**BINDURA UNIVERSITY OF SCIENCE EDUCATION**

**FACULTY OF COMMERCE**

**DEPARTMENT OF ECONOMICS**



**EFFECTS OF PROCUREMENT PRACTICES ON PERFORMANCE OF QUASI-GOVERNMENT INSTITUTIONS IN MIDLANDS PROVINCE ZIMBABWE.**

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## Dedication

I dedicate this piece of work to God Almighty who is the center of my personality. Without him, surely, everything would have been impossible.

****

## The Abstract

It is recommended that quasi-goverments reevaluate their procurement procedures in order to maximize efficiency and encourage environmental preservation. After conducting interviews and gathering, analyzing, and recommending data, suggestions were made in light of the findings. The goal of this study was to increase the procurement department's effectiveness and efficiency while also enhancing overall organizational performance. The purpose of this study was to ascertain how procurement methods impact organizational performance. Surveys were employed as a method of gathering data. The research's study population consisted of the finance and procurement staff of Zimbabwe's Midlands province.

This study used a descriptive design, which accurately portrays participants by describing the individuals who engage in the research. Using a survey, employees from the finance and procurement departments were asked to respond to questions about particular subjects in a brief interview. Staff members from the finance and procurement divisions were the main target of the questionnaires used to gather primary data. Of the 28 surveys distributed, 40 were satisfactorily completed, representing a 70% response rate. Tables, charts, and graphs are used to display the data that was gathered. The report suggests establishing strong bonds with important suppliers to ensure a consistent supply of high-quality inputs.

****

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# CHAPTER 1

# INTRODUCTION

## 1.1 Introduction

This first chapter outlines study's context, the problem statement, the research aims, its underlying assumptions, its delimitation, and its limitations. Important terms definitions and a chapter summary are included at the end of this chapter.

## 1.2 Background to the Study

Public procurement plays a crucial role in the performance and provision of services by government agencies and public bodies worldwide. In addition to a government department's fiduciary duty to provide residents with products and services, public procurement is necessary to carry out public contracts. An increasing amount of empirical research has demonstrated that public procurement can be a useful demand-side innovation strategy (Castelnovo, Clò, and Florio, 2023). Procurement greatly affects how a quasi-governmental entity achieves its objectives (Kipkemoi, 2017). Purchasing adds value to an organization and procurement practice is a field that can be improved in-order to enhance organizations performance. In the United States of America (USA) the challenges in public procurement practices include restrictive risk management, lack of understanding of procurement information technology software, difficulty in recruiting and retaining specialized labor, dark purchasing, failure to adopt technology and poorly trained officials (New America, 2023). These challenges can impact transparency, accountability, efficiency, and the effective use of public resources. To address these challenges, recommendations include fostering a sense of ownership, shared responsibility, transparency, and accountability, involving the public in the procurement process, improving the training of government procurement officers, and enhancing public engagement to ensure compliance and efficiency (Procurement Cloud, 2024).

The European Commission measured procurement practices in countries belonging to the European Economic Area (EEA) and performance was understood in terms of practices designed to maximize value for money (Flynn, 2018). The research found that he best performing public sector organizations which have very best public procurement practices were from Scandinavia countries and the Benelux, along with Ireland, UK and Malta, average performing countries include France and Germany (Flynn, 2018). Below average performers include Italy, Spain and the former communist countries of Central and Eastern Europe.

Public procurement practices in Southeast Asia faces are marred with fragmented procurement processes, a lack of professional procurement expertise, a lack of transparent, open tendering, and pervasive corruption (Jones, 2007). According to Jones (2007), corruption in public procurement has grown to be a significant problem in the Asia-Pacific area. On average, corruption results in the loss of 10–25% of a contract's value, which equates to hundreds of billions of dollars annually worldwide.

