data collection. A cross-sectional study is valuable in research because it allows researchers to assess the prevalence of a phenomenon, condition, or behavior within a specific population at a single point in time. This type of study provides a snapshot of data, making it useful for identifying patterns or associations between variables without requiring long-term follow-up. It is often cost-effective and relatively quick to conduct, making it ideal for exploratory research or when investigating multiple variables simultaneously. While it cannot establish causal relationships, a cross-sectional study offers critical insights into the current state of a population or issue. The data systematically collected and presented to give explanatory analysis to particular phenomena with emphasis to cover the extent of the problem (Amin, 2015). Qualitative research design was used to study things in their natural settings, attempting to make sense of or to interpret, phenomena in terms of the meanings people bring to them. However, quantitative research is a formal, objective, systematic process in which numerical data which was used to obtain information about the world. It is chosen because the study involves a cross section of people.

### **3.2 Area of the study**

The study was carried out at Management Training and Advisory Centre (MTAC). Management Training and Advisory Centre (MTAC) is a body corporate under the Ministry Trade, Industry and Cooperatives (MTIC). The Centre was inaugurated on 14th July 1964 as a project of the Government of Uganda (GOU) that was funded by the United Nations Development Programme (UNDP) and the executing agency was the International Labour Organization (ILO).

### **3.3 Population of the study**

According to Hartl, (2007), population is the collection of individuals or projects known to have similar characteristics. Kothari et al (2008) define population as "the entire group of persons or elements that share at least one common feature." Bryman and Bell (2007) define target population as "all members of a real or hypothetical set of people, events, or projects about which a study wishes to generalize the results. The study constituted 120 employees of Management Training and Advisory Center.

### **3.4 Sample Size**

Mugenda and Mugenda (2003), argue that it is impossible to study the whole targeted population and therefore the researcher shall take a sample of the population. The study was based on a sample size of 92 respondents from the population of 120 employees of MTAC will be used as unit of inquiry determined using the Krejcie and Morgan (1970)

**Table 3.1: Summary of targeted Respondents**

| <b>Category of respondents</b> | <b>Population of the study</b> | <b>Sample size</b> |
|--------------------------------|--------------------------------|--------------------|
| Procurement and disposal Unit  | 4                              | 4                  |
| User Department (Employees)    | 105                            | 77                 |
| Stores                         | 6                              | 6                  |
| Contracts Committee            | 4                              | 4                  |
| Accounting Officer             | 1                              | 1                  |
| <b>Total</b>                   | <b>120</b>                     | <b>92</b>          |

Source: Human Resource Department Management Training and Advisory Center

### **3.5 Sampling Technique**

Both probability and non-probability sampling technique was adopted in selecting the sample.

#### **3.5.1 Simple random sampling**

The simple random sampling technique assumes that every individual in the population has an equal probability of being selected for the sample. This method ensures that all potential subjects have an equal opportunity to be included in the study, thereby eliminating bias (Ghauri & Gronhaug, 2005). According to Amin (2005), simple random sampling guarantees that each subject has the same likelihood of being chosen. Once a sampling frame is established, a random selection of its members is made, with each subset of the frame being given an identical probability of being chosen. Therefore, this technique was employed to determine the sample size.

#### **3.5.2 Purposive sampling**

Purposive sampling, also known as judgment sampling, was the purposeful selection of a participant based on the traits the subject possessed. It was a nonrandom technique that did

not require underlying theories or a predetermined number of participants. The researcher determined what information was required and then set out to discover persons who could and were willing to supply the information through expertise or experience (Patton, 2002). It was commonly used in qualitative research to discover and select the most information-rich examples in order to make the best use of available resources (Walliman, 2011). Therefore, purposive sampling was used to enable the researcher to select the respondents easily by looking at their characteristics based on the requirements of the study.

### **3.6 Sources of data**

The researcher used two sources of information. These included primary and secondary data sources

#### **3.6.1 Primary data**

These refer to sources of data where raw facts are collected for the first time and they are original in nature (Mugenda and Mugenda, 2003). The researcher used primary sources of data because they are accurate. Using an interview guide and a questionnaire, primary data was gathered. Primary Data: Data that has been generated by the researcher himself/herself, surveys, interviews, and experiments, specially designed for understanding and solving the research problem at hand.

#### **3.6.2 Secondary data**

The researcher used various documents, journals, reports, newsletters, internet, newspapers and written literature on Supplier Selection process management and the purchasing function (Mugenda and Mugenda, 2003). Secondary Data: Using existing data generated by large government Institutions, audit bodies etc. as part of organizational record keeping. The data

was extracted from more varied data files. The researcher used secondary data sources because they are cheap, time saving, always available and dependable.

### **3.7 Data Collection Instruments**

#### **3.7.1 Questionnaire**

Primary data was obtained using self-administered structured questionnaire using both open ended and closed ended questions. A self-administered questionnaire was used to address staff. Questionnaires was designed to gather information from the respondents of the study. Both open and closed ended questionnaires was used to let the respondents give their own opinion about the research problem.

The Likert scale was used in this study because it provides a simple, reliable way to measure attitudes, opinions, perceptions, and behaviors on a spectrum, allowing respondents to express their level of agreement or disagreement with a statement. This scale helps quantify subjective experiences, making it easier to analyze and interpret data. The range of responses, typically from strongly agree to strongly disagree, enables researchers to capture a nuanced understanding of participants' views. Furthermore, the Likert scale's widespread use and familiarity among respondents make it an effective tool for gathering consistent and comparable data, ensuring the reliability and validity of the results.

#### **3.7.2 Interview guide**

An interview refers to a set of questions set by the researcher to be followed while interviewing the respondents as he notes down the responses from the respondents (Mellenbergh, 2008). This involved open ended interviews with stakeholders of Management Training and Advisory Center. All this was done with aid of an interview guide

that was designed with the help of the supervisor. Interviews were used because they make it easy for the respondents to give verbal expression hence the easiest way of collecting raw data.

### **3.8 Procedure for Data Collection**

The researcher obtained an introduction letter from Kyambogo University which was presented to the management of Management Training and Advisory Centre (MTAC). This enabled me to reduce objection by the respondents while distributing questionnaires and in the process of conducting interviews.

### **3.9 Data Quality control**

This was guided by reliability and validity of the research instruments

#### **3.9.1 Reliability**

Reliability referred to the consistency of the responses obtained from one administration of an instrument to another and from one set of items to another (Kothari, 2003). To ensure consistency of the research instrument, the researcher used simple language and clear instructions, which were quite appropriate for the respondents. Instructions were made as simple and clear as possible. Questions were phrased clearly to ensure consistency in the responses of the participants. The respondents who participated in the study were knowledgeable enough to provide reliable information. The selected sample was adequate and representative. After all that, pre-testing of a minimum of 10 questionnaires was done. The results of the pre-testing were expected to bring on board very important modifications to the questionnaire and the interview guide.

A coefficient of 0.00 indicates no reliability, whereas a coefficient of 1.00 indicates excellent reliability. The more alpha approaches 1.0, the better. Should the study's results yield a Cronbach's Alpha coefficient of 0.7 or higher, it indicates that the research instrument was deemed adequate for the investigation. Amin (2005) states that all of the instrument's measurements demonstrating acceptable levels of internal consistency with Cronbach's alpha values of 0.77 and higher are regarded as trustworthy.

**Table 3.2: Reliability of research instruments**

| <b>Variables</b>        | <b>Alpha</b> | <b>Number of Items</b> |
|-------------------------|--------------|------------------------|
| Bid –Evaluation         | 0.808        | 5                      |
| Supplier selection      | 0.783        | 5                      |
| Advertising method      | 0.84         | 5                      |
| Procurement performance | 0.87         | 9                      |
| Total                   | 3.301        | 24                     |
| Average                 | 0.82525      |                        |

**Source: Primary SPSS data**

Overall reliability=  $3.301/4 = 0.82525$  (82.5%)

According to Mugenda & Mugenda (1999) and Amin (2003), the average Alpha of 0.82525 (82.5%) in Table 3.3, which displays the dependability of the instruments on various variables, was sufficient for the study.

### **3.9.2 Validity**

Validity referred to the appropriateness, meaningfulness, and usefulness of the inferences/deductions a researcher made (Kothari, 2003). In order to establish the validity of the instruments, the draft questionnaire and the interview questions were given to the supervisor. The supervisor was requested to comment on the question wording and the depth

of the questionnaire and its ability to address the research objectives. The comments that were obtained helped to improve the research instruments.

**Table 3.3: Content Validity Index (CVI) of the Research Instruments**

| <b>Variables</b>        | <b>Total items</b> | <b>Valid items</b> | <b>Calculation of CVI</b> | <b>CVI</b>             |
|-------------------------|--------------------|--------------------|---------------------------|------------------------|
| Bid -Evaluation         | 5                  | 4                  | 5/4                       | 0.8                    |
| Supplier selection      | 5                  | 4                  | 5/4                       | 0.8                    |
| Advertising method      | 5                  | 5                  | 5/5                       | 1                      |
| Procurement performance | 9                  | 8                  | 9/8                       | 0.88888889             |
| <b>Total</b>            | <b>24</b>          | <b>21</b>          |                           | <b>Average = 0.875</b> |

**Source: Primary Data**

**Therefore, CVI =0.875(87.5%).**

Table 3.3 shows that the CVI was 0.875, or 87.5%, which was excellent. Waner (2005), referenced in Barifaijo, Basheka, and Oonyu (2010), states that an instrument is considered to have strong content validity if the CVI is larger than 0.7. After analyzing the data, the researcher made necessary adjustments and redesigns to the instruments to increase their validity and dependability. At MTAC, a pilot research was conducted to enhance facial validity.

### **3.10 Presentation and Analysis of Data**

In order to come up with significant findings, data processing and analysis were handled effectively. After data collection, data was processed, edited, and coded to ensure that authentic results were obtained from the data. Obvious errors and omissions were removed

to ensure accuracy, uniformity, and completeness, facilitating coding for easy entry into MS Excel (2010) to extract graphs and tables for analysis.

After data processing, data was analyzed and entered into SPSS 16.0. Frequencies and percentages tables were used to portray statistics that were used to analyze and interpret the findings of the study. Measures of central tendency, especially the means and standard deviations, were used to present descriptive statistics. Data was tested on SPSS and was found to be continuous and normally distributed, spear man's correlation coefficients were used to determine the relationship between the variables. The Pearson Correlation is widely used in research to measure the strength and direction of the linear relationship between two continuous variables. It provides a quantitative value (ranging from -1 to 1) that indicates how closely the variables move in relation to one another, with 1 or -1 signifying a perfect positive or negative correlation, respectively, and 0 indicating no linear relationship. This method is crucial in research for identifying trends, making predictions, and understanding the degree of association between variables, which can inform decisions or further investigations. It is particularly valuable when the data is normally distributed and when researchers aim to explore simple relationships between two variables, such as in behavioral sciences, economics, or medical studies.

### **3.11 Limitations of the study and possible solutions**

Some of the respondents Lacked interest in the study, this could have limited the researcher since respondents who possess reliable data could have not been willing to offer the information. This was solved by explaining to the respondents the objectives of the study.

Time constraints were also some of the challenges faced during the study the researcher had deadlines to meet in order to submit the research papers, the time available to study a research problem and to measure change over time might were constrained by such practical issues.

