

Table 7: Ranking of all effects of procurement planning on organizational performance

Factors	Mean	Rank
Cost Estimation	4.0	1
Need Assessment	4.1	2
Quality Specification	4.2	3

On ranking the above effects of procurement planning in organizations performance in Mombasa Law Court, Cost estimation was ranked first with 4.0, Need assessment was ranked second with a mean of 4.1 and finally Quality specification was ranked third with a mean of 4.2.

5. Discussion

5.1 Quality Specification and Performance

The finding also showed some significant relationship between quality specification and institutional performance concurring with the finding of (Adamson, 1988; Davis, 1992; Feldman, 1991). The importance of procurement planning has been recognized and most researchers agree that procurement planning supports activities and the quality specification of the product which has a key link to organizations performance. Edvardsson (1998) contends that specification is an integral part of the procurement function. Without a quality specification the process can be filled with pitfalls and obstacles for the purchasing department. He lists the characteristics of a good specification as follows; Identifies the minimum requirements of the end user, allows for a fair and open procurement process, provides for testing/inspection to insure the goods/services received meet the standard set forth in the specification and provides equitable award at the lowest possible cost

It is worth to note that performance as perceived by customers who are the end users or consumers of the effects of procurement planning is the expectations or desires of their perceptions. Therefore if this expectations is not met then there will be a negative attitude towards the outcome and it will be disregarded.

Agaba (2007) contends of poor accountability measurement within the public procurement as the major reason why service quality is compromised within the public service. This has become obvious reason why entities fail in achieving important goal of satisfying the internal users. Accountability is important both in itself and as a means to improving perceived service quality of both public and private organizations (Mustafa, 2005)

5.2 Need Assessment and Procurement Planning

Regarding the extent to which need assessment affects procurement planning, the study established that there was a significant statistical relationship between need assessment and procurement planning. Lack of good planning and establishment of departmental needs affect the procurement efficiency and service delivery. Industry Manual, (2008) counsels that a procurement plan is an instrument for implementation of the budget and should be prepared by the user departments with a view to avoiding or minimizing excess votes in the entities' budgets and to ensure that

procurements do not proceed unless there are funds to pay for them. This implies that all procurement plans must be well integrated into the budget process based on the indicative budget as appropriate and in compliance with the procurement law.

Agreeably Mamiro (2010) in his findings underscores these facts and concludes that one of the major setbacks in public procurement is poor procurement planning and management of the procurement process which include needs that are not well identified and estimated, unrealistic budgets and inadequacy of skills of procurement staff are responsible for procurement problems in an institution

The study also identified staff training and professionalism as other key factors affecting the quality of organizations performance.

The finding that training and professionalism confirms the views of (Bentley, 1991), that training ensures that the organization has people with the correct mix of attribute, through providing appropriate learning opportunities and enabling them to perform to the highest levels thus putting an organization as performing. These views are further supported by (Gupta, 1997) who viewed training as a selection of the best person for a job, and the first step in staffing. Thus the selected people should be trained and developed to build an effective work force.

Indeed training is the process of increasing the knowledge and skills of an employee for doing a particular job. The findings in this study therefore confirm the views of (Boot, 1999) that training should be used in many areas such as the observed; training can help employees develop a positive attitude about them and seek opportunities to serve customers. These views are shared by Lim and Darling (1997) that training should not only lead to skill improvement, but also change the way employees think and view their job.

5.3 Staff Competency and Procurement Performance

Regarding Cost estimation in any institution it's determined by the professionalism applied by the employees undertaking the exercise. This is indicated by the respondents that effective and efficient procurement process can only be achieved by proper planning by competent staff else there would be flaws in the process. Competent staff would ensure that items services are procured as and when the need is expected. Lysons and Gillingham, (2003) confirms this indicating that procurement personnel should be knowledgeable about specifications so as to be able to secure value for money for their employers and play their role of intermediaries between the user and the supplier.

5.4 Effects of Procurement Planning and Performance

Basheka, (2008) in his findings concludes that planning is a process that consists of many steps and the bottom line is that planning is not concerned with future decisions but rather with the future impact of decisions made today. The results further revealed that the departments prepared annual procurement plans and that the procurement plans were prepared and the goals set participatory. Procurement plans

therefore influence procurement performance in the sense that they provide focused and efficient utilization of available resources, help in budgeting and planning and therefore with adequate provision of funds due to procurement plans, performance is assured.

6. Conclusion

Based on the above findings it can therefore be concluded that there was a significant statistical relationship between procurement planning and performance. Staff competence which is shown in the professionalism while coming up with the cost estimates and quality specification in the procurement plan as shown in the findings. Factors affecting procurement planning was identified as need assessment, cost estimation and quality specification; other factors identified included: Financial capacity of an institution, professionalism, Management style, Availability of the procurement office, market price and quality of the items to be procured. Some identified factors are very vital to institution procurement process. Lack of proper planning through effective identification of user needs in an organization creates an avenue of unethical practices in procurement department such as corruption and improper use of resources, excess budget votes therefore integration of procurement planning into budgetary process is important in an institutional framework.

Staff training competency in all departments more so in procurement in the research has proved to be very necessary, effective and efficient procurement process can only be achieved by proper planning and competence staff or else the institution expects flawed procurement process.

The bottom line in procurement planning is that planning is not about the future decision but the impact of decision today, the goals must be set participatory by all users this will influence procurement performance and effective utilization of available resources and budget allocation.

7. Recommendations

Based on the above findings, the researcher therefore recommends the following:

7.1 Policy Recommendation

Findings revealed that procurement competences and most especially key personal competences highly predicted perceived performance of user departments and the institution as a whole... This therefore calls for the PPOA to carryout competences profile for all procurement cadres working in the public sector institution in all counties from time to time. Special emphasis should be put in developing key personal competences which are not clear in Public sector organization reform Agenda. Such profile can be used for major human resource functions such as recruitment and selection, performance management and training and development of procurement officers with an aim of ensuring quality employees.

Procurement practitioners' Association should be established where representatives from centers of expertise and various procuring entities should meet regularly to inform test and develop policies and where appropriate operationalize issue

7.2 Managerial Recommendation

There is need for all users of organization department to develop the resource requirements needs for their department to allow procurement department proper budgetary allocation vote to the needs of the department to avoid wastages of resources and where over spending without planning a risk factor for procurement professionals.

7.3 Future Scope of the Study

The Researcher recommends more studies to be replicated in other public sectors to enable the readers acknowledge the area of study.

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