Effects of procurement practices challenges in performance of quasi government institutions is not only a challenge in some global economies mentioned above with Africa being immune. Moving into Africa, a study in Kenya found that weak procurement management practices were linked to corruption cases, stalled projects, under-development, and massive wastage of public resources in devolved government units (Mutuku, Agusioma & Wambua, 2021). In South Africa a the government applied procurement practice called the government targeted procurement (TP) strategy on the growth performance of small and medium-sized contractors in the construction industry Adediran & Windapo, 2018). The study found that the procurement practice which lack of tendering equity, preferencing, and mandatory subcontracting. However, the study came to the conclusion that government action through focused procurement could improve the status of historically disadvantaged people, as intended for small and medium-sized contractors in the construction industry in South Africa if selected and implemented appropriately

Government projects in Zimbabwe that have an influence on public service delivery have lagged, and this has been attributed to the State Procurement Board's protocols and the public procurement process (Dzuke and Naude, 2015). Several procurement scandals have been reported in Zimbabwean municipalities. These scandals often involve allegations of corruption, mismanagement, and lack of transparency in the procurement processes. For example, in 2021, the city of Harare was embroiled in a procurement scandal involving the purchase of vehicles, where officials were accused of inflating prices and flouting tender procedures. The Auditor-General's 2022 report revealed instances of misuse of public funds, financial non-compliance, and procurement irregularities in local authorities, including cases such as improper procurement procedures, unjustified direct procurement of services, and unapproved sales of state houses by different municipalities (TRT Africa, 2023). In the Auditor-General’s Report of 2022, Bindura Municipality was accused of misdirecting $19.2 million meant for development; Gokwe Town Council received $7.3 million in 2020, but could not provide evidence of how the funds were used, especially on development; the unjustified expenditures of the Gweru City Council were $5.4 million. Masvingo City Council altered contract conditions twice in favor of the vendors without following the correct procedures for procurement; however, the contracts did not reflect these modifications (TRT Africa, 2023).

 Procurement-related irregularities is an indication of weakening procurement management systems and non-compliance with procurement laws by the quasi-governments and this have an effect on their performance. This motivated the researcher to undertake a study and investigate the effects that procurement practices in quasi-governments have on their performance in Midlands province.

## 1.3 Statement of the problem

The major problem that government organizations’ face is the demand by their stakeholders to ensure quality service delivery and make financial savings and this can be achieved through efficiency in procurement processes and professionalism. TRT Africa (2023) reported that, procurement irregularities in the quasi government (local government) institutions is rampant, it includes lack of transparency, misuse of fiscal resources and poor accountability for public resources. Zimbabwe auditor general’s office added that, procurement related irregularities rose from 11 cases reported in 2021 to 41 in 2022 and according to her, this is an indication of weakening procurement management, non compliance with procurement laws and regulations by local authorities. Hassanzadeh and Jafarian, (2010), noted that procurement practices are strategic and are intended to increase the organization’s efficiency. The quasi government institutions in Zimbabwe need to embrace procurement practices that ensures they fulfill their mandate in an efficient manner and offer the best service to their stakeholders. The local residents who pay rates to local governments will suffer the most from poor performance of quasi governments as it fail to supply them with clean domestic water, collect waste in residential areas, maintain robots systems in central business district and failure to service street lights which put the life of residents on jeopardy. The study focus is to evaluate the effects of procurement practices that quasi government adopt have on their performance with focus in Midlands province.

## 1.4 General Objective

The main objective of the study is to establish the effects of procurement practices on organizational performance of quasi government institutions in Midlands province.

## 1.4.1 Specific Objectives

The specific objectives of the study are:

1. To identify how the selection of suppliers affect the performance of quasi government institutions.
2. To make an analysis of the effects of buyer supplier relationships on the performance of quasi government sector.
3. To make an evaluation of the role of e-procurement on organizational performance of quasi government institutions.
4. To ascertain the effect of sustainable procurement on organizational performance of quasi government institutions.

## 1.5 Research Questions

This research aims at giving solutions to the following questions:

1. How does buyer-supplier relations affect organization performance of quasi government institutions?
2. How does supplier selection procedures affect organizational performance of quasi government institutions?
3. How can e-procurement contributes to overall organization performance of quasi government institutions?
4. What are the effects of sustainable purchasing practices on organizational performance of quasi government institutions?

1.6 Significance of the study

The following are the apparent advantages to the given partners following the execution of the key suggestions.

