

Role of Procurement Practices on the Performance of Corporate Organizations in Kenya: A Case Study of Kenya National Police Service

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Abstract

Procurement is an important and expensive business activity for organizations. This is because organizations usually spend a large portion (even up to 70%) of their revenue and operational budget on purchasing goods and services. Procurement is generally the process of acquiring goods and services as well as hiring contractors and consultants to carry out works and services (Hornby, 2005). The main objective of this study was to establish the role of procurement practices on performance of Kenya National Police Service in Makueni County. Specific objectives of the study was to establish the role of procurement planning on the performance of Kenya National Police Service; to determine the role of procurement controls on the performance of Kenya National Police Service; to establish the role of procurement monitoring on the performance of Kenya National Police Service and lastly to examine the role of staff training in procurement practices on the performance of Kenya National Police Service. The study adopted Descriptive Research Design. The target population was the 120 procurement personnel in Kenya National Police Service in Makueni County. Stratified sampling and simple random sampling techniques was employed in the selection of 48 respondents. The study revealed that procurement planning, controls, monitoring and staff training in procurement practices have a great role in the performance of Kenya National Police Service. This study recommended that the existing procurement practices be reviewed and implement all suggestions on improving organizational performance. Further research was recommended to cover other procurement management practices and on a wider population of state corporations in Kenya.

Keywords: Procurement Management Practices and Organizational Performance

Introduction

According to Public Procurement and Disposal Act (2005) "Procurement" means acquisition by purchase, rental, lease, hire purchase, license, tenancy, franchise, or any other contractual means, of any type of works, services or supplies or any combination. Procurement encompasses the whole process of acquiring property and/or services. It begins when an agency has identified a need and decided on its procurement requirement. Procurement continues through the processes of risk assessment, seeking and evaluating alternative solutions, contract award, delivery of and payment for the property and/or services and, where relevant, the on-going management of a contract and consideration of options related to the contract. Procurement also extends to the ultimate disposal of property at the end of its useful life (Waters, 2004).

According to Roodhooft & Abbeele (2006), public bodies have always been big purchasers, dealing with huge budgets. Mahmood, (2010) also reiterated that public procurement represents 18.42% of the world GDP. In developing countries, public procurement is increasingly recognized as essential in service delivery (Basheka & Bisangabasaija, 2010), and it accounts for a high proportion of total expenditure. For example, public procurement accounts for 60% in Kenya (Akech, 2005), 58% in Angola, 40% in Malawi and 70% of Uganda's public spending (Wittig, 1999; Government of Uganda, 2006) as cited in Basheka and Bisangabasaija (2010).

Due to the colossal amount of money involved in government procurement and the fact that such money comes from the public, there is need for accountability and transparency (Hui *et al*, 2011). Therefore, a well-functioning procurement system based on transparency, competition, economy, efficiency and accountability is critical for good economic management and addressing leakages of government funds, improving the effectiveness of public expenditure in poverty reduction and enhancing the public's confidence in government intentions and programmes. Failure to properly manage the procurement process and systems can lead to wasted effort and poor development results consequently increased poverty and deprivation of social and economic rights of the citizenry.

Performance standards in the security sector attract global concern. Several countries have developed different promising strategies and techniques to improve performances in the security sector, even though these have not been sufficiently experimented (Walker, 2004). A fully functioning police service is vital for maintenance of peace, provision of security, and enforcement of a country's law. In the last two decades, the security system deteriorated to a point where the government was unable to guarantee security to its citizens and their property. This emerged as a result of low morale, lack of professionalism, inadequate resources, political interference, and endemic corruption in the service.

According to The Kenya Police Service Strategic Plan 2003-2007, the principal cause of dysfunctional policing is the extreme shortage of resources with which the police must contend. As a result, officers are prone to corruption, inadequate investigative training and access to sophisticated forensic facilities, inadequate training in customer care and human rights, inadequate and obsolete communication equipment, weak expenditure control of allocated funds, lack of adequate funding to spend on essential services, inadequate computers and modern information technology leading to inefficiency, loss of files and misplaced evidence,

inadequate transportation which causes inability to provide rapid response to crimes in progress.