Conflicts on Biased Views and Personal Issues; Some respondents could had biased views because of their cultural background or personal views and it can affect the research. Apart from this, respondents with biased views had options to only choose those questions that support their main arguments.

Unfavorable weather conditions; the researcher was limited by unfavorable weather conditions like heavy rain and heavy sunshine. The effects of the weather conditions were solved by using umbrellas, jackets and gumboots where possible to cope up with the weather conditions.

## CHAPTER FOUR: DATA PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS

### 4.1 Introduction

The study examined the supplier selection process management and procurement performance in a case study of the Management Training and Advisory Center. This chapter presents, analyses and interprets findings according to the study objectives. It includes the response rate, respondent demographics, study objectives, and research hypotheses-based conclusions. Descriptive and inferential statistics are used to present the objectives and hypothesis results.

### 4.2 Response Rate

Ninety two (92) questionnaires were distributed to respondents and all the respondents responded to the questionnaire and properly filled in the questionnaire, giving the response rate 100%. The details are shown in table 4.1.

**Table 4.1: Response Rate**

| <b>Instrument</b> | <b>Targeted Respondents</b> | <b>Actual Response</b> | <b>Response Rate</b> |
|-------------------|-----------------------------|------------------------|----------------------|
| Questionnaires    | 92                          | 92                     | 100                  |
| <b>Total</b>      |                             |                        |                      |

Source: Primary Data 2023

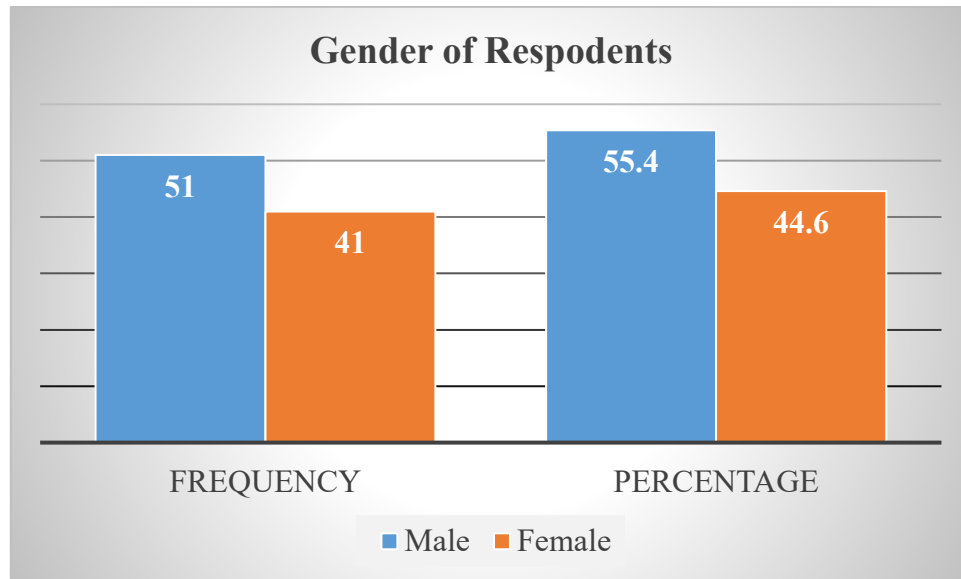
As can be seen from the above table, all Questionnaires that were returned were answered therefore the response rate was 100%. According to Amin (2005), this finding suggests that the response rate was good and that the study may proceed because it was higher than 70%.

### 4.3 Demographic Information of Respondents

The researcher gathered demographic data regarding the participants. This data included gender, age, level of education, and length of employment (duration one worked).

#### 4.3.1 Gender of respondents

In order to determine whether the sample size was a good representative of the population, the researcher asked the respondents to indicate their gender. The answer was displayed in the figure 4.1 below;



**Figure 4. 1: Gender of respondents**

**Source: Primary Data 2023**

The results of the study indicated that the survey included 51 male respondents, constituting 55.4% of the total sample, while 41 female respondents made up the remaining 44.6%. These percentages provide a snapshot of the gender distribution within our sample and serve as the basis for our discussion. The data indicates a slight gender imbalance, with a higher percentage of male respondents compared to female respondents. However, this results also

further indicates that both genders were represented in the study and therefore the views in the study could be trusted because it included all the gender groups.

#### **4.3.2 Findings on the Age Group**

This section presents the findings on the Age group of respondents, this was done in order to understand the Age group of respondents to establish relationship between supplier selection process management and procurement performance at Management Training and Advisory Center.

**Table 4. 2: Age Group of respondents**

| <b>Age Group of respondents</b> | <b>Frequency</b> | <b>Percentage</b> |
|---------------------------------|------------------|-------------------|
| 25 years and below              | 9                | 9.8               |
| 26-32 years                     | 42               | 45.7              |
| 33-39 years                     | 30               | 32.6              |
| 40 years and above              | 11               | 12.0              |
| Total                           | 92               | 100.0             |

**Source: Primary Data 2023**

The study results further indicate that majority of the respondents were in the age brackets of 26-32 years were 42(45.7%), while those in the age brackets of 33-39 years were 30(32.6%) and only 9(9.8%) were 25 years and below. Since all the respondents were mature enough the researcher therefore found it worthwhile to proceed with research.

#### **4.3.3 Findings on educational level of respondents**

This section presents the findings on the educational level of respondents, this was done in order to understand the educational level of respondents to establish relationship between

supplier selection process management and procurement performance at Management Training and Advisory Center.

**Table 4.3: Educational level of respondents**

| <b>Education level</b> | <b>Frequency</b> | <b>Percentage</b> |
|------------------------|------------------|-------------------|
| Diploma                | 16               | 17.4              |
| Bachelors              | 48               | 52.2              |
| Postgraduate Diploma   | 16               | 17.4              |
| Masters                | 12               | 13.0              |
| <b>Total</b>           | <b>92</b>        | <b>100.0</b>      |

**Source: Primary Data 2023**

Education is a key determinant of individual and societal development, influencing career paths, personal growth, and overall well-being. In this discussion, we will analyze a dataset presenting the distribution of education levels among a sample population, examining the frequencies and percentages of individuals holding different degrees, the dataset reveals the educational landscape of a group of 92 individuals, categorized into four main levels: Diploma, Bachelors, Postgraduate Diploma, and Masters. Each level represents a distinct stage in academic achievement and signifies diverse educational backgrounds and qualifications, with a frequency of 16 individuals, the Diploma category constitutes 17.4% of the total sample. Diplomas often indicate specialized training in specific fields, providing individuals with practical skills for immediate application in the workforce. The largest segment in the dataset, Bachelors, includes 48 individuals, making up 52.2% of the total sample, the Postgraduate Diploma category consists of 16 individuals, comprising 17.4% of the sample, with 12 individuals, represents 13.0% of the total population were having a master’s degree qualification. This finding therefore indicates that all the respondents were

well educated and therefore can answer the questions in the questionnaire with a lot of insight and understanding.

#### 4.3.4 Findings on level of experience of respondents

The level of work experience was carried to determine if the respondents were conversant enough with the operations of the organization.

**Table 4.4: Level of work experience**

| <b>Level of work experience</b> | <b>Frequency</b> | <b>Percentage</b> |
|---------------------------------|------------------|-------------------|
| 0-2 years                       | 13               | 14.1              |
| 3-5 years                       | 31               | 33.7              |
| 6-8 years                       | 29               | 31.5              |
| 9 years above                   | 19               | 20.7              |
| <b>Total</b>                    | <b>92</b>        | <b>100.0</b>      |

**Source: Primary Data 2023**

The findings in the study indicates that majority 31(33.7%) of the respondents have worked from 3-5years while 29(31.5%) of the respondents have worked for 6-8years, the findings further indicate that 20.7% of the respondents have worked for over 9 years this results further indicates that all the respondents have worked for considerable number of years and therefore they could answer the questions asked well.

#### 4.4 Empirical Findings

This section presents and analyzes data in accordance with the study's objectives. The study's objectives were met by the empirical findings that were displayed in tables above. A five-point Likert scale was used to ask respondents if they agreed or disagreed with the following items: Strongly Agree (SA), Agree (A), Neutral (N), Disagree (D), and Strongly Disagree

(SD). SD+D= Disagree, N= Undecided/neutral, SA+A= Agree. According to the survey, respondents who were unsure of their stance were classified as N, SD and D as disagree, and SA and A as agreed. The relationship between the independent and dependent variables was also determined using Pearson correlation, and the variance, or contribution, of the independent variable on the dependent variable was determined by regression analysis (model summary).

#### 4.4.1 Advertising methods

**Table 4. 5: Advertising method and procurement performance**

| Advertising methods  | N  | Strongly Disagree | Disagree    | Not sure      | Agree         | Strongly Agree | Mean | Std. Deviation |
|--|----|-------------------|-------------|---------------|---------------|----------------|------|----------------|
| We use our official website to advertise available tenders | 92 | 1<br>(1.1%)       | 5<br>(5.45) | 11<br>(12%)   | 60<br>(65.2%) | 15<br>(16.3%)  | 3.90 | .771           |
| We use In-house adverts to call for suppliers              | 92 |                   | 4<br>(4.3%) | 11<br>(12.0%) | 58<br>(63.8)  | 19<br>(20.7%)  | 4.00 | .711           |
| We sometimes use pre-qualification measures                | 92 |                   | 2<br>(2.2%) | 7<br>(7.6%)   | 72<br>(78.3%) | 11<br>(12%)    | 4.00 | .535           |
| Advertisement is at the center of our procurement strategy | 92 |                   | 6<br>(6.5%) | 4<br>(4.3%)   | 63(68.5 %)    | 19<br>(20.7%)  | 4.03 | .718           |

**Source: Primary Data 2023**

The data presented in the table 4.5 illustrates responses from 92 participants regarding their opinions on different advertising strategies. The focus is on four distinct methods: using the official website, in-house advertisements, pre-qualification measures, and the central role of advertising in the procurement strategy. On the finding out on Official Website Advertising, the use of the official website to advertise available tenders is a widely employed method, with a mean score of 3.90 and a standard deviation of 0.771, the mean response is 3.90 (close

to "Agree"), suggesting that respondents generally agree that the organization uses its official website to advertise tenders, the standard deviation of 0.771 indicates a moderate spread in opinions, showing some variation in responses, while the majority (65.2%) agreed with this method, a small percentage (6.6%) disagreed or strongly disagreed, and 12% were uncertain. This suggests that organizations are leveraging their online presence to communicate procurement opportunities, aligning with the contemporary trend of digitalization. This view was also further in line with most of the respondents who asserted that;

*“At Mtac we use our website to advertise our opportunities in addition to other platforms but the value of procurement actually informs the type of advertisement that we use”.*

In the on the response on In-House Advertisements; In-house adverts to call for suppliers also receive positive feedback, with a mean of 4.00, this method is viewed even more favorably, indicating a stronger agreement among respondents regarding its use in procurement, the standard deviation of 0.711 is lower than that for the website method, suggesting less variability and stronger consensus. A notable 84.5% of respondents either agreed or strongly agreed, showing that in-house advertising is a widely accepted approach within the organization, with a mean score of 4.00 and a slightly lower standard deviation of 0.711. A notable 63.8% agree that in-house advertisements are effective. This implies that organizations are using internal communication channels to reach out to potential suppliers, potentially streamlining the procurement process.