## 1.6.1 The Researcher

The study will be of great significance to the scholar as she gain essential experience in research techniques and expand on knowledge in procurement as the research involves reading a lot of articles. The researcher is also advancing critical thinking, problem solving skills, analytical skills and academic writing which prepares her for future job opportunities.

## 1.6.2 Academia

The academics will benefit through the research because it will act as a guide for further studies by bringing new ideas from the findings of the research.

## 1.6.3 To the Government

This research help the government to implement policies that will help to improve performance of quasi-governments so as to attain the national strategic ambition of attaining world class cities in Zimbabwe.

## 1.6.4 To quasi-government institutions in Midlands Province

The research will help them to improve their performance by recommending the best procurement practices that can positively impact on their performance, through quality service delivery, value for money and eventually achieve world class city status in their jurisdictions in the long run.

##  1.4.5 Delimitation of the study

The study was confined to quasi-governmental institutions in Midlands province, Zimbabwe.

The researcher believes that that the above mentioned delimitation will produce a thorough evaluation of how procurement practice can affects performance of quasi-governments by focusing on several organizations in Midlands province.

## 1.7 Limitations of the study

The study involves engaging a number of quasi governments in midlands province which is time consuming. To overcome this some of the interviews for this research are done over the telephone with respondents to manage the timely and distance challenges effectively. The cost of printing materials like questionnaires is high but in this research electronic versions and Google forms questionnaire were cost efficient and easy to distribute.

## 1.8 Definition of terms

**Procurement practices**

Refers to procurement best practices that help you to eliminate bottlenecks in business processes. They are way to streamline purchasing for instance automation of procurement processes.

**Quasi-government**

Refers toan business entity that provides specific governmental services. In this research quasi-government refers to local government authorities specifically created to assist government of Zimbabwe in providing public services. This implies municipalities and town councils.

**Performance**

Performance is considered to be the company's ability to profit from the resources and achieve its objectives.Performance can be measured by indicators such as profit, quality service delivery and value for money.

**Value for money**

Thisis measuring performance by looking at the attainment of a desired procurement outcome at the most competitive price, determined by a fair assessment of the relevant non-financial and financial criteria.

**Service delivery**

Service delivery refers to the provision of excellent services that meet or exceed customer expectations.

1.9 Summary

This chapter indicated the key aspects of the research that will characterize the entire study. It touch based on the background of the study, research questions and objectives; statement of the problem; definitions of key terms and limitations of the study. In the next chapter the focus will be on literature review from empirical studies and the theoretical perspective from renowned authorities of the topic under study.

# CHAPTER 2

# LITERATURE REVIEW

2.0 Introduction

The previous chapter was an introductory chapter to this research. In this chapter the focus is on discussing how procurement practices can affect performance of quasi-government institutions basing on findings from previous researchers. The section involves a review of theoretical and empirical literature that underpin this study.

## 2.1 Theoretical review

## 2.1.1 Resource Based Theory

The main sources of a firm's competitive advantage, according to the Resource-Based Theory (RBV), are its distinct resources and competencies. According to this notion, a company's long-term strategy should be based on its distinctive resources, which offer a long-term competitive advantage and are hard to replicate or replace (Grant, 1991).

The RBV consists of five stages for strategy formulation which are, analyzing resources, appraising capabilities, analyze competitive advantage, select of strategy and identifying resource gaps. The figure below is a diagramatic illustration of the elements of RBT.



**Figure 1****: Resource Based Theory**

**Source: Sketch Buble (2024)**

Durability, transparency, transferability, and replicability are all taken into account by the RBV when determining a firm's competitive advantage. It also sets knowledge apart from the opportunistic, transaction-cost hypothesis by emphasizing its function in organizational mode and productivity impact (Conner & Prahalad, 1996; Grant, 1991).

Certain procurement procedures, like sourcing procedures, ought to be unusual and challenging to replicate. The Resource Based View takes organizational and operational functioning into account. Businesses that make purchases from overseas markets operate efficiently and uncommon resources help businesses earn more revenues by keeping the competition at low.

Mokono (2022) viewed that, in public municipal procurement, the Resource-Based Theory (RBT) emphasizes how an organization's distinct resources and competencies can give it a competitive edge in the bidding process. RBT has been applied to public procurement in a number of studies. For example, a study conducted in Kenya used RBT as an anchor to investigate the impact of budget allocation and procurement procedures on budget use in governmental organizations within the nation (Mokono, 2022).