Terrorism, a global phenomenon has continued to wreak havoc by scaring away investors and tourists, leading to loss of jobs and depleting further the scanty state resources in countering it. Skills required by purchasing professional have changed due to the role shift of the purchasing function itself. From that of a buyer to that of a professional managing strategic long-term, complex agreement between internal stakeholders and suppliers (Faes *et al*, 2001); professionals require a complex set of managerial and technical professional skills. These role shifts affect professionals in both developed and developing countries. It affects procurement professionals in central and local government systems as well as those in the public and private sector environments. For purchasing to be at a strategic level, professionals need to possess a set of skills and competencies (Carr & Smeltzer, 2000). In most developing countries, the procurement function is transitioning from a clerical non strategic unit to an effective socio-economic unit that is able to influence decisions and add value (Callender & Mcken, 2007).

Developing countries in one way or another have reformed their public procurement regulations. The reforms have not been limited to regulations only, but also include public procurement process, methods, procurement organizational structure, and the workforce. Nonetheless, most developing countries are facing a problem of rapid changes in public procurement requirements. The changes are impacting pressure on how the procurement function performs its internal and external processes and procedures in order to achieve its objectives. The ability to realize procurement goals is influenced by internal force and external force. Interactions between various elements, professionalism, staffing levels and budget resources, procurement organizational structure whether centralized or decentralized, procurement regulations, rules, and guidance, and internal control policies, all need attention and influence the performance of the procurement function.

Efficient Public Procurement systems are essential to the achievement of development goals. Public procurement mechanisms are key elements to the overall efficiency of public sector management because they can contribute to a better allocation of resources towards development objectives and improved governance in the public sector. Weak and corrupted procurement systems often lead to a waste of public financial resources and higher transaction costs and, therefore, undermine development efforts. The effective procurement management should acknowledge complexity, Find the right skills and organize the work, Develop a sound strategy, Manage timetable effectively, Follow sound bid evaluation method and develop a smart, fair contract. Effective procurement requires organized teamwork: authorities, responsibilities, schedule, and resources (Eduardo Talero, 2004).

1.2 Statement of the Problem

Regardless of the enactment of the Public Procurement and Disposal Act, 2005 and operationalisation of various regulations to improve performance of the procurement function, public procurement in Kenya is marred by corruption scandals and losses amounting to billions of shillings. Over 80 percent of corrupt practices in Kenya still occur in public procurement (KACC Perception Survey 2010).

Cases of procurement malpractice include the Anglo Leasing, the NSSF civil servants' medical cover scheme, IEBC BVR kits, the NSSF Tassia estate scandal, the standard gauge railway are

among those that have dominated the media and public discourse. The Mars Group (2011) estimates the recent grand corruption scandals have cost the country over KSh.700 billion (USD 8.24 bn). According to KACC Report (2001), billions of shillings of public funds were lost in a police procurement activity involving the supply of 520 Hyundai motor vehicles worth US\$ 10 million that were never delivered despite payments having been made. Kenya Police Service is ranked as the most corrupt institution in Kenya in all aspects including procurement (Transparency International Report, 2013).

A high tech procurement meant for the Directorate of criminal Investigation never materialized due to procurement irregularities (World report, 2012). According to Transparency International 2011, the National Police Service is the public institution with highest number of stalled procurement related projects. Kenya has put in place provisions to ensure the realization of her long term objective of improving the quality of life of its citizens. Considerable amount of resources have been committed towards improving security services. Kenya police service has not been able to adequately provide security services to the citizens and this may be attributed to lack of proper procurement practices.

The experience in the National Police Service reveals inadequate transport and appropriate modern equipment for the efficient and effective performance of duty. This can be attributed to lack of proper procurement practices. Most police stations lack basic lighting, water, proper ventilation, housing, offices and equipment for policing purposes among other facilities which form major components (ROK Report, 2011). No known study has specifically addressed the role of procurement practices on performance of Kenya National Police Service. It is against this background that this study intends to bridge the knowledge gap and explore the role of procurement practices on performance of Kenya National Police Service in Makueni County.

1.3 Objectives of the Study

The general objective of the study was to establish the role of procurement practices on the performance of Kenya National Police Service in Makueni County. The specific objectives of the study were;

1. To establish the role of procurement planning on the performance of Kenya National Police Service.
2. To determine the role of procurement controls on the performance of Kenya National Police Service.
3. To establish the role of procurement monitoring on the performance of Kenya National Police Service.
4. To examine the role of staff training in procurement practices on the performance of Kenya National Police Service.

1.4 Research Questions

The study aimed to answer the following research questions;

1. How does procurement planning affect the performance of Kenya National Police Service?.
2. How does procurement controls affect the performance of Kenya National Police Service?.