This view was also further stated by one of the respondents who indicated that;

*“We also sometimes advertise on the notice boards to encourage those around us to try they luck and also promote the business around the institutions”.*

*In the findings out if the institution of MTAC advertises on notice boards, the results revealed that MTAC does advert on notice boards for micro-procurements.*

The use of pre-qualification measures is perceived positively, this method also has a mean of 4.00, suggesting strong agreement. It has the lowest standard deviation (0.535) among the methods, indicating a high degree of consensus among respondents, the vast majority (78.3%) agreed with this practice, while only a small portion (9.8%) disagreed or were unsure, pointing to widespread approval and reliability in pre-qualification as a procurement strategy, in the findings it is further noted that a significant 78.3% agree that pre-qualification measures are utilized. This suggests a prevailing sentiment that such measures contribute to a more efficient procurement process, ensuring that only qualified suppliers are considered.

The study results further indicate that pre-qualification one of the respondents in the interviews further asserted that;

*“Pre-qualification of suppliers is done in line to the procurement laws this is to encourage further in shortlisting on suppliers with competence both financially and technically to ensure that we get value for money”.*

Checking on the records of the procurement office of MTAC, the data revealed that the procurement process as stipulated in the PPDA Act, 2003 has been done.

Interestingly, the statement that, Advertisement is at the center of our procurement strategy, with a slightly higher mean of 4.03, respondents strongly agree that advertisement is central to their procurement strategy, the standard deviation of 0.718 suggests a relatively small dispersion, meaning there is considerable agreement among respondents. Over 89% of the participants agreed or strongly agreed, affirming the importance of advertising within procurement practices. This suggests that organizations recognize the strategic importance

of effective advertising in the procurement process, possibly as a means to attract a wider pool of qualified suppliers, when comparing these methods, it is evident that organizations place a strong emphasis on both online channels (official website) and internal communication (in-house advertisements and pre-qualification measures). This dual approach suggests a recognition of the need for a broad outreach while also ensuring the quality and suitability of potential suppliers. In the study the results further indicated conclusively that Based on the average mean of 3.98, respondents generally agree that various advertising methods are effectively used within the procurement process. Most respondents view advertising as an integral part of the procurement strategy, with methods such as the official website, in-house adverts, and pre-qualification measures being commonly implemented. The relatively low standard deviation (0.684) indicates consistency in responses, suggesting general agreement on these practices among participants.

In conclusion, the survey data indicates a generally positive perception of advertising methods in the procurement process. Organizations are actively using diverse channels, both online and internal, to communicate procurement opportunities. The high level of agreement regarding the central role of advertising in the overall procurement strategy signifies its strategic importance. However, further research and case studies may be warranted to explore the specific impacts of these advertising methods on the efficiency and effectiveness of the procurement process.

**Table 4.6: Correlation analysis of advertisement methods and procurement performance**

|                         |                     | <b>Procurement performance</b> | <b>Advertising method</b> |
|-------------------------|---------------------|--------------------------------|---------------------------|
| Procurement performance | Pearson Correlation | 1                              | .146                      |
|                         | Sig. (2-tailed)     |                                | .164                      |
|                         | N                   | 92                             | 92                        |
| Advertising method      | Pearson Correlation | .146                           | 1                         |
|                         | Sig. (2-tailed)     | .164                           |                           |
|                         | N                   | 92                             | 92                        |

**Source: Primary Data 2023**

For Procurement Performance and Advertising Method, the Pearson correlation coefficient is 0.146, A positive correlation indicates a tendency for the two variables to increase or decrease together, while a negative correlation suggests an inverse relationship. The significance value (p-value) for the correlation between Procurement Performance and Advertising Method is 0.164.

The p-value assesses the probability of obtaining the observed correlation coefficient if the true correlation in the population is zero. A lower p-value (typically below 0.05) is considered statistically significant. The sample size for both Procurement Performance and Advertising Method is 92. The correlation coefficient of 0.146 suggests a relatively weak positive correlation between Procurement Performance and Advertising Method. This implies that there is a slight tendency for these two variables to move in the same direction but not strongly so. The p-value of 0.164 is greater than the conventional significance level of 0.05. This suggests that the observed correlation may not be statistically significant, and we cannot confidently reject the null hypothesis that there is no true correlation in the population. Given the weak correlation and lack of statistical significance, it might be

challenging to draw meaningful conclusions about the relationship between Procurement Performance and Advertising Method based solely on this analysis, in conclusion, while there is a weak positive correlation between Procurement Performance and Advertising Method.

**Table 4.7: Analysis of the strength of relationship between advertising method and procurement performance.**

| Model Summary                                 |                   |          |                   |                            |
|---|-------------------|----------|-------------------|----------------------------|
| Model   | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1   | .146 <sup>a</sup> | .021     | .011              | 2.521                      |
| a. Predictors: (Constant), Advertising method |                   |          |                   |                            |

This indicates that it's the first model considered in the analysis, the intercept of the regression equation when the advertising method is zero, the coefficient associated with the advertising method predictor. It represents the change in the dependent variable (procurement performance) for a one-unit change in the advertising method. The correlation coefficient between the observed and predicted values. In this case, it's 0.146, suggesting a weak positive correlation between advertising method and procurement performance, the proportion of the variance in the dependent variable (procurement performance) that is predictable from the independent variable (advertising method). In this case, it's 0.021, indicating that only 2.1% of the variability in procurement performance is explained by the advertising method, Similar to R Square, but adjusted for the number of predictors in the model. It's 0.011, suggesting that the model might not be a good fit.

Standard Error of the Estimate, this is an estimate of the variability of the dependent variable around the regression line. In this case, it's 2.521. The low R Square value (0.021) indicates

that the advertising method has a limited explanatory power in predicting procurement performance in this model. The low Adjusted R Square (0.011) suggests that the model may not be improving significantly with the inclusion of the advertising method predictor.

The coefficient for the advertising method is not provided, so it's unclear how much impact a one-unit change in advertising method has on procurement performance. The standard error of the estimate (2.521) is relatively high, indicating a considerable amount of variability in procurement performance that is not explained by the advertising method, in summary, based on the provided information, the model suggests a weak relationship between advertising methods and procurement performance. However, the model's overall explanatory power is limited, and additional investigation and refinement are needed for a more accurate understanding of the relationship

**Table 4. 8: Significance of the relationship between advertisement methods and procurement performance**

| Model  |                   | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig. |
|--|-------------------|-----------------------------|------------|---------------------------|--------|------|
|  |                   | B                           | Std. Error | Beta                      |        |      |
| 1  | (Constant)        | 32.121                      | 2.662      |                           | 12.068 | .000 |
|  | Advertsing method | .188                        | .134       | .146                      | 1.403  | .164 |
| a. Dependent Variable: Procurement performance |                   |                             |            |                           |        |      |

The presented regression analysis aims to explore the relationship between advertising methods and procurement performance. The model includes the constant term and the advertising method as an independent variable, with procurement performance as the dependent variable. The table provides information on unstandardized coefficients,

standardized coefficients (Beta), t-values, and significance levels (Sig.), Constant Term (Intercept); Unstandardized Coefficient (B): 32.121

Standard Error: 2.662, t-Value: 12.068 and Significance (Sig.): .000. The constant term represents the expected value of the dependent variable (procurement performance) when the independent variable (advertising method) is zero. In this case, the constant term has a significant impact on procurement performance, the advertising method's coefficient indicates the change in the dependent variable for a one-unit change in the independent variable. In this case, the positive coefficient (0.188) suggests that an increase in advertising methods is associated with an increase in procurement performance. However, the t-value (1.403) is not statistically significant at the conventional significance level of 0.05 (Sig. = 0.164). therefore, the since P-value, 0.164 is greater than 0.05, therefore we accept the null hypothesis and conclude that there is no relationship between advertisement methods and procurement performance.

#### 4.4.2 Bid Evaluation

**Table 4. 9: Bid Evaluation and Procurement performance**

| <b>Bid Evaluation</b>  | <b>N</b> | <b>Strongly Disagree</b> | <b>Disagree</b> | <b>Not sure</b> | <b>Agree</b>  | <b>Strongly Agree</b> | <b>Mean</b> | <b>Std. Deviation</b> |
|--|----------|--------------------------|-----------------|-----------------|---------------|-----------------------|-------------|-----------------------|
| Confidentiality is observed during bid evaluation                          | 92       | 1<br>(1.1%)              | 3<br>(3.3%)     | 14<br>(15.2%)   | 55<br>(59.5%) | 19<br>(20.7%)         | 3.96        | .769                  |
| Equality of observed during bid evaluation                                 | 92       | 1<br>(1.1%)              | 8<br>(8.7%)     | -               | 74<br>(80.4%) | 9<br>(9.8%)           | 3.99        | .480                  |
| We avoid conflict of interest in the process of bid evaluation             | 92       | -                        | 2 (2.2%)        | 18<br>(19.6%)   | -             | -                     | 3.88        | .626                  |
| We ensure score allocation in the process of bid evaluation                | 92       | -                        | 8<br>(8.7%)     | 17<br>(18.5%)   | 60<br>(65.2%) | 7<br>(7.2%)           | 3.72        | .731                  |
| We ensure that there is bid clarification in the process of bid evaluation | 92       | -                        | 4<br>(4.3%)     | 17<br>(18.5%)   | 61<br>(66.4%) | 10<br>(10.9%)         | 3.84        | .668                  |
| We use the supplier selection scorecard                                    | 92       | -                        | 7<br>(7.6%)     | 28<br>(30.4%)   | 48<br>(52.2%) | 9<br>(9.8%)           | 3.64        | .764                  |

**Source: Primary Data 2023**

Bid evaluation plays a crucial role in the procurement process, influencing decisions that can have significant impacts on an organization's success. To uphold the principles of fairness, transparency, and ethical conduct, it is essential to evaluate various aspects of the bid evaluation process. In this discussion, we analyze the responses from a survey conducted on bid evaluation practices, focusing on aspects such as confidentiality, equality, conflict of interest, score allocation, bid clarification, and the use of a supplier selection scorecard, Confidentiality; the majority of respondents (59.5%) agree that confidentiality is observed during bid evaluation, reflecting a commitment to safeguarding sensitive information, The

moderate standard deviation (0.769) suggests some variation in responses, but overall, the majority agree on confidentiality being observed, as indicated by 59.5% agreeing and 20.7% strongly agreeing. However, the 15.2% who are not sure about this aspect highlight potential concerns or uncertainties regarding the protection of confidential data. Strengthening communication and awareness on confidentiality protocols may further enhance trust in the bid evaluation process. This view was also further shared by one of the respondents who asserted that;

*“Most of the bid evaluation activities are conducted by the procurement department employees and in areas where the law requires procurement to work with other departments they do however the whole process is done strictly in line with procurement laws of Uganda”.*

On regards to the findings on, Equality of observed during bid evaluation, the mean (3.99) is very close to 4, suggesting strong agreement among respondents that equality is upheld. A low standard deviation of 0.480 implies relatively consistent responses, indicating minimal disagreement or uncertainty. With 80.4% agreeing, the perception of equality during bid evaluation appears positive. Equality, a noteworthy 80.4% agree that equality is observed during bid evaluation. This indicates a strong commitment to treating all bidders fairly. Organizations should continuously review and communicate their commitment to equal treatment to ensure a level playing field for all participants.