Another study used the RBT and Transaction Cost Economics theories to evaluate the variables impacting the efficiency of a municipal council's tendering process, emphasizing the importance of financial resources, tangible assets, and personnel competency.

Kimaro, Ng’elenge & Kipilimba (2023) found that the Resource-Based Theory (RBT) serves as a useful framework for comprehending how businesses might take advantage of their special assets and competencies to obtain a competitive edge in public procurement. Research has employed reliability-based tracking (RBT) to examine the impact of procurement procedures and budget allocation on the utilization of funds in public institutions, as well as the variables influencing the efficiency of the municipal council tendering process. This illustrates RBT's applicability in the context of quasi-government public procurement process. Mokono (2022), echoed that, availability and effective allocation of budget resources are crucial for the realization of public sector objectives.

## 2.1.2 Balanced Score Card Theory

An instrument for managing and assessing an organization's performance is the balanced scorecard (BSC). Early in the 1990s, David Norton and Robert Kaplan developed it. The financial, customer, internal business process, and learning and growth domains are the four areas in which the BSC approach identifies key performance indicators (KPIs). The performance of the organization is then tracked and managed using a scorecard that is made using the KPIs (Kaplan & Norton, 1992).

This study evaluates quality service delivery by quasi-governments, public stakeholder satisfaction, and operating costs efficiency as measures of organizational performance. Additionally, it will use learning and growth analysis to gauge information system performance and client happiness. Financial, end-user, internal process, and top management support are all necessary for the adoption of procurement best practices. The performance management idea of the Balanced Score Card connects managerial decisions to an organization's strategy.

The BSC has been applied in various fields, including government websites, public sector service delivery, financial planning, organizational strategic objectives, and clinical nursing staff performance evaluation (Hu & Yang, 2020; Intiswar & Rugami, 2019).

**Figure 2****: Balanced Score Card**

**Source: Tucci & Hanna (2023)**

The Learning & Growth Perspective. This perspective covers the training and development of employees as well as societal perceptions of personal and organizational self-improvement (Mullins, n.d).

The Business Process Perspective. This viewpoint focuses on internal company processes, which include those that deal directly with staff (but not customers) and those that are frequently referred to as "back-office" procedures (Mullins, n.d). Managers are able to assess each business unit's performance and determine whether or not its services and activities are truly contributing to mission outcomes to the desired degree thanks to metrics designed to support this viewpoint.

Financial perspective measures the financial performance and health of the organization (Crespo-Dualde, 2022). Customer perspective assesses the organization's ability to satisfy customer needs and maintain customer loyalty (Crespo-Dualde, 2022).

## 2.1.3 Balanced Score Card best practices for procurement

Langat & Wanyoike (2016) stated that, ‘to ensure successful implementation and alignment with procurement goals, consider the alignment with organizational strategy. Ensure that the BSC is designed to support the overall strategic objectives of the organization, including procurement goals’.

When preparing a cost-cutting strategy, it is vital to be be sure it will benefit the company's growth, internal operations, end customers, and finances. It is important to pay attention to various aspects of the business in addition to Key Performance Indicators (KPIs). Just thirty percent of KPIs are financial; the remaining forty percent are related to end users, internal operations, and business expansion. The ultimate objective of the organization must be met, and the Balanced Score Card procedure should be measured. KPIs ought to come after strategy. KPIs make ensuring plans stay on course and align with the business's strategy. If cost management plans are connected to the company's strategy and managed by KPIs that focus on results, they will be more rational and easily comprehended.

## 2.2 Critical review of objectives

## 2.2.1 Supplier selection procedures and effects on organizational performance

Numerous sectors have investigated how supplier selection processes affect organizational performance. For example, a study carried out in Kenya's Nairobi County discovered that supplier selection processes significantly impact the operational efficiency of commercial state-owned businesses (Mokogi, Mairura & Ombui, 2015). The financial success of tea processing companies is significantly impacted by supplier relationship management strategies, according to a different study carried out in Kenya's Kericho County.