3. How does procurement monitoring affect the performance of Kenya National Police Service?.
4. How does staff training in procurement practices affect the performance of Kenya National Police Service?.

2.2 Theoretical Framework

2.2.1 Principal-Agency Theory

The Principal-Agency Theory is the underpinning theory used to establish the framework for this study. The Principal-Agent Theory is an agency model developed by economists that deals with situations in which the principal is in position to induce the agent, to perform some task in the principal's interest, but not necessarily the agent's (Health & Norman, 2004). Several studies (Eisenhardt 1988; Bergen *et al.*, (1992); and Rokkan & Buvik (2003) have contributed to the literature on principal agent theory. All these contributions have one main theme which is the relationship between a principal and an agent.

The Principal-Agent Theory concerns with the arrangement that exists when one person or entity (called the agent) acts on behalf of another (called the Principal). The principals contract with the agent to perform some services on the principal's behalf. These contracts require the agent to exert effort and make decisions. For example shareholders of a company (principals) elect management (agents) to act on their behalf, and investors (principals) choose fund managers (agents) to manage their assets. That is the management make operational decisions on behalf of the company shareholders for instance maximization of revenues and minimization of costs among other decisions. With this relationship, the principal engages the agent who acts and makes decisions on behalf of the principal (Eisenhardt, 1989; Bergen *et al.*, 1992). This relationship works well when the agent is an expert at making the necessary decisions, but does not work well when the interests of the principal and agent differ substantially.

In general, a contract is used to specify the terms of a principal – agent relationship. According to Eisenhardt (1989), Agency theory is directed at the ubiquitous agency relationship in which one party (the principal) delegates work or tasks to another party (the agent) who performs that work. Agency theory describes this type of relationship using the metaphor of a contract (Jensen & Meckling, 1976). Agency relationships are enacted in a broader social context for the adoption of policies about aligning incentives in order to discourage self-interested behaviour by managers and reducing agency costs. A number of studies have shown that procurement contributes about 60%-70% of an organization's expenditures.

Following the operational nature of procurement expenditures, decisions must be taken by the organization's management (agents) on behalf of the company owners (principals) under the power entrusted to them through their employment contracts. The theory also answers two specific problems that is, the goals of the principal and agents are not in conflict (agency problem) and that the principal and agent reconcile different tolerances for risk. The principals and agents seek to maximize their utility from the same organizations.

As the shareholders seek to maximize their wealth in form of profits (dividends) made by the company, management too seeks to maximize their utility by way of earnings. Also, because of the different roles of these two parties in the organization, the risk tolerance levels differ. As

the shareholders' risk appetite levels are normally low because of the need to protect the value of their wealth, management normally tolerate higher risk; these are normally reconciled in order for the company to operate well. Procurement management is an essentially risky function that involves management decisions in optimally allocating the limited resources that are provided by the shareholders hence the need to minimize the involved risks so as us ensure competitiveness.

The Institutional Theory

Institutional theory describes the effects of external institutional pressures on organizations and defines institutions as regulatory structures, government agencies, laws, courts, and professions, as well as interest groups and public opinion (Lowell, 1994). The rules and norms set out by the institutions in an environment are endorsed by various actors. When speaking of actors and institutional environment in this research project, reference is made to the norms represented by the actors in the environment and the pressure that these norms exert on other actors in the environment. A strength attributed to institutional theory is its ability to explain non-choice behaviour of organizations how they conform to norms without questioning them and undertaking public function (Lowell, 1994).

According to Scott (2003), institutions are composed of cultural-cognitive and regulative elements that together with associated activities and resources give meaning to life. The author explains the three pillars of institutions as regulatory (policy), normative and cultural cognitive. The regulatory (policy) pillar emphasizes the use of rules, laws and sanctions as enforcement mechanism with emphasis on compliance. The normative pillar refers to norms-how things should be done and the values preferred desired. The cultural pillar rests on shared understanding (common beliefs, symbols, shared understanding).

The PPDA (2005) requires that proper maintenance and keeping of records be implemented in all public procuring entities hence need to have policies, norms and rules to the effect. Borrowing from this theory, public procuring entities are guided by rules and regulations like the PPDA (2005), PPDR (2006) and policies to be used in implementing the act as well as the regulations hence policies on records management. From the three pillars of institutions propounded by Scot (2003) such as organizational culture, social influence, organizational incentives and enforcement are identified as antecedents of compliance to procurement records management.