This view was also further echoed during the interviews when one of the respondents asserted that;

*“All bidders are subjected into the same procurement process and only the best is selected for example during the opening of bids all bidders are called and they are present during the Bid opening”.*

Conflict of Interest; the data indicates a mixed perception on the avoidance of conflict of interest during bid evaluation. The mean of 3.88 suggests that respondents generally agree on avoiding conflicts of interest during bid evaluations, although the slightly higher standard deviation (0.626) points to more variability than with equality. Notably, 19.6% were uncertain, showing room for improvement in reinforcing confidence on this aspect. Organizations should proactively address and communicate measures in place to avoid conflicts of interest, ensuring that the bid evaluation process is perceived as unbiased and impartial, the findings further indicates that the highest percentage (65.2%) agrees that score allocation is ensured during bid evaluation. However, 8.7% disagree, and 7.2% are unsure, suggesting potential concerns about the consistency and fairness of the scoring process. Organizations should focus on enhancing transparency in score allocation methodologies and providing clear guidelines to evaluators.

This view was also further indicated by one of the respondents who asserted that;

*“Conflict of interest is not tolerated and if any of the procurement staff is related to any of bidders for example she/he is not allowed to participated in the procurement process to prevent conflict of interest”.*

A significant majority (66.4%) agrees that bid clarification is ensured during bid evaluation, emphasizing the importance of clarifying any uncertainties in the bidding process. Nevertheless, organizations should address the 10.9% who are unsure, as lack of clarity can lead to misunderstandings and potential disputes, while a considerable portion (52.2%) agrees that the supplier selection scorecard is used, there is room for improvement as 30.4% of respondents disagree. Establishing the benefits and transparency of using a scorecard in the bid evaluation process may help address concerns and promote its wider adoption.

This view was also further shared by one of the respondents who indicated that;

*“Transparency during the bid selection process is highly emphasized, this practically done in activities like during receiving of bids, bid selection process and bid opening all bids are given equal respect and the best wins”.*

The analysis of bid evaluation practices reveals positive aspects as well as areas for improvement. Addressing concerns related to confidentiality, equality, conflict of interest, score allocation, bid clarification, and the use of a supplier selection scorecard is crucial for organizations to foster trust, transparency, and integrity in their procurement processes. Continuous communication, training, and refinement of bid evaluation procedures can contribute to a more robust and ethical procurement environment. Most aspects of bid evaluation are perceived positively by respondents, with means close to 4. The standard deviations indicate areas of variability, especially around the avoidance of conflicts of interest and the use of scorecards, where additional clarity and reinforcement might further improve consistency.

**Table 4.10: Correlation analysis of bid evaluation and procurement performance**  
**Correlations**

|                         |                     | <b>Bid Evaluation</b> | <b>Procurement performance</b> |
|-------------------------|---------------------|-----------------------|--------------------------------|
| Bid Evaluation          | Pearson Correlation | 1                     | .383**                         |
|                         | Sig. (2-tailed)     |                       | .000                           |
|                         | N                   | 92                    | 92                             |
| Procurement performance | Pearson Correlation | .383**                | 1                              |
|                         | Sig. (2-tailed)     | .000                  |                                |
|                         | N                   | 92                    | 92                             |

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

The statistical analysis employed in this study is Pearson correlation, a widely used method for assessing the linear relationship between two variables. The significance level is set at 0.01 (two-tailed), indicating a stringent criterion for statistical significance. The Pearson correlation coefficient between bid evaluation and procurement performance is 0.383, which is statistically significant at the 0.01 level (two-tailed). This positive correlation suggests that as the effectiveness of bid evaluation processes increases, there is a corresponding improvement in procurement performance, and vice versa. The positive correlation observed in this study implies that organizations with more robust bid evaluation procedures tend to achieve better procurement outcomes. This finding aligns with the notion that a meticulous bid evaluation process can contribute to the selection of high-quality suppliers, better contract terms, and ultimately, improved procurement performance.

The results of this study highlight the importance of investing in and optimizing bid evaluation processes to enhance overall procurement performance. Organizations may consider implementing best practices, improving transparency in the bid evaluation process, and providing training for procurement professionals to further strengthen these correlations. While the study establishes a positive correlation, it also prompts reflection on potential areas for improvement. Further research and analysis may delve into specific aspects of bid evaluation that contribute most significantly to procurement performance, allowing organizations to tailor their strategies accordingly.

**Table 4. 11: Regression analysis of bid evaluation and procurement performance**

| Model Summary                             |                   |          |                   |                            |
|---|-------------------|----------|-------------------|----------------------------|
| Model                                     | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1   | .383 <sup>a</sup> | .147     | .138              | 2.354                      |
| a. Predictors: (Constant), Bid Evaluation |                   |          |                   |                            |

**Source: Primary Data 2023**

R represents the correlation between the observed outcomes and the predicted outcomes by the model. In this case, R is 0.383. This indicates a moderate positive correlation between Bid Evaluation and the project outcome. However, it's essential to consider the magnitude and context of this correlation, The R Square value is 0.147, which means that approximately 14.7% of the variability in the procurement performance can be explained by Bid Evaluation. This suggests that Bid Evaluation alone does not account for a large portion of the variance in procurement performance, indicating that other factors may influence procurement performance while the Adjusted R Square adjusts R Square for the number of predictors in the model, providing a more accurate representation of the model's explanatory power. The Adjusted R Square is 0.138. Since the difference between R Square and Adjusted R Square is minimal in this case, it suggests that the model does not suffer from overfitting due to excessive predictors. However, the Adjusted R Square reaffirms that Bid Evaluation explains about 13.8% of the variance in procurement performance.

In summary, while the R Square value of 0.147 indicates a relatively modest explanatory power of the model, it suggests that Bid Evaluation alone does not account for a significant portion of the variability in project outcomes. The Adjusted R Square confirms this assessment while considering the model's complexity. The Std. Error of the Estimate

provides an indication of the average error in the model's predictions. Further analysis and consideration of additional factors may be necessary to enhance the predictive accuracy of the model.

**Table 4.12: Determining the significance**

| Coefficients <sup>a</sup> |                |                             |            |                           |       |      |
|---------------------------|----------------|-----------------------------|------------|---------------------------|-------|------|
| Model                     |                | Unstandardized Coefficients |            | Standardized Coefficients | T     | Sig. |
|                           |                | B                           | Std. Error | Beta                      |       |      |
| 1                         | (Constant)     | 24.085                      | 2.994      |                           | 8.044 | .000 |
|                           | Bid Evaluation | .606                        | .154       | .383                      | 3.938 | .000 |

a. Dependent Variable: Procurement performance

The intercept is 24.085. This represents the expected Procurement performance when Bid Evaluation is zero. The t-value of 8.044 is statistically significant with a p-value of .000.

The coefficient for Bid Evaluation is 0.606, indicating that a one-unit increase in Bid Evaluation is associated with a 0.606-unit increase in Procurement performance. The t-value of 3.938 is statistically significant with a p-value of .000. The standardized coefficient (Beta) for Bid Evaluation is 0.383. This suggests that the relative importance of Bid Evaluation in predicting Procurement performance, after standardizing variables, is moderate. The low p-values (p=.000) for both Constant and Bid Evaluation indicate that both are statistically significant predictors of Procurement performance. The model appears to be statistically significant as indicated by the significance of the intercept and predictor variable. However, the overall model fit, goodness-of-fit measures, and additional diagnostics (not provided) would be needed to assess the model's performance comprehensively. A positive coefficient

for Bid Evaluation suggests a positive relationship with Procurement performance. In summary, the model suggests that Bid Evaluation significantly influences Procurement performance. The standardized coefficient gives an indication of the relative importance of Bid Evaluation in predicting Procurement performance within the model. This results therefore rejects the null hypothesis indicating that Bid Evaluation influences procurement performance.

#### 4.4.3 Supplier selection

**Table 4.13: Supplier selection and Procurement Performance**

| <b>Supplier selection</b>                                      | <b>N</b> | <b>Strongly Disagree</b> | <b>Disagree</b> | <b>Not sure</b> | <b>Agree</b>  | <b>Strongly Agree</b> | <b>Mean</b> | <b>Std. Deviation</b> |
|--|----------|--------------------------|-----------------|-----------------|---------------|-----------------------|-------------|-----------------------|
| We identify suitable suppliers                                 | 92       | 13<br>(14.1%)            |                 |                 | 49<br>(53.3%) | 30<br>(32.6%)         | 4.18        | .662                  |
| We use scorecard ranking                                       | 92       | -                        | 12<br>(13.6%)   | -               | 39<br>(42.4%) | 19<br>(20.7%)         | 3.71        | .944                  |
| We conduct negotiations before making final supplier selection | 92       | -                        | 7 (7.6%)        | 10<br>(10.9%)   | 56<br>(60.9%) | 19<br>(20.7%)         | 3.95        | .790                  |
| We effectively award contracts to suitable suppliers           | 92       |                          | 2 (2.2%)        |                 | 55<br>(59.8%) | 24<br>(26.1%)         | 4.10        | .680                  |
| We use newspaper to advertise the available tenders            | 92       | 2<br>(2.2%)              | 1<br>(1.1%)     | 20<br>(21.7%)   | 56<br>(60.9%) | 13<br>(14.1%)         | 3.84        | .760                  |

**Source: Primary Data 2023**

The data presented in the table outlines the responses of the participants regarding various aspects of supplier selection. Each statement was evaluated on a Likert scale ranging from "Strongly Disagree" to "Strongly Agree." The mean and standard deviation values are also provided to offer insights into the central tendency and dispersion of the responses.

On the findings of Identifying Suitable Suppliers; the majority of respondents (53.3%) indicated agreement with the statement that suitable suppliers are effectively identified. The high mean of 4.18 indicated that respondents generally agree or strongly agree that their organization effectively identifies suitable suppliers. The relatively low standard deviation (0.662) suggests that responses are clustered around the mean, indicating consensus among participants on this practice. This suggests a generally positive perception among participants, emphasizing a strong consensus among the respondents regarding the effectiveness of the identification process. This view was also further indicated by one of the respondents during the interviews who highlighted that;

*“We select suppliers who have the necessary technical and financial capacity to be in position to fulfil our needs others wise if the supplier does not have the necessary qualifications we cannot select them because that will lead to a total failure of the project”.*

*In observing records of MTAC the results revealed that the suppliers they selected had the best technical capability as compared to others.*

In the study results regarding using Scorecard Ranking, indicated that the use of scorecard ranking received a mixed response, a mean of 3.71 implies that respondents tend to agree with the use of scorecard ranking, although to a lesser extent compared to other practices. The higher standard deviation (0.944) indicates a wider range of responses, suggesting varying opinions on this practice among respondents. However, it is noteworthy that 13.6% of respondents disagreed with the use of scorecard ranking. The mean score of 3.71 suggests a moderate level of agreement, indicating a lack of unanimous endorsement for this particular supplier selection method.

This view was also further highlighted by one of the respondents during the interview;

*“We are always receiving many suppliers but our mission is to ensure that we give the contract to the best supplier so we use scorecard ranking to get the best supplier”.*

While on Negotiations Before Final Supplier Selection; the data reveals a strong inclination (60.9%) towards conducting negotiations before making the final supplier selection. The mean of 3.95 reflects that most respondents agree with conducting negotiations before finalizing supplier selection. A standard deviation of 0.790 suggests a moderate level of consensus, with most respondents in agreement, although some variability in opinion exists. However, it is important to acknowledge the 7.6% who disagreed with this practice, suggesting a need for further exploration into their perspectives and concerns.