One of the main issues in supply chain management is choosing the right supplier from the pool of candidates. This decision affects costs, customer happiness, quality enhancement, and organizational competitiveness (Sang, 2020).

Poor service delivery performance in the telecom sector has been linked to lower customer satisfaction, and supplier selection practices have been linked to lower project performance. Finally, a study conducted at a Malaysian oil and gas firm found that supplier selection, technology availability, and preventive maintenance practices have an impact on the efficiency of the maintenance management system and, consequently, on organizational performance (Mohamed, Lazim & Osman, 2023).

2.2.2 Buyer-supplier relationships and effects on organizational performance

According to the research studies listed, buyer-supplier interactions and their effect on the organizational performance of parastatals, or state-owned firms, can be examined from a variety of angles.

Social capital, cooperative knowledge creation, and relationship performance: This Ghanaian study shows that social capital and cooperative knowledge creation together improve buyer-supplier relationship performance (Paulraj & Chen, 2008). According to the research, social capital in all three of its dimensions helps to create collective knowledge, which in turn acts as a mediator in the relationship between social capital and relationship performance.

Collaborative buyer-supplier connections and social sustainability: In the context of collaborative buyer-supplier relationships and social sustainability in the "new normal" period, this study investigates the moderating impacts of justice and big data analytical intelligence (Paulraj & Chen, 2008). .

Relationships between buyers and suppliers, supplier performance, and quality intervention: In the garment sector, specifically in Bangladesh, this study examines the effects of a buyer-assisted quality intervention on suppliers' quality performance and buyer-supplier relational dynamics (Hoque & Maalouf, 2021). The study shows that buyer support combined with a methodical approach to quality management can greatly enhance both buyer-supplier relationships and product quality.

The combined findings of these research point to the importance of social capital, cooperative knowledge production, inter-organizational communication, and quality interventions in influencing buyer-supplier relationships and, in turn, parastatal organizational performance. Additionally, the study emphasizes the significance of big data analytical intelligence and justice in the context of cooperative supplier-buyer interactions and social sustainability.

## 2.2.3 Role of e-procurement on affecting organization’s performance.

In the context of quasi-governments and sustainable procurement, there is interest in the role that e-procurement plays in impacting municipal performance. Studies have indicated that quasi-governments can be expedited significantly by having the right amount of experience and knowledge; on the other hand, a lack of experience can increase the likelihood of delays and lengthen their duration (Vluggen, Gelderman, Semeijn & Pelt, 2019). Bellefroid et al (2017) stated that, municipalities may also be held responsible for sustainable procurement by outside factors that impact their performance and procurement processes, such as political, legal, and lobbying pressure. Additionally, e-procurement, especially when used in the context of sustainable procurement, can enhance the sustainability performance of cities and towns. One example of this is the procurement of LEDs, which can increase energy efficiency and help mitigate costs (Gori, Lattarulo & Mariani, 2017).

## 2.2.4 Effects of sustainable purchasing on organizational performance

Numerous studies have shown that sustainable purchasing can have a major impact on a local government's performance. Teah, Yang, Onuki & Teah (2019) found that, solar powered green campus program has been shown to lower a university's carbon footprint and increase the community's resilience to disasters. These findings may entice local government (quasi-government) and other stakeholders to become involved in the project. A study also underlined the significance of businesses generating shared value for society by attending to its requirements and obstacles, as well as the government's responsibility to regulate in a way that promotes rather than undermines shared value (Kramer, 2011). These results imply that by promoting environmental sustainability and societal well-being, sustainable buying programs can improve local government performance.

## 2.3 Conceptual framework

A conceptual framework incorporates additional concepts and empirical results from the literature along with one or more formal theories, either in whole or in part. It serves to illustrate the connections between these concepts and how the research study is related to them (Walden University, 2023).