Legitimacy Theory

The Legitimacy Theory states that the organization has the mandate to state its activities to the stakeholders, more specifically to the public and state the benefits the society will get from it (Wilmshurst & Frost, 2000). A state that is there when an organization's value system is in line with the value system of the society that the organization exists (Lindblom, 1993). Legitimacy is a perception that the acts of the organization are acceptable in the constructed system of behaviour in the society that it exists in (Suchman, 1995).

Legitimacy Theory therefore brings in good understanding in the government procurement systems. The concept of legitimacy strongly suggests that the social contract which is between the government and the public can be eliminated. In government procurement context, there

are issues (such as cronyism and corruption) that could endanger the legitimacy practice. In accordance to the Legitimacy Theory, government officers' choices of legitimizing implementation strategies are focused on the interpretation of the local authority or department involved, and different government officers will likely have different ideas of what is expected of them from the public and whether the department or agency or local authority is viewed by the society as complying with the expectations that is expected from them (Deegan *et al.*, 2002). The legitimacy theory argues that officers make the disclosure practice as a way of building a good reputation among the stakeholders and the society at large (Magness, 2006).

2.3 Conceptual Framework

A conceptual framework is a structure of concepts and or theories which are put together as a map for the study and it shows the relationship of research variables (Mugenda & Mugenda, 2008). The conceptual framework is used to explain the relationship between the independent variables and the dependent variable. The aspects of procurement planning, procurement controls, procurement monitoring and staff training in procurement practices are the independent variables while performance is the dependent variable. This relationship is diagrammatically shown in Figure 2.1 below.