The study further reveals that Effectively Awarding Contracts, the respondents expressed a high level of agreement (85.9%) with the effectiveness of awarding contracts to suitable suppliers. The mean score of 4.10 suggests a robust consensus on the efficiency of the contract awarding process. However, it is crucial to consider the 2.2% who disagreed, as understanding their viewpoints can provide valuable insights into potential areas for improvement.

This view was also further stated that;

*“At MTAC suppliers are evaluated to ensure that the best is selected so for us we ensure that we get the best supplier to ensure that we get value for money”.*

On the findings on Using Newspapers for Tender Advertisements; the use of newspapers for advertising tenders received a relatively balanced response. While a majority (60.9%) agreed with this method, 21.7% were unsure or neutral. The mean score of 3.84 indicates a moderate level of agreement. The standard deviation of 0.760 suggests a somewhat varied response,

emphasizing the need for further investigation into alternative methods of tender advertisement that may better resonate with the stakeholders. This view was also further highlighted by the respondents during the interviews that;

*“When we want to procure something big we ensure that we use newspapers so that we attract many suppliers and we get the best supplier while incases were the procurement is small we advertise in the notice board”*

The results of this survey shed light on the existing perceptions and practices related to supplier selection within the surveyed population. While certain practices received widespread approval, there are areas, such as the use of scorecard ranking and tender advertisement methods, where opinions diverge. Future research and organizational initiatives should focus on understanding the perspectives of those who expressed disagreement or uncertainty, with the aim of refining and optimizing supplier selection processes to ensure efficiency and effectiveness.

The mean scores across these items suggest that the organization’s supplier selection practices are generally well-regarded, particularly in identifying suitable suppliers and awarding contracts effectively. The relatively low standard deviations for most practices indicate that there is a consensus among respondents on the effectiveness of these practices, though opinions are more varied concerning the use of scorecard ranking.

**Table 4.14: Correlation analysis of supplier selection and procurement performance**

|                         |                     | <b>Procurement performance</b> | <b>Supplier Selection</b> |
|-------------------------|---------------------|--------------------------------|---------------------------|
| Procurement performance | Pearson Correlation | 1                              | .331**                    |
|                         | Sig. (2-tailed)     |                                | .001                      |
|                         | N                   | 92                             | 92                        |
| supplier selection      | Pearson Correlation | .331**                         | 1                         |
|                         | Sig. (2-tailed)     | .001                           |                           |
|                         | N                   | 92                             | 92                        |

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

The Pearson correlation coefficient is 0.331, The correlation coefficient indicates the strength and direction of a linear relationship between two variables, a positive correlation (in this case, 0.331) suggests that as one variable increases, the other variable tends to increase as well. The sample size for both Procurement Performance and Supplier Selection is 92, A larger sample size generally contributes to the reliability of the correlation analysis. The positive correlation of 0.331 between Procurement Performance and Supplier Selection is statistically significant at the 0.01 level (2-tailed). This suggests that there is a moderate positive relationship between the effectiveness of procurement performance and the process of supplier selection in the given context. Organizations may use this information to enhance their procurement strategies by focusing on supplier selection methods that positively influence procurement performance. The findings may guide decision-makers in allocating resources and efforts to improve both procurement processes and supplier selection criteria.

**Table 4. 15: Significance of supplier selection and procurement performance**

The extent of the relationship between supplier selection and procurement performance

| <b>Model Summary</b>                          |                   |                 |                          |                                   |
|---|-------------------|-----------------|--------------------------|-----------------------------------|
| <b>Model</b>                                  | <b>R</b>          | <b>R Square</b> | <b>Adjusted R Square</b> | <b>Std. Error of the Estimate</b> |
| 1   | .331 <sup>a</sup> | .109            | .100                     | 2.405                             |
| a. Predictors: (Constant), supplier selection |                   |                 |                          |                                   |

**Source: Primary Data 2023**

Supplier selection is a critical aspect of procurement management, influencing the overall efficiency and effectiveness of an organization's supply chain. The presented model aims to shed light on the extent of the relationship between supplier selection and procurement performance. The discussion will delve into the model summary, focusing on R-squared values, adjusted R-squared values, and the standard error of the estimate.

Coefficient of Determination (R-squared), The R-squared value, denoted as  $R^2$ , indicates the proportion of the variance in the dependent variable (procurement performance) that can be explained by the independent variable (supplier selection). In this model,  $R^2$  is 0.109, suggesting that approximately 10.9% of the variability in procurement performance can be attributed to supplier selection. While this value may seem modest, it signifies a discernible impact, The adjusted R-squared takes into account the number of predictors in the model and adjusts the R-squared value accordingly. In this case, the adjusted R-squared is 0.100, which is slightly lower than the R-squared value. This adjustment considers the potential impact of irrelevant predictors and provides a more accurate reflection of the relationship between supplier selection and procurement performance, the standard error of the estimate

is a measure of the accuracy of predictions made by the model. In this context, the standard error is 2.405, indicating the average amount by which the actual procurement performance may deviate from the predicted performance. A lower standard error suggests a better fit of the model to the data.

In determination of the Magnitude of the Relationship; The R-squared value of 0.109 implies a relatively moderate relationship between supplier selection and procurement performance. While not all-encompassing, the model suggests that supplier selection plays a discernible role in influencing the performance of the procurement process. The adjusted R-squared, accounting for the number of predictors, provides a more conservative estimate of the relationship. The fact that it is slightly lower than the R-squared value may suggest that the inclusion of other factors could further refine the model.

The standard error of the estimate, at 2.405, signifies the variability in procurement performance that the model may not capture. Organizations should be aware of this margin of error when relying on the model for predictive purposes and consider additional factors that may influence procurement performance, While the relationship identified in the model may not be extremely strong, it emphasizes the importance of thoughtful supplier selection in achieving optimal procurement outcomes. Organizations should use this information to inform their decision-making processes and continuously refine their supplier selection criteria.

The model provides valuable insights into the relationship between supplier selection and procurement performance. Although the explained variance is moderate, the findings underscore the significance of supplier selection in shaping procurement outcomes.

Organizations are encouraged to use these insights as a foundation for further exploration, considering additional variables to enhance the model's predictive capabilities and improve procurement decision-making processes.

**Table 4.16: Significance of the variables in the study**

The study used the coefficient of the variables to determine the level of significance of the variables in order to test the hypothesis.

| Model  |                    | Unstandardized Coefficients |            | Standardized Coefficients | T      | Sig. |
|--|--------------------|-----------------------------|------------|---------------------------|--------|------|
|  |                    | B                           | Std. Error | Beta                      |        |      |
| 1  | (Constant)         | 27.893                      | 2.402      |                           | 11.613 | .000 |
|  | supplier selection | .406                        | .122       | .331                      | 3.326  | .001 |
| a. Dependent Variable: Procurement performance |                    |                             |            |                           |        |      |

**Source: Primary Data 2023**

The intercept or baseline value for the dependent variable when all independent variables are zero. In this case, it is 27.893, t-value: Indicates how many standard deviations the coefficient is from zero. The larger the t-value, the more evidence we have against a null hypothesis of no effect, the t-value for the constant is 11. 613. The p-value associated with the t-value. It represents the probability of obtaining the observed result (or more extreme) if the null hypothesis is true. A smaller p-value (typically < 0.05) suggests that the independent variable is a significant predictor, the estimated change in the dependent variable for a one-unit change in the independent variable. Here, it is 0.406, The standard deviation of the sampling distribution of the coefficient. It is 0.122 , Beta (Standardized Coefficient): Represents the strength and direction of the relationship between the

independent variable and the dependent variable after standardizing the variables. It is 0.331 for supplier selection, t-value, Indicates the significance of the coefficient. A t-value of 3.326 suggests that the coefficient for supplier selection is significantly different from zero. Sig.: The p-value associated with the t-value for supplier selection. In this case, it is 0.001, indicating that supplier selection is a significant predictor of procurement performance. This is the variable that you are trying to predict or explain, the model appears to be statistically significant, as indicated by the low p-value for the constant and supplier selection.

The supplier selection variable has a positive unstandardized coefficient (0.406), suggesting that as supplier selection increases by one unit, procurement performance is estimated to increase by 0.406 units. The standardized coefficient (Beta) for supplier selection is 0.331, indicating a moderate positive relationship between supplier selection and procurement performance.

The low p-value for supplier selection (0.001) suggests that supplier selection is a statistically significant predictor of procurement performance. The R-squared value (not provided) would give additional information about the proportion of variance in procurement performance explained

#### 4.4.4 Procurement Performance

**Table 4.17: Procurement Performance**

| Procurement Performance  | N  | Strongly disagree | Disagree    | Not sure      | Agree         | Strongly Agree | Mean | Std. Deviation |
|--|----|-------------------|-------------|---------------|---------------|----------------|------|----------------|
| Assets procured by Procurement department have value for money.  | 92 | -                 | 5<br>(5.4%) | 16<br>(17.4%) | 50<br>(54.3%) | 21<br>(22.8%)  | 3.95 | .790           |
| The supplier selection system is so competitive that the best services and goods are often procured for the public       | 92 | -                 | 4<br>(4.3%) | 10<br>(10.9%) | 63<br>(68.5%) | 15<br>(16.5%)  | 3.97 | .670           |
| The procurement committee ensures timely completion of projects  | 92 | -                 | 8<br>(8.7%) | 8<br>(8.7%)   | 59<br>(64.1%) | 17<br>(18.3%)  | 3.92 | .788           |
| The procurement committee members and technical team are very competent in their roles.                                  | 92 | -                 | 1<br>(1.1%) | 5<br>(5.4%)   | 72<br>(83.5%) | 14<br>(15.2%)  | 4.08 | .497           |
| Procurement process is followed according PPDA Guidelines and regulations  | 92 |                   | 3<br>(3.3%) | 8<br>(8.7%)   | 60<br>(65.2%) | 21<br>(22.8%)  | 4.08 | .667           |
| The procurement committee operates independently and has no interference from politicians.                               | 92 |                   | 4<br>(4.3%) | 9<br>(9.8%)   | 66<br>(71.4%) | 13<br>(14.1)   | 3.96 | .645           |
| Total value of purchased products have acceptable shelf-life period.   | 92 |                   | 5<br>(5.4%) | 9<br>(9.8%)   | 66<br>(71.4%) | 12<br>(13.0%)  | 3.92 | .667           |
| Deliveries of supplies, work and services are made within the stipulated time of the contract.                           | 92 |                   | 6<br>(6.5%) | 2<br>(2.2%)   | 75<br>(81.5%) | 9<br>(9.8%)    | 3.95 | .618           |
| Procurement department procure goods, works and services that fulfill expectations as specified by the user department . | 92 |                   | 4<br>(4.3%) | 3<br>(3.3%)   | 72<br>(78.3%) | 13<br>(14.1%)  | 4.02 | .593           |

**Source: Primary Data 2023**

The presented survey results provide valuable insights into the perceived performance of the Procurement Department within management training and advisory center... The Likert scale responses (ranging from "Strongly Disagree" to "Strongly Agree") were analyzed to gauge the level of agreement or disagreement on specific statements related to procurement processes.

On the finding on Value for Money in Procured Assets, the majority of respondents (54.3%) agree that assets procured by the Procurement Department have value for money, indicating a relatively positive perception. The mean score of 3.95 with a standard deviation of 0.790 suggests a moderate level of agreement among the participants.