## 2.3.1 Conceptual framework

|  |
| --- |
| **INDEPENDENT VARIABLE** |
| **Supplier selection procedures*** Supplier pre-qualification
* E-procurement
 |
| **Procurement Planning*** Adherence to procurement plan
* Time procurement
 |
| **Staff skills*** Experience and relevance of skills
 |
| **Organizational ethics*** Transparency and accountability
 |

|  |
| --- |
| **DEPENDENT VARIABLE**Service qualityProvision of public goods |

**Figure 3****: Conceptual framework**

**Source: Author (2024)**

**Supplier Selection Procedures**

Mulongo (2021) stated that, in procurement, supplier selection describes the method by which businesses locate and select vendors to supply products or services. This procedure is essential for guaranteeing that the selected suppliers are capable, dependable, and able to fulfill the demands of the company while also adding to the procurement process' general efficacy and efficiency. Maleghemi (2020) echoed that, when done correctly, supplier selection can have a beneficial impact on procurement performance. However, it's also important to take strategic action when dealing with supply chain interruptions and global uncertainties.

## 2.3.2 Procurement practice

Procurement practice is becoming a more prominent topic for policy discussions among governments worldwide as they try to encourage new cooperative alliances with private companies in sectors such as construction in order to fulfill their social responsibilities (Loosemore, Keast & Barraket, 2022). Ensuring that organizations receive value for their money while making purchases is the aim of procurement practices. This means that in order for the business to accomplish its strategic objectives, it must successfully acquire the goods and services it needs from the right suppliers.

## 2.3.3 Procurement Planning

Within the public procurement cycle, procurement planning is a crucial stage where decisions are made to match project specifications and guarantee that the selections made for the acquisition of goods and services are in compliance with project demands and legal requirements (Atkinson, 2020). The study examines the extent to which quasi-government institutions, particularly those in the province of Midlands, are influenced by procurement planning.

## 2.3.4 Staff skill

Two studies conducted in Kenya suggest that staff competencies and training in procurement practices improve the effectiveness and implementation of procurement practices in public institutions (Koitumet, Robert & Benjamin, 2019; Adera,2019). Another study conducted in Iran found that training in communication skills and ability to have conversations about donation under circumstances of grief and emotion improved the success of coordinators in obtaining family consent for organ donation (Radi et al, 2022). Overall, the available evidence suggests that staff skill and training play a crucial role in improving procurement practices and performance.

## 2.3.5 Organizational ethics

The integrity level of the finance and procurement departments is examined by the study. Procurement has been elevated to a key role, enabling purchasing managers to make large purchases of goods and services. Zentes and Bastian (2010). This has consequently brought up a number of moral conundrums involving questionable procurement practices. Good ethical behavior not only builds mutually beneficial relationships based on fairness and trust, but it also strengthens an quasi-governments’ integrity and reputation.

## 2.3.6 Information technology and e-procurement adoption

Sitompul (2022) outlines that, the process of acquiring goods and services by electronic means is known as e-procurement. It is seen as a useful instrument to fight bribery and corruption, promote transparency, lower procurement costs, and distribute procurement information (Sitompul, 2022). Governments employ e-procurement extensively to supply the public with goods, services, and infrastructure development. The implementation of e-procurement is expected to improve the efficiency and effectiveness of public spending by quasi-governments.

## 2.3.7 Organizational performance

Performance is frequently linked to the idea of competitive advantage in the context of business and management (Porter, 1985). Competitive advantage is the capacity of an organization to outperform its rivals in the marketplace. This can be accomplished by creating and maintaining exceptional performance in a variety of areas, including marketing, customer service, and product development (Porter, 1985). In supply chain management, performance can lead to improvements in organizational performance, such as operational productivity, financial performance, and competitive advantage

 In this study performance implies, achieving procurement cost savings, successfully satisfying end user requirements and professionalization of procurement.

## 2.4 Empirical literature

Numerous situations have been examined in relation to the impact of procurement practices on organizational success. A quasi-natural experimental study in China evaluated the impact of the National Centralized Drug Procurement (NCDP) policy on pharmaceutical enterprises' financial performance. The study found that the financial performance of bid-winning enterprises significantly improved after participating in the NCDP (Sun & Chu, 2023). Moutet (2012) found that, municipalities in Vienna that adopted a more strategic approach to procurement, focusing on long-term goals and supplier relationships, saw better performance outcomes, according to a study that looked at the effect of procurement practices on municipal performance.