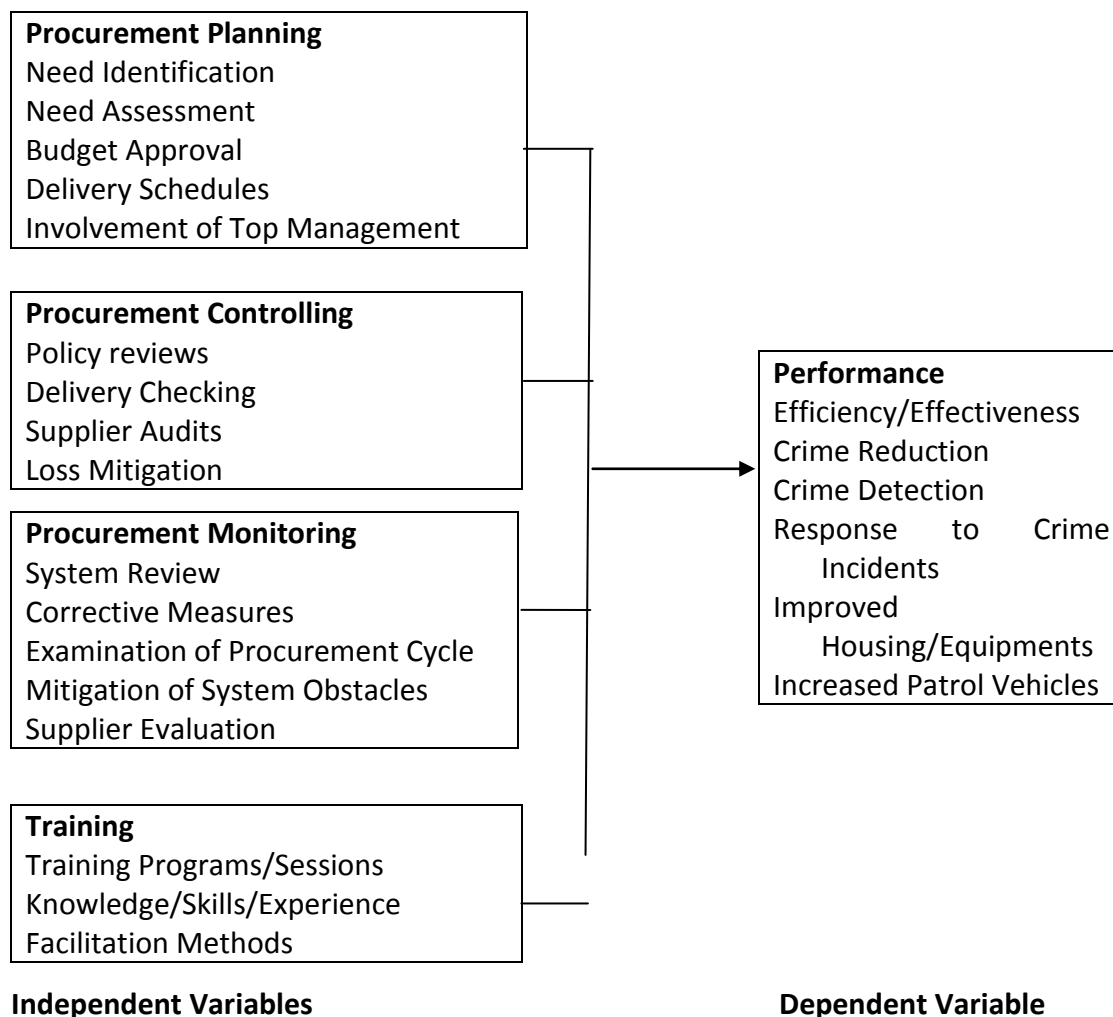


Figure: 2.1 Conceptual Framework

3.0 Research Methodology

The study adopted descriptive research design. A descriptive research design determines and reports the way things are (Mugenda & Mugenda, 2003). Descriptive design was ideal as the study was carried out in a limited geographical scope and hence is logistically easier and simpler to conduct considering the limitations of the study (Mugenda, 2008). The population for the study was the Kenya National Police Service.

Stratified sampling and simple random sampling techniques were applied in selection of respondents. First, the managerial levels in Kenya National Police Services were treated as strata upon which the respondents were selected. Stratification was used because the population was structured into various non-homogenous units, hence the need for sample diversity. Secondly, a sample of 40% was drawn from each stratum through simple random sampling. According to Kothari (2008) a representative sample is one which is at least 10% of the population thus the choice of 40% was considered as representative. The main advantage of simple random sampling was that it eliminates bias in selection of respondents (Kothari, 2008).

The study relied on primary data. Data from the target respondents was collected through administration of a structured questionnaire. The study collected primary and secondary data. Primary data provided a presentation of the actual information that was obtained to accomplish the aim of the study. This primary data was gathered using both open ended and closed ended questionnaires. The questionnaires were self administered to the 48 respondents who were picked for the purpose of analysis. Empirical and theoretical literature from books, journals and the internet were sourced for the purpose of collecting the secondary data.

Descriptive statistics in the form of frequencies, percentages and inferential statistics were used for analysis in the study (Mugenda & Mugenda, 1999). Statistical Package for Social sciences (SPSS) computer software (version 18) was used to present the data in the form of frequency, tables and percentages.

4.0 Results of the Study

4.1 Procurement Planning

Table 4.1 Response means and standard deviations of procurement planning

Statements	Mean	Std. Deviation
Procurement planning sets in motion the entire procurement process in the organization.	4.34	.713
The business need is clearly defined by the responsible personnel in the unit /department	4.30	.795
Thorough needs assessment is undertaken by respective heads for goods and services needed	4.27	.758
Market capability analysis is carried out to determine where to procure from	2.16	1.256
The user departments clearly specify when to utilise the required goods and services	4.41	.844
Budget approval is obtained for the required items before purchase in the organization	4.20	.594
Delivery schedules that fit in the organization requirements are drawn with the suppliers	4.45	.761
Funds are availed before planning is done	4.07	1.189
Top management is involved in the procurement planning	4.57	.545

The study sought to establish whether the organization practiced procurement planning and 95.5% of the respondents indicated that the Kenya National Police Service practiced procurement planning while 4.5% disagreed. The study also sought to establish the extent to which procurement planning contributes to the performance of the organisation and 68.2% of the respondents indicated to Great extend, 18.2% Moderate extend, 6.8% very low extend, 4.5% Neutral while 2.3% to Low extend. The study further sought to establish extent to which the respondent agreed with various statements on procurement planning practices. The respondents agreed that procurement planning sets in motion the entire procurement process in the organization as shown by a mean score of 4.34. This is confirms a study (Byokusheka, 2010) that procurement planning is the primary function that sets the stage for subsequent procurement activities. The respondents agreed that responsible business units clearly defined needs as shown by a mean score of 4.30. The respondents agreed that the needs assessment was done by the respective heads as shown by mean score of 4.27. It is clear from the study that thorough needs assessment is done by the respective heads which greatly affects the performance of the Kenya National Police Service. Arrowsmith, Linarelli & Wallace, (2000) asserts that planning involves deciding whether there is a need for the particular goods or services. The respondents disagreed that market capability analysis was done in order to

determine where to procure from as shown by a mean score of 2.16 and standard deviation of 1.256 implying high variations in the responses. This clearly shows that for the organization to attain value for money, it has to continuously undertake market capability analysis.