The findings on the Competitiveness of supplier selection System; the survey indicates that a significant proportion of respondents (68.5%) believe that the supplier selection system is highly competitive, leading to the procurement of the best services and goods for the public. The mean score of 3.97 and a lower standard deviation of 0.670 suggest a higher level of consensus on this aspect compared to the first statement. This view was also further highlighted by one of the respondents who asserted that,

*“The supplier selection in MTAC is done strictly following the PPDA ACT 2003 reviewed in 2014, this act encourages completion to achieve value for money and MTAC being a government institution it follows exactly that”.*

In the records the case of domestic competitive procurement at MTAC , the documents revealed that there was attendance of the contracts committee members and the procurement office carried out the secretarial duties as stipulated in the PPDA Act, 2003

The study results further show that the Timely Completion of Projects; Respondents express a positive perception regarding the procurement committee's ability to ensure timely project completion, with 64.1% agreeing. However, the presence of 8.7% disagreement suggests that improvements may be needed. The mean score of 3.92 and a standard deviation of 0.788 indicate a moderate level of agreement. This view was also further elaborated by one of the respondents who asserted that;

*“When we sign contracts with the suppliers we ensure that time of completion of the project is strictly adhered to so this is something that we take seriously”.*

The study findings further show that the; Competence of Procurement Committee and Technical Team; the majority of respondents (83.5%) believe that the procurement committee members and the technical team are competent in their roles. The high mean score of 4.08 with a relatively low standard deviation of 0.497 indicates a strong consensus and positive perception of the competency of these entities.

This was also stated in the interviews that;

*“We qualified procurement staff and the contracts committee is constituted of competent people”.*

The study results further show that the Unity within the Procurement Team; Respondents generally agree (65.2%) that the procurement team has the capacity to work as a united team. The mean score of 4.08 and a standard deviation of 0.667 suggest a high level of agreement, indicating a cohesive and well-functioning team.

The findings on the Independence from Political Interference, shows that the survey indicates that a substantial percentage of respondents (71.4%) believe that the procurement committee operates independently without interference from politicians. The mean score of

3.96 and a standard deviation of 0.645 suggest a moderate level of agreement, with potential room for improvement in ensuring independence. This view was also further highlighted by one of the respondents who asserted that;

*“There is generally no political interference with procurement activities here at MTAC we do our procurement activities professionally”.*

A significant proportion of respondents (71.4%) believe that the total value of purchased products has an acceptable shelf-life period. The mean score of 3.92 and a standard deviation of 0.667 indicate a moderate level of agreement, with room for improvement in this aspect.

The majority of respondents (81.5%) believe that deliveries are made within the stipulated time of the contract. The mean score of 3.95 and a standard deviation of 0.618 indicate a high level of agreement, reflecting positive perceptions of timely deliveries.

Findings further shows that Procurement Meeting User Department Expectations; the survey suggests that a substantial majority (78.3%) agree that the Procurement Department procures goods, works, and services that fulfill expectations as specified by the user department. The mean score of 4.02 and a standard deviation of 0.593 indicate a high level of agreement, reflecting positive stakeholder perceptions. This view was also further highlighted by one of the respondents who asserted that;

*“We procure based on the orders of the user department if the user department wants something they place a need and we procure it to enhance their satisfaction”.*

The survey results generally portray a positive perception of the procurement performance within public institutions. However, areas for improvement include ensuring greater independence from political interference and addressing concerns related to the acceptable shelf-life of purchased products. The positive consensus on competency, unity within the

team, and timely deliveries underscores the effectiveness of the procurement processes in meeting stakeholder expectations. Further qualitative investigations and targeted interventions in identified areas can contribute to continuous improvement in procurement practices within public institutions.

#### 4.4.5 Combined correlations

**Table 4.18: Correlations**

|                     |                         | Procurement performance | supplier selection | Advertising method | Bid Evaluation |
|---------------------|-------------------------|-------------------------|--------------------|--------------------|----------------|
| Pearson Correlation | Procurement performance | 1.000                   | .331               | .146               | .383           |
|                     | supplier selection      | .331                    | 1.000              | .267               | .431           |
|                     | Advertising method      | .146                    | .267               | 1.000              | .250           |
|                     | Bid Evaluation          | .383                    | .431               | .250               | 1.000          |
| Sig. (1-tailed)     | Procurement performance | .                       | .001               | .082               | .000           |
|                     | supplier selection      | .001                    | .                  | .005               | .000           |
|                     | Advertising method      | .082                    | .005               | .                  | .008           |
|                     | Bid Evaluation          | .000                    | .000               | .008               | .              |
| N                   | Procurement performance | 92                      | 92                 | 92                 | 92             |
|                     | supplier selection      | 92                      | 92                 | 92                 | 92             |
|                     | Advertising method      | 92                      | 92                 | 92                 | 92             |
|                     | Bid Evaluation          | 92                      | 92                 | 92                 | 92             |

**Source: Primary Data**

Procurement Performance and Supplier Selection; The Pearson correlation coefficient is 0.331, indicating a moderate positive relationship. The p-value is significant at 0.001, suggesting that the correlation is unlikely to have occurred by chance. There is a statistically significant moderate positive correlation between procurement performance and supplier

selection. This implies that as procurement performance improves, there is a tendency for supplier selection to improve as well.

Procurement Performance and Advertising Method; The Pearson correlation coefficient is 0.146, indicating a weak positive relationship, the p-value is 0.082, which is not statistically significant at the conventional 0.05 level. The correlation between procurement performance and advertising method is weak, and the lack of statistical significance suggests that the observed relationship could be due to chance. There may not be a strong association between these two variables.

Procurement Performance and Bid Evaluation; The Pearson correlation coefficient is 0.383, indicating a moderate positive relationship. The p-value is highly significant at 0.000, suggesting a strong likelihood that the correlation is not due to chance; There is a statistically significant moderate positive correlation between procurement performance and bid evaluation. This implies that as procurement performance improves, there tends to be an improvement in bid evaluation as well.

Supplier Selection and Advertising Method; The Pearson correlation coefficient is 0.267, indicating a moderate positive relationship. The p-value is significant at 0.005, suggesting that the correlation is unlikely to have occurred by chance. There is a statistically significant moderate positive correlation between supplier selection and advertising method. This suggests that as supplier selection improves, there is a tendency for the advertising method to also show improvement.

Supplier Selection and Bid Evaluation; The Pearson correlation coefficient is 0.431, indicating a strong positive relationship. The p-value is highly significant at 0.000,

suggesting a strong likelihood that the correlation is not due to chance. There is a statistically significant strong positive correlation between supplier selection and bid evaluation. This implies that as supplier selection improves, there tends to be a substantial improvement in bid evaluation as well.

Advertising Method and Bid Evaluation; The Pearson correlation coefficient is 0.250, indicating a weak positive relationship, the p-value is significant at 0.008, suggesting that the correlation is unlikely to have occurred by chance. There is a statistically significant weak positive correlation between advertising method and bid evaluation. This suggests that as the advertising method improves, there is a tendency for bid evaluation to show some improvement, although the relationship is not very strong.

#### 4.4.6 Combined regressions

**Table 4.19: Coefficient of Variables**

| Model |                    | Unstandardized Coefficients |            | Standardized Coefficients |       | Correlations |            |         |      |
|-------|--------------------|-----------------------------|------------|---------------------------|-------|--------------|------------|---------|------|
|       |                    | B                           | Std. Error | Beta                      | t     | Sig.         | Zero-order | Partial | Part |
| 1     | (Constant)         | 26.709                      | 3.111      |                           | 8.585 | .000         |            |         |      |
|       | supplier selection | .385                        | .127       | .314                      | 3.032 | .003         | .331       | .306    | .303 |
|       | Advertising method | .080                        | .133       | .062                      | .602  | .549         | .146       | .064    | .060 |
| 2     | (Constant)         | 21.578                      | 3.556      |                           | 6.069 | .000         |            |         |      |
|       | supplier selection | .245                        | .133       | .199                      | 1.835 | .070         | .331       | .192    | .177 |
|       | advertising method | .025                        | .130       | .020                      | .196  | .845         | .146       | .021    | .019 |
|       | Bid Evaluation     | .463                        | .171       | .292                      | 2.703 | .008         | .383       | .277    | .261 |

a. Dependent Variable: Procurement performance

**Source: Primary Data 2023**

Procurement performance is a critical aspect of organizational success, influencing cost efficiency, product quality, and overall competitiveness. In line to the table above Model 1: Supplier Selection and Advertising Method; the first model reveals that supplier selection significantly contributes to procurement performance ( $B = 0.385$ ,  $t = 3.032$ ,  $p = 0.003$ ). The positive standardized coefficient ( $Beta = 0.314$ ) indicates that as supplier selection increases, procurement performance is likely to improve. This aligns with existing literature emphasizing the strategic importance of effective supplier selection in enhancing procurement outcomes.

Interestingly, the advertising method, while positively correlated with procurement performance, does not demonstrate statistical significance in this model ( $B = 0.080$ ,  $t = 0.602$ ,  $p = 0.549$ ). This may suggest that, within the scope of Model 1, advertising method alone does not exert a significant influence on procurement performance. Correlation analyses further illuminate the relationships. The zero-order correlation ( $0.331$ ) highlights a positive association between supplier selection and procurement performance, with a partial correlation of  $0.306$ , indicating the strength of this relationship when accounting for other variables. Conversely, the advertising method exhibits weaker correlations, reinforcing its non-significant impact in this model.

Model 2: Bid Evaluation's Emergence; the second model introduces bid evaluation alongside supplier selection and advertising method. Supplier selection remains a significant contributor to procurement performance, albeit with a slightly reduced effect ( $B = 0.245$ ,  $t = 1.835$ ,  $p = 0.070$ ). The standardized coefficient ( $Beta = 0.199$ ) implies that the impact of supplier selection is moderated in the presence of bid evaluation and advertising method.

The advertising method continues to lack statistical significance ( $B = 0.025$ ,  $t = 0.196$ ,  $p = 0.845$ ), emphasizing its limited independent influence on procurement performance. However, bid evaluation emerges as a crucial factor, significantly impacting procurement performance ( $B = 0.463$ ,  $t = 2.703$ ,  $p = 0.008$ ). The standardized coefficient ( $Beta = 0.292$ ) underscores the importance of considering bid evaluation in the procurement process. Zero-order correlations in Model 2 highlight the interplay between supplier selection (0.331), advertising method (0.146), and bid evaluation (0.383) with procurement performance. The partial and part correlations further refine these associations, indicating the unique contributions of each variable when accounting for others.

## **CHAPTER FIVE: DISCUSSION OF FINDINGS, CONCLUSIONS AND RECOMMENDATION**

### **5.1 Introduction**

This chapter comprises of Discussion of the study findings, discussion of findings, conclusions and recommendations.

### **5.2 Discussion of the findings**

The section presents the Discussion of findings according to the study objective.

#### **5.2.1 To examine the relationship between advertisement methods and procurement performance at Management Training and Advisory Center.**

The study results indicated that using the official website, in-house advertisements, pre-qualification measures, and the central role of advertising in the procurement strategy. On the finding out on Official Website Advertising, the use of the official website to advertise available tenders is a widely employed method, this view was also in line with Motto Mordecai Chrysostom (2019), advertising in supplier selection should be adequately understood because it may lead to an unsatisfactory level of competition or a jarring procurement procedure that may require updating. In accordance with this acknowledgement, the OECD insists that one of the methods for improving transparency in public procurement is tender advertising.