Despite the desire from policy makers to boost its use, e-procurement adoption in public towns has encountered obstacles. According to a Danish study, the most common uses of e-procurement were for information requests and assistance; purchasing and paying for products and services was found to be a very infrequent use case (Andersen, Juul, Pedersen & Korzen-Bohr, 2009). The likelihood of a municipality using digital channels to obtain information decreased with increasing size. The most important factors influencing adoption in Germany were perceived risks and rewards, local business approval, and adjacent municipalities' support (Huntgeburth, Steininger, Parasie & Veit, 2013). Huntgeburth et al (2013) argued that, federal policymakers should support innovative municipalities to show other municipalities how e-procurement improves public procurement and to promote platform standardization in order to draw in more businesses and realize the full potential of e-procurement in the public sector.

A study carried out in Nairobi County, Kenya, discovered that the Just-in-time (JIT) buying method improved the manufacturing companies' organizational performance (Mutua, Misoi & Boit, 2021). Another study conducted in Nigeria assessed and graded the variables influencing community pharmacists' decisions to purchase goods from supply channels and offered a scoring system for assessing the dimensions of purchase decisions (Oamen, 2021).

Furthermore, a Kenyan study discovered that procurement planning significantly and favorably improved state corporation service performance (Jackson, 2018). According to these studies, procurement methods can significantly affect an organization's ability to succeed. As a result, in order to meet their procurement goals, businesses should create thorough procurement portfolios, manage their logistics effectively, and follow their procurement strategies.

By increasing productivity, cutting expenses, and boosting overall organizational effectiveness, procurement planning can dramatically improve service delivery in state companies. A study on the Kenya Agricultural and Livestock Research Organization (KALRO) found that procurement planning significantly and favorably improved state corporation service performance (Jackson, 2018). Jackson (2018) found that procurement portfolio, logistics management, and adherence to procurement plans positively affected procurement performance in institutions.

Benefits from e-procurement stem from the organization's conscious efforts to encourage full utilization of this technology (Ramayah et al., 2006). To completely reap the benefits of this technology's adoption, the company needs invest more in staff members' training and skill development. ICT infrastructures, staff competency, and top management support are factors that affect how well e-procurement systems are used in public sectors (Fadhillah & Juwono, 2020).

According to a study conducted in Rwanda with a focus on Kigali City, an efficient e-procurement system lowers operating costs while fostering competitiveness, confidence, and transparency—all of which are factors that contribute to good governance (Omwono, Mayanja & Rodrigue, 2020).

Effective e-procurement implementation in Kajiado County, Kenya, was found to be influenced by personnel competency, financial allocation, and management support. Support from top management was shown to be essential for advancing the implementation process (Ogwang & Mwajuma, 2015). A different study conducted in Kenya, more precisely in Embu County, highlighted the significance of elements including staff competency, management influence, and information technology infrastructure for the effective adoption of e-procurement in county governments (Serah, 2018). These case studies highlight the advantages of transparency, efficiency, and better governance attained through electronic procurement systems and offer insights into the elements and procedures that lead to successful e-procurement adoption in government contexts. These difficulties demonstrate how crucial it is to have thorough planning, sufficient funding, and competent management to guarantee the successful deployment of e-procurement systems.

The significance of transparent processes and preventing intervention in the procurement process is emphasized, along with the role that e-procurement practices play in thwarting fraud and corruption in public procurement (Fadhillah & Juwono, 2020). Case studies highlight the advantages of e-government platforms in improving efficiency and cutting costs in public services. One such example is the deployment of e-procurement systems in South Korea.

Numerous studies of Zimbabwe's local government procurement processes have shown both favorable and unfavorable features. Machirori, Pande & Fundira (2022) evaluated the use of tendering in public sector procurement using the Ministry of Local Government and Public Works (MLGPW) and found that, tendering procedures have a positive effect on obtaining goods and services at competitive prices. Another study looked at how strategic procurement methods affected organizational performance in Zimbabwe's public sector and came to the conclusion that these strategies significantly and favorably affect organizational performance at a top state agency (Chinogwеnya & Utete, 2023).