The respondents further agreed that the user departments clearly specify when to utilize the required goods and services as shown by a mean score of 4.41. User departments ought to indicate their desired timeline to enable the organization plan for the required resources well. The respondents agreed that budget approvals were sought before purchasing in the Kenya National Police Service as shown by a mean score 4.20. The respondents also agreed that delivery schedules that fit in the organization requirements were drawn with the suppliers as shown by a mean score 4.45. Lack of delivery schedules compels the organization to make emergency purchases to cater for the deficits thus negatively affecting the performance of the organization. The respondents agreed that the tender committee ensured availability of funds before purchasing as shown by a mean score of 4.07 and standard deviation of 1.189 implying varied responses. The tender committee has to liaise with the various departments to ensure availability of funds before committing the organization in order to avoid risks.

The top management takes part in the procurement planning as shown by a mean score of 4.57. The top management guides the planning process of the National Police Service to ensure that lower management strategies are consistent with the corporate strategies. The result conforms to Thai, (2004) observations that forms and procedures may be convenient and useful tools, but the planning effort will succeed only with the complete commitment and involvement of top management.

4.2 Procurement controls

Table 4.2 Response means and standard deviations of procurement controls

Statements	Mean	Std. Deviation
The organization periodically reviews the existing procurement policies	4.30	.795
Bids are opened by an independent committee.	2.32	1.343
Bids are evaluated by an independent committee	2.20	1.286
The technical abilities of the suppliers are evaluated before contract awarding	4.45	.548
Received goods and services are checked against the local purchase order	4.41	.757
Periodic supplier audits are undertaken to correct compliance errors	4.34	.888
Invoices are checked against the local purchase order and delivery note before payment	4.39	.813
Losses are prevented through continuously checking the purchase processes	4.50	.665

The study sought to find out the respondents level of agreement with various statements on procurement controls practices. From the findings in 4.2 above, the respondents agreed that Kenya National Police Service periodically reviews the existing procurement controls as supported by a mean of 4.30. The organization ought to periodically review its procurement policies so as to minimize losses and thus improve performance. The respondents disagreed that bids are opened by an independent committee as indicated by a mean of 2.32 and standard deviation of 1.343. The respondents further disagreed that bids are evaluated by an independent committee as indicated by a mean of 2.20 and standard deviation of 1.286. The low scale means score shows that bids are not opened and evaluated by an independent committee in the organization. Receiving, opening and evaluation of bids by the same tender committee personnel may impair their objectivity in case they are interested in a specific supplier. The organization has to separate these functions in order to further improve its performance. The organization therefore has to review this area to further improve its performance. The respondents agreed that the technical abilities of the suppliers were evaluated before awarding contracts as shown by a mean of 4.45. Kenya National Police Service does supplier technical ability assessment in order to avoid frustration. According to Lisa *et al.*, (2007) lack of supply management involvement in services supplier identification, screening, and selection exposes the organization to new risks. The respondents agreed that the received goods and services were checked against the local purchase orders as indicated by a mean score of 4.41 and standard deviation was 0.757. Checking goods and services against local purchase orders ensures that the organization receives value for money by way of ensuring that the goods and services are delivered as per the requisition in terms in quality and quantity. The respondents agreed that periodic supplier audits are undertaken to correct compliance errors as indicated by a mean of 4.34 and standard deviation was 0.888. Periodic supplier audits helps the organization to have an update of the supplier position in terms of existence, capabilities, dependability among others in order to prepare for any eventualities from the supplier. Measuring effectiveness and ensuring proper business controls includes conducting periodic supplier audits to correct compliance errors (Lisa *et. al.*, 2007). The respondents agreed that invoices are checked against the local purchase orders and delivery notes before payment as indicated by a mean of 4.39 and standard deviation was 0.813. Verification of the invoices, delivery notes and local purchase orders is vital in ensuring that the supplier is paid according to their contracts and what was delivered and confirmed by the organization. The respondents also agreed that losses are prevented through continuously checking the purchase processes as indicated by a mean of 4.50 and standard deviation was 0.665. The organization continuously checks its purchase processes in order to minimize operational losses and fraud.