In the on the response on In-House Advertisements; In-house adverts to call for suppliers also receive positive feedback; a notable majority of the respondents agree that in-house advertisements are effective. This implies that organizations are using internal

communication channels to reach out to potential suppliers, potentially streamlining the procurement process.

In conclusion, the survey data indicates a generally positive perception of advertising methods in the procurement process. Organizations are actively using diverse channels, both online and internal, to communicate procurement opportunities. The high level of agreement regarding the central role of advertising in the overall procurement strategy signifies its strategic importance. However, further research and case studies may be warranted to explore the specific impacts of these advertising methods on the efficiency and effectiveness of the procurement process.

One unique contribution of this study is its focused analysis of in-house advertisements. While official website advertising is well-documented as a standard approach, this research underscores that in-house advertisements are not only widely utilized but are also viewed positively by respondents. This suggests that internal communication channels, often overlooked in broader procurement discussions, can effectively reach suppliers and enhance organizational efficiency. The study's findings on in-house advertising add a fresh perspective to procurement literature, highlighting its potential for both streamlining supplier selection and strengthening organizational transparency, another significant contribution is the study's empirical alignment with the OECD's emphasis on transparency in public procurement. By showing that the use of official websites for tender advertising is a common practice, this study reinforces the OECD's recommendations for enhancing openness through publicly accessible platforms, Ultimately, the study provides a nuanced understanding of advertising in procurement, affirming its strategic role while calling for further exploration of these methods' specific impacts on procurement efficiency. By

bringing attention to the value of in-house advertisements and the interplay between transparency and competition, this research offers actionable insights for procurement strategists and policymakers seeking to improve the efficacy of their advertising approaches.

### **5.2.2 To establish the relationship between bid evaluation and procurement performance at Management Training and Advisory Center.**

Bid evaluation plays a crucial role in the procurement process, influencing decisions that can have significant impacts on an organization's success. To uphold the principles of fairness, transparency, and ethical conduct, it is essential to evaluate various aspects of the bid evaluation process. In this discussion, we analyze the responses from a survey conducted on bid evaluation practices, focusing on aspects such as confidentiality, equality, conflict of interest, score allocation, bid clarification, and the use of a supplier selection scorecard, Confidentiality; the majority of respondents agree that confidentiality is observed during bid evaluation, reflecting a commitment to safeguarding sensitive information, this was also in line with Lyson and Farrington (2006) who asserts that public sector institutions must have adequate systems in place to monitor service delivery at all phases of the process, including planning, specification, execution, and independent post-implementation assessment. established that if monitoring and evaluation systems are not effectively implemented prior to execution

Strengthening communication and awareness on confidentiality protocols may further enhance trust in the bid evaluation process, this was also in line with Baily et al. (2006) who asserts that there is a generally held perception that government and public sector procurement decisions are made on the basis of "the lowest price." This is no longer the case, as purchasing decisions must now be made based on the best 'value for money criteria, as in

elements such as. Costs during the life of the goods or services, supplier position and standing, exact characteristics of equipment, commodities or services offered, financial issues including payment terms based

The study also urges for elimination of Conflict of Interest in the procurement process, this is in line with Bensaou, (2019), indicates that a bidder who is engaged in any act of irregularity and non-compliance is halted from being awarded contracts by the entity, while Kirabo (2017) argued that after the bids are fully evaluated the best candidate is given the contract. The successful bidder is detailed about terms and conditions of the contract. The analysis of bid evaluation practices reveals positive aspects as well as areas for improvement. Addressing concerns related to confidentiality, equality, conflict of interest, score allocation, bid clarification, and the use of a supplier selection scorecard is crucial for organizations to foster trust, transparency, and integrity in their procurement processes. Continuous communication, training, and refinement of bid evaluation procedures can contribute to a more robust and ethical procurement environment, this study reaffirms the trend in public procurement away from strictly "lowest price" decisions towards a broader value-for-money approach. It underscores the importance of evaluating costs across the life of goods or services, supplier reputation, and the detailed characteristics of what is offered. This marks a departure from traditional procurement and highlights how modern public sector practices are evolving to prioritize long-term performance and quality, This research adds to the discussion on conflict of interest in bid evaluation by emphasizing its importance and reporting organizational efforts to detect and mitigate conflicts in procurement. This aligns with the work of Bensaou (2019) and Kirabo (2017), showing that eliminating conflicts of interest is crucial for awarding contracts to deserving and compliant bidders. The study's

findings contribute a practical perspective on how conflict of interest is actively managed and mitigated within the evaluated entity. The study's analysis of score allocation and the application of a supplier selection scorecard offers a deeper understanding of how standardized criteria can promote fairness and consistency in bid evaluations. This contributes a practical perspective to the existing theoretical emphasis on structured evaluation methods, adding real-world insights into how scorecards and specific scoring systems are used to guide decisions objectively, this study uniquely highlights actionable improvements, such as refining communication around confidentiality protocols, offering training to mitigate conflicts of interest, and developing clear guidelines for score allocation and bid clarification. These recommendations emphasize the need for continuous improvement in procurement processes, which adds to the existing literature by advocating for ongoing procedural refinements to enhance procurement performance.

Overall, this research provides a comprehensive analysis of bid evaluation practices within a specific public institution and offers a unique, practical perspective on ways to enhance trust, transparency, and fairness in procurement. Its contributions offer both theoretical insights and actionable recommendations that can help similar institutions improve their procurement outcomes and foster a more ethical procurement environment.

### **5.2.3 Examine the relationship between supplier selection and procurement performance at the Management Training and Advisory Center.**

On the findings of Identifying Suitable Suppliers; the majority of respondents indicated agreement with the statement that suitable suppliers are effectively identified. This suggests a generally positive perception among participants, this positive view was also further echoed by Astbrink & Tibben (2017) who indicated that the supplier selection process

deploys a tremendous amount of a firm's financial resources. In return, firms expect significant benefits from contracting with suppliers offering high value, on the same note Kiama, (2017), also indicates that this describes the typical steps of supplier selection processes, identifying suppliers, soliciting information from suppliers, setting contract terms, negotiating with suppliers, and evaluating suppliers (Each step is important, how the steps are interrelated, and how the resulting complexity provides fertile ground for research.

The study also further indicated that Negotiations Before Final Supplier Selection is imperative and reveals that there was a strong inclination towards conducting negotiations before making the final supplier selection, this was also shared by Kiplagat, (2018), the primary goal of supplier qualification screening is to reduce the likelihood of supplier non-performance, such as late delivery, non-delivery, or delivery of nonconforming faulty goods, this was also inline with Philipps (2019), a secondary goal is simply to ensure that the supplier will be a responsible and responsive partner in the day-to-day business relationship with the buyer. Supplier qualification screening involves many aspects.

On finding out if Effectively Awarding Contracts, the respondents expressed a high level of agreement with the effectiveness of awarding contracts to suitable suppliers. The mean score of 4.10 suggests a robust consensus on the efficiency of the contract awarding process and also On the findings on Using Newspapers for Tender Advertisements; the use of newspapers for advertising tenders received a relatively balanced response majority agreed with this method, these views were also in line with Amemba, Nyaboke, Osoro and Mburu (2017) who asserted that the most prevalent challenges in the public procurement process is the selection of the is the selection of the most suitable procurement methods, with

appropriate justifications, record keeping is also a major challenge in the sense that very few public entities have designated records management officers.

The results of this survey shed light on the existing perceptions and practices related to supplier selection within the surveyed population. While certain practices received widespread approval, there are areas, such as the use of scorecard ranking and tender advertisement methods, where opinions diverge. Future research and organizational initiatives should focus on understanding the perspectives of those who expressed disagreement or uncertainty, with the aim of refining and optimizing supplier selection processes to ensure efficiency and effectiveness.

The findings show a high level of agreement among respondents that suitable suppliers are effectively identified. This suggests that a robust supplier selection framework is in place, which contributes to improved procurement performance, the study reveals a significant preference for conducting negotiations before making final supplier selections. This aligns with Kiplagat (2018), who highlights the need for supplier qualification screenings to mitigate risks like non-performance. This study adds depth by showing how negotiation processes are perceived as crucial in enhancing the reliability and responsiveness of suppliers, beyond just meeting basic performance standards, with a high mean score of 4.10, respondents indicated a strong agreement on the efficiency of awarding contracts to suitable suppliers, underscoring a well-managed contract process that ensures both transparency and alignment with procurement goals. This finding highlights the positive impact of clear criteria and processes in contract awards, contributing to the broader knowledge on supplier management best practices.

The study identifies a relatively balanced response to the use of newspapers for advertising tenders. This observation is consistent with , The study notes diverse opinions on the effectiveness of certain practices like scorecard ranking, revealing areas where improvements can be made to achieve better alignment. This insight is valuable for organizations seeking to refine their selection processes, as it points to the need for additional research and tailored strategies for effectively assessing supplier suitability. By capturing these specific perspectives on procurement practices and supplier selection, this study provides a more nuanced understanding of the challenges and successes within the current framework. The findings can inform future research on optimizing supplier selection processes to enhance procurement performance, offering practical insights into aligning procurement methods with organizational objectives and addressing areas of disagreement or inefficiency.

### **5.3 Conclusion of the study**

The principles of fairness, transparency, and ethical conduct are essential to maintain throughout the bid evaluation process, Organizations should prioritize addressing concerns related to confidentiality, equality, conflict of interest, score allocation, bid clarification, and the use of a supplier selection scorecard. Continuous communication, training, and refinement of bid evaluation procedures are crucial for fostering trust, transparency, and integrity in procurement processes, contributing to a more robust and ethical procurement environment.

In conclusion, the analysis of the relationship between Procurement Performance and Advertising Method reveals a weak positive correlation with a Pearson correlation coefficient of 0.146. However, the correlation is not statistically significant, as indicated by

the p-value of 0.164, which is greater than the conventional significance level of 0.05. The regression model suggests a weak positive correlation between advertising methods and procurement performance, while there is a weak positive correlation between Procurement Performance and Advertising Method, the lack of statistical significance and the limited explanatory power of the regression model indicate that drawing meaningful conclusions about the relationship between these variables based solely on this analysis may be challenging.

In conclusion, the findings of this study reveal a statistically significant positive correlation (Pearson correlation coefficient of 0.383) between bid evaluation and procurement performance, indicating that as the effectiveness of bid evaluation processes improves, there is a corresponding enhancement in procurement outcomes. This correlation underscores the importance of robust bid evaluation procedures in achieving better supplier selection, favorable contract terms, and overall improved procurement performance. The regression analysis further supports this positive relationship, with a model that is statistically significant. The R Square value of 0.147 suggests that bid evaluation alone explains approximately 14.7% of the variability in procurement performance. While this indicates a modest explanatory power, the Adjusted R Square of 0.138 reaffirms this assessment, considering the model's complexity and mitigating concerns of overfitting and the rejection of the null hypothesis further emphasizes that bid evaluation significantly influences procurement performance, while the study provides valuable insights and establishes a foundation for understanding the relationship between bid evaluation and procurement performance, further research is recommended to delve into specific aspects of bid evaluation that contribute most significantly to procurement outcomes. Additionally,

organizations are encouraged to invest in and optimize bid evaluation processes, implement best practices, improve transparency, and provide training for procurement professionals to further strengthen the observed correlations and enhance overall procurement performance.