4.3 Procurement Monitoring

Table 4.3 Response means and standard deviations of procurement monitoring

Statements	Mean	Std. Deviation
Reviews of the procurement system are done at regular intervals	4.14	.824
Corrective actions are taken once discrepancy is identified in these processes	4.09	.858
The organization examines the procurement cycle to prevent fraud	4.20	.851
Supplier evaluation is periodically undertaken to ensure good quality of the goods and services.	4.30	.701
Obstacles in the procurement process are mitigated in a timely manner	4.14	.905
Close supervision of purchases is done as a way of controlling costs	4.39	.655

The study sought to determine the role of procurement monitoring practices on performance. As illustrated in table 4.14 below, the respondents agreed that reviews of the procurement system are done at regular intervals in the organization as shown by a mean of 4.14. The respondents also agreed that corrective actions are undertaken once variances are identified in the procurement system of the organization as reported by a mean of 4.09 implying that the organization conducts corrective actions to correct variances and this should be maintained.

The study revealed that the organization examines the procurement cycle to prevent fraudulent practices or purchases as indicated with a mean of 4.20. The respondents agreed that the organization undertakes periodical supplier evaluation to ensure good quality of the goods and services supplied as indicated by a mean of 4.30. Mullin (2003) asserts that one of the supplier management strategic tasks is competitiveness. The study results indicate that as part of supplier management, the organization periodically evaluates suppliers to a great extent and this directly affects the quality of goods and services. On whether obstacles in the procurement process are mitigated in a timely manner, the respondents agreed as shown by a mean of 4.14. Monitoring of procurement is a continuous process and that obstacles towards achieving intended objectives should be identified and mitigated (Mlinga, 2011). The respondents also agreed that close supervision of purchases is done as a way of controlling costs with a mean score of 4.39. These results implied that the organization controls its costs through close supervision of the procurement system. According to Ellram, 1998 purchasing decisions quite often affect a large part of a company's total costs, not only in terms of direct acquisition costs but also regarding indirect costs in the areas of inventory management, quality assurance, administration, and payment, among others. The results from the study are in line with these views and thus the need for institution of close supervision of the procurement process in a bid to control the costs.

4.4 Staff training in procurement practices

Table 4.4 Response means and standard deviations of staff training

Statements	Mean	Std. Deviation
The organization has documented policies that guide training in procurement practices	4.30	.851
Inadequate training in procurement practices leads to poor performance of the organization.	4.45	.761
The organization utilizes formal training through training programmes	3.91	.830
Training in procurement practices has improved staff knowledge, skills and experience.	4.45	.663
Training in procurement practices has improved performance in Kenya Police Service.	4.45	.589

The study sought to establish the respondent's level of agreement with various statements on Staff training in procurement practices. From the findings illustrated in table 4.4 above, the respondents agreed that the organization has documented policies that guide training in procurement practices as supported by a mean of 4.30. The respondents also agreed that inadequate training in procurement practices leads to poor performance of the organization as shown by a mean of 4.45. Asked on whether the organization utilizes formal training through training programmes, the respondents agreed with mean of 3.91. Respondents also agreed that staff acquired new knowledge, skills and experience through training and that training had improved performance in organization as supported by a mean of 4.45 respectively.

4.5 Performance of Kenya National Police Service.

Table 4.5 Response means and standard deviations on performance

Performance statements	Mean	Std. Deviation
The organization is efficient and effective in service delivery in the county	4.07	.695
The organization has adequate police patrol vehicles in the county	3.27	1.128
Crime has greatly reduced throughout the county	4.00	.915
The organization has adequate houses and equipments for its officers in the county	3.23	1.395
There is improved detection and response to crime incidents in the county	4.14	.905

The study also aimed at establishing the respondents' level of agreement with statements related to performance of state corporations in Kenya. As illustrated in table 4.5 above, the respondents agreed that the organization is efficient and effective in service delivery in the county, crime has greatly reduced and that detection and response to crime incidents has improved as shown by a mean of 4.07, 4.00 and 4.14 respectively. The respondents also agreed that the organization has adequate police patrol vehicles as shown by a mean of 3.27 and that the organization has adequate houses and equipments for its officers in the county as shown by a mean of 3.23. The respondents had diverged issues on these two statements as indicated by the standard deviation 1.128 and 1.395 respectively.

Conclusions

The study concludes that Kenya National Police Service undertakes planning decision to make purchase. This confirms a study by (Arrowsmith, 2000) that any procurement begins with the planning decision to make the purchase. This will involve deciding whether there is a need for the particular goods or services and will equally involve ensuring that the purchaser has the legal powers to undertake the transaction, obtaining any relevant approvals within the government hierarchy and arranging the necessary funding. The study concludes that Kenya National Police Service does not seriously carry out market capability analysis in order to determine where to procure from. This is contrary to a study by (Byokusheka 2010) that to secure goods and services at competitive prices requires accurate planning and involvement of a number of stakeholders. The National Police Service employs procurement control practices in its procurement undertakings.

The organization has benefited from adopting procurement controls practices in a number of ways; among them is the attainment of value for money, proper use of funds, prevention of unnecessary losses and stocking of items, improved service provision, quality supplies, correction of supplier compliance errors and improved efficiency and resource allocation. The study concludes that bids are received, opened and evaluated by the same tender committee. This confirms a study by Lisa et al 2007, that many organizations would benefit greatly from developing better services contracts that include elements such as specific payment milestones, clear service-level agreements and measurements, and clear delineation of the meaning, causes, and penalties of noncompliance.

The National Police Service practices procurement monitoring in its procurement undertakings. The study concludes that procurement monitoring is important to the organization in various ways namely; prevention of losses, control of costs, minimization of operational costs, correction of supplier variance errors, proper use of funds, minimization of fraudulent practices/purchases, transparency in operations, improved service provision and selection of right suppliers. According to (Public Procurement Monitoring Forum 2010, social accountability tools and actions include participatory planning, budget monitoring, expenditure tracking, procurement monitoring, and citizen report cards, among others. These tools can be used to improve procurement monitoring, which looks at bringing about greater transparency in the procurement cycle to uncover and prevent fraud and corruption, and to improve efficiency, productivity and quality in the delivery of goods and services.

Most of the procurement personnel in the organization have attended training in procurement practices. This confirms a study by Cherrington (1995) that some of the benefits of training

include: (1) orienting and informing employees, (2) developing desired skills, (3) preventing accidents through safety training, (4) supplying professional and technical education, and (5) providing supervisory training and executive education. The study concludes that the personnel are selected for training following their supervisor's recommendation, upon request, on joining the organization, on compulsory basis and finally based on performance appraisal. The study also concludes that the National Police *Service applies* presentations, Lectures, discussions, demonstrations and seminars as facilitation methods during training. This confirms a study by Carlos et al., (1995) that delivery style is a very important part of training and development. Employees are very conscious about the delivery style (Armstrong, 2000). The study also concludes that the organization can improve training in procurement practices through conducting training needs assessment, allocating adequate training funds, offering relevant training in procurement practices and using procurement experts during training in procurement practices. The study concludes that the National Police *Service* in Makueni County is very good in terms of performance. The organization is efficient and effective in service delivery in the county, crime has greatly reduced and that detection and response to crime incidents has equally improved. The organization has adequate police patrol vehicles, houses and equipments for its officers. This confirms a study by Davis & Pett, (2002) proposed a typology of performance consisting of organizational efficiency and effectiveness. The study also concludes that the organization can improve its performance by improving welfare services for officers, hiring professionals in the organization, increasing budget allocation for operations, providing modern equipments to officers, offering specialized training to police officers, benchmarking against best world forces and finally implementing the strategic plan of the organization.

Recommendations

In reference to the findings and conclusion, the study recommends that the National Police Service should strive to ensure all personnel involved in the procurement function are trained in procurement management practices. The National Police Service should always conduct surveys on market capability analysis in order to assess the ability of the market to meet its needs in terms of goods and services supplied. This will enable the organization to achieve value for money among other benefits. The organization should endeavor to separate the functions of the tender committee i.e. receiving, opening and evaluation of bids. The organization should have independent personnel handling these functions. The National Police Service should also strive to implement all suggestions made to improve its procurement performance i.e. hiring of procurement professionals, increasing training budget allocation and making use of consultant/expert in procurement practices. To improve the general performance, the National Police Service should improve the welfare services for officers, hire professionals across all disciplines, increase budget allocation for police operations and provide modern equipments among others. This study looked at four procurement management practices (planning, controls, monitoring and staff training in procurement practices) and their role on performance of state corporations in Kenya. The researcher recommends further research to investigate the role of other procurement management attributes on performance. Equally, further research should be carried out in other procurement entities to ascertain

whether these findings are universal. A research on procurement performance measurement should be carried out as this was not the objective of this study.

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