On finding out the relationship between supplier selection and procurement performance Identifying Suitable Suppliers, the study concluded that; suitable suppliers are effectively identification, Negotiations Before Final Supplier Selection, effectiveness of awarding contracts to suitable suppliers and the efficiency of the contract awarding process are essential in the supplier selection process., the study has revealed a statistically significant and moderate positive relationship between supplier selection and procurement performance in the given context. The Pearson correlation coefficient of 0.331 indicates a positive correlation, suggesting that as supplier selection increases, procurement performance tends to increase as well. The model summary further emphasizes the significance of supplier selection, with an R-squared value of 0.109, indicating that approximately 10.9% of the variability in procurement performance can be explained by supplier selection, While the relationship is moderate, the findings underscore the importance of thoughtful supplier selection in achieving optimal procurement outcomes. Organizations are advised to consider the model's limitations, such as the margin of error indicated by the standard error, and explore additional factors that may further refine the predictive capabilities of the model, the significance of the variables is evident in the regression analysis, where the low p-value for supplier selection (0.001) indicates its statistical significance as a predictor of procurement performance. In practical terms, organizations can use this information to enhance their procurement strategies by focusing on supplier selection methods that positively influence procurement performance.

## **5.4 Recommendation**

The study made the following recommendations; Prioritize Fairness, Transparency, and Ethical Conduct,

### **Managerial**

To improve procurement performance, management should implement policies that emphasize fairness, transparency, and ethics throughout the bid evaluation process. This includes strengthening training and communication to ensure staff understands key issues like confidentiality and conflicts of interest, while fostering open communication to build trust. Management should also develop a standardized, objective bid evaluation framework with a detailed supplier selection scorecard. Although advertising methods showed no significant correlation with performance, optimizing these methods and diversifying channels could still be beneficial. A feedback mechanism for suppliers, along with policies to monitor and address conflicts of interest, would further enhance fairness and integrity. Adopting these measures will create a more robust procurement environment aligned with best practices.

### **Policy**

To enhance procurement performance, organizations should prioritize strengthening bid evaluation procedures by adopting robust, transparent frameworks and providing ongoing training for procurement teams to improve decision-making. Supplier selection processes should be optimized by identifying suitable suppliers through comprehensive methods, focusing on quality and reliability, and ensuring clear, efficient contract awarding. Data-driven decision-making should be embraced by analyzing procurement performance data to identify trends and expand the scope of analysis to include additional factors influencing

performance. Additionally, organizations should implement and enforce clear procurement policies, promote transparency, and foster a culture of continuous improvement by investing in training and knowledge-sharing to keep up with evolving market trends and best practices. These efforts will improve supplier selection, enhance procurement outcomes, and align with organizational goals and policies.

### **Methodological**

To enhance procurement performance, organizations should prioritize strengthening bid evaluation processes by ensuring fairness, transparency, and ethical conduct. This can be achieved through continuous training for procurement professionals on best practices and ethical standards, improving score allocation, bid clarification, and managing conflicts of interest. Additionally, organizations should focus on optimizing supplier selection strategies by identifying suitable suppliers, conducting effective pre-selection negotiations, and employing supplier selection scorecards for consistency and transparency. Given the weak correlation between advertising methods and procurement performance, increasing transparency in procurement communications is essential to build trust and improve outcomes. Organizations must continuously monitor and refine procurement processes to adapt to emerging needs and improve efficiency. Further research is recommended to explore specific aspects of bid evaluation and supplier selection that most significantly impact procurement performance. Lastly, fostering an organizational culture that values ethics and transparency in procurement will ensure long-term success in achieving favorable procurement outcomes.

### **5.5 Areas of further research**

The following are the areas of research;

Supplier Relationship Management (SRM) and Procurement Performance, this will involve Investigating how managing relationships with suppliers, including communication, trust-building, and collaboration, impacts procurement performance and Exploring the role of long-term vs. short-term supplier partnerships in performance.

Technological Advancements in Supplier Selection, this will involve; Researching the impact of technologies like Artificial Intelligence (AI), Machine Learning (ML), and Block chain on the supplier selection process.

Sustainability and Supplier Selection, this study will involve specifically Investigating how sustainability criteria (e.g., environmental impact, ethical practices) are integrated into the supplier selection process and their effect on procurement performance and also Researching the impact of green procurement practices on supplier selection and performance.

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## APPENDICES

### Appendix I: Krejcie and Morgan (1970) Sample Determination Table

| Table for Determining Sample Size from a Given Population |    |     |     |      |     |
|---|----|-----|-----|------|-----|
| N   | S  | N   | S   | N    | S   |
| 10  | 10 | 220 | 140 | 1200 | 291 |
| 15  | 14 | 230 | 144 | 1300 | 297 |
| 20  | 19 | 240 | 148 | 1400 | 302 |
| 25  | 24 | 250 | 152 | 1500 | 306 |
| 30  | 28 | 260 | 155 | 1600 | 310 |
| 35  | 32 | 270 | 159 | 1700 | 313 |
| 40  | 36 | 280 | 162 | 1800 | 317 |
| 45  | 40 | 290 | 165 | 1900 | 320 |
| 50  | 44 | 300 | 169 | 2000 | 322 |
| 55  | 48 | 320 | 175 | 2200 | 327 |
| 60  | 52 | 340 | 181 | 2400 | 331 |
| 65  | 56 | 360 | 186 | 2600 | 335 |
| 70  | 59 | 380 | 191 | 2800 | 338 |
| 75  | 63 | 400 | 196 | 3000 | 341 |
| 80  | 66 | 420 | 201 | 3500 | 346 |
| 85  | 70 | 440 | 205 | 4000 | 351 |
| 90  | 73 | 460 | 210 | 4500 | 354 |
| 95  | 76 | 480 | 214 | 5000 | 357 |
| 100   | 80 | 500 | 217 | 6000 | 361 |
| 110   | 86 | 550 | 226 | 7000 | 364 |
| 120   | 92 | 600 | 234 | 8000 | 367 |
| 130   | 97 | 650 | 242 | 9000 | 368 |

## Appendix II: Questionnaire for Respondents

Dear participant,

I am **BUGABE JOSEPH, REG NO. 21/U/GMSC/14097/PE**, a student of Masters of Science in Procurement and supply chain management at Kyambogo University. I intend to conduct a study on **supplier selection process management and procurement performance at the Management Training and Advisory Center (MTAC)**. I kindly request you to participate in this study by providing appropriate and accurate responses to the questions listed. The information sought is required for academic purposes. Therefore, it will be treated with the highest level of confidentiality.

Thank you

Yours faithfully,

.....  
BUGABE JOSEPH

Researcher

**SECTION A: DEMOGRAPHY** (Please tick (√) the most appropriate answer)

### SECTION A1: Gender

|      |        |
|------|--------|
| Male | Female |
| 1    | 2      |

### SECTION A2: Age Group

|                    |             |             |                    |
|--------------------|-------------|-------------|--------------------|
| 25 years and below | 26-32 years | 33-39 years | 40 years and above |
| <b>1</b>           | <b>2</b>    | <b>3</b>    | <b>4</b>           |

### SECTION A3: Education level

|         |           |                         |         |     |
|---------|-----------|-------------------------|---------|-----|
| Diploma | Bachelors | Postgraduate<br>Diploma | Masters | PHD |
| 1       | 2         | 3                       | 4       | 5   |

**SECTION A4: What is your level of work experience?**

|           |           |           |               |
|-----------|-----------|-----------|---------------|
| 0-2 years | 3-5 years | 6-8 years | 9 years above |
| 1         | 2         | 3         | 4             |

**SECTION B: supplier selection process management**

For the following sections, please tick (√), either 1, 2, 3, 4, 5 for each of the statements below as per description in the table. This is a 5-point Likert scales ranging from strongly agree to strongly disagree as: (1=Strongly Disagree, 2=Disagree, 3 = Not sure, 4=Agree and 5=Strongly Agree)

| Code | Bid Evaluation   | SD | D | NS | A | SA |
|------|--|----|---|----|---|----|
| BE1  | Confidentiality is observed during bid evaluation                          | 1  | 2 | 3  | 4 | 5  |
| BE2  | Equality of observed during bid evaluation                                 | 1  | 2 | 3  | 4 | 5  |
| BE3  | We avoid conflict of interest in the process of bid evaluation             | 1  | 2 | 3  | 4 | 5  |
| BE4  | We ensure score allocation in the process of bid evaluation                | 1  | 2 | 3  | 4 | 5  |
| BE5  | We ensure that there is bid clarification in the process of bid evaluation | 1  | 2 | 3  | 4 | 5  |
|      | <b>Supplier selection</b>  |    |   |    |   |    |
| SS1  | We use the supplier selection scorecard                                    | 1  | 2 | 3  | 4 | 5  |
| SS2  | We identify suitable suppliers   | 1  | 2 | 3  | 4 | 5  |
| SS3  | We use scorecard ranking   | 1  | 2 | 3  | 4 | 5  |
| SS4  | We conduct negotiations before making final supplier selection             | 1  | 2 | 3  | 4 | 5  |
| SS5  | We effectively award contracts to suitable suppliers                       | 1  | 2 | 3  | 4 | 5  |
|      | <b>Advertising methods</b>   |    |   |    |   |    |
| AM1  | We use newspaper to advertise the available tenders                        | 1  | 2 | 3  | 4 | 5  |

|   |  |   |   |   |   |   |
|---|--|---|---|---|---|---|
| AM2                                       | We use our official website to advertise available tenders   | 1 | 2 | 3 | 4 | 5 |
| AM3                                       | We use In-house adverts to call for suppliers  | 1 | 2 | 3 | 4 | 5 |
| AM4                                       | We sometimes use pre-qualification measures  | 1 | 2 | 3 | 4 | 5 |
| AM5                                       | Advertisement is at the center of our procurement strategy   | 1 | 2 | 3 | 4 | 5 |
| <b>SECTION C: PROCUREMENT PERFORMANCE</b> |  |   |   |   |   |   |
| PP1                                       | Assets procured by Procurement department have value for money.  | 1 | 2 | 3 | 4 | 5 |
| PP2                                       | The supplier selection system is so competitive that the best services and goods are often procured for the public.      | 1 | 2 | 3 | 4 | 5 |
| PP3                                       | The procurement committee ensures timely completion of projects  | 1 | 2 | 3 | 4 | 5 |
| PP4                                       | The procurement committee members and technical team are very competent in their roles.                                  | 1 | 2 | 3 | 4 | 5 |
| PP5                                       | Procurement process is followed according PPDA Guidelines and regulations  | 1 | 2 | 3 | 4 | 5 |
| PP6                                       | The procurement committee operates independently and has no interference from politicians.                               | 1 | 2 | 3 | 4 | 5 |
| PP7                                       | Total value of purchased products have acceptable shelf-life period.   | 1 | 2 | 3 | 4 | 5 |
| PP8                                       | Deliveries of supplies, work and services are made within the stipulated time of the contract.                           | 1 | 2 | 3 | 4 | 5 |
| PP9                                       | Procurement department procure goods, works and services that fulfill expectations as specified by the user department . | 1 | 2 | 3 | 4 | 5 |

**THANK YOU**

## **Appendix III: Introductory Letters**

## **Appendix IV : Plagiarism Test Results**