However, corruption remains a significant challenge in Zimbabwe's local government, with allegations of corruption in areas such as revenue collection, procurement, and land acquisitions (Tashu, 2023). Although sustainable procurement methods in Zimbabwean local government are not specifically covered in the literature, an Australian study that looks at current sustainable procurement methods in Australian local government may offer some useful insights for Zimbabwe (Lukacs & Schwarz, 2022). Tashu (2023) outlined that, in Zimbabwe, e-procurement has gained popularity and developed recently, especially in the local government sector. The Zimbabwean government has implemented and promoted the use of e-procurement in a number of areas, including local government, after realizing the potential advantages of the practice, including enhanced transparency, efficiency, and cost savings (Tashu, 2023).

## 2.5 Gap analysis

The research articles that discusses procurement issues in Ghana's District Assemblies and emphasized the necessity of looking into district-level public procurement practices (Quashie, 2019). It has been determined that strategic e-procurement practices affect Kenya's devolved government systems' performance, and the results show that these practices account for 49.6% of all performance variances (Chepng’etich, Waiganjo & Ismail, 2020). Kalinzi, Ntayi, Muhwezi, Kabagambe, & Munene (2023) made a qualitative investigation into stakeholders' perceptions of gaps in procurement performance requirements in local government contracts in Uganda's district local governments.

These studies collectively indicate that there is a need for further research to understand the effects of procurement practices on government institution performance, particularly in the context of developing countries and the implementation of e-procurement strategies.

The research gaps include the need to examine public procurement practice in other countries like Zimbabwe. These gaps in the literature emphasize how crucial it is to comprehend the intricate relationship between quasi-government institution performance and procurement practice, especially in the setting of developing nations like Zimbabwe where corruption concerns and irregularities in procurement are more common.

## 2.6 Summary

Procurement practices are strategic functions that work to improve the organization’s service delivery, provision of quality public goods, pinpoint better suppliers and save costs. This chapter focused on theoretical under pining of the study, reviewed empirical literature and formulated a conceptual framework for this study. In the following chapter the methodological issues related to this study will be addressed.

# CHAPTER THREE

# RESEARCH METHODOLOGY

## 3.0 Introduction

Chapter two of this research dwelt much on reviewing authoritative, empirical and theoretical underpinning of this study. Chapter four is making a step further to outline the methodology that is going to be applied in data collection, analysis, defining the population and sample.

## 3.1 Research design

Research design refers to the general approach that the researcher take to logically and cogently combine the various study components, this includes the kinds of data that will be gathered, how they will be gathered, and the techniques for data analysis (Gorard, 2013). In this study a descriptive research design has been adopted. According to Creswel (2010), a descriptive study is one that aims to collect data from a population in order to determine the respondents' current state with respect to the variables. The impact of procurement practices on organizational performance in quasi-governments is the subject of this study.

## 3.2 Research target population

The particular set of people or things that a researcher is interested in examining or making conclusions about is referred to as the research target population (Asiamah, Mensah & Oteng-Abayie, 2017). This demographic, which serves as the primary subject of a research project, is frequently identified using specific criteria like age, gender, geography, or other pertinent variables (Asiamah et al, 2017). The specific quasi-governments under this study includes Gweru and Kwekwe municipalities (quasi-governments) and Town Councils of Shurugwi, Zvishavane, Gokwe and Redcliff. These are the specific population for which data is required, and in this instance, the population consists of procurement (who buys) and finance employees (who pays suppliers) and IT who deals with technological aspects.

**Table 1****: Target Population**

|  |  |  |
| --- | --- | --- |
| **Function/ Department** | **Population** | **Percentage** |
| Procurement staff | 20 | 40% |
| Stores | 15 | 30% |
| Finance and IT | 15 | 30% |
| **Total** | **50** | **100%** |

**Source: Author (2024)**

**3.3 Sampling**

Sampling techniques can be probability or non-probability. In this study probability sampling is used and stratified random sampling technique has been utilized to choose the sample. A probabilistic sampling strategy known as stratified random sampling involves first dividing the population into discrete subgroups or strata according to specific criteria, and then independently selecting simple random samples from each stratum. Iliyasu & Etikan (2021) stated that, this technique guarantees that every subset of the population is proportionately represented in the final sample and increases estimation precision by reducing variation within strata.

**Table 2****: Sample framework**

|  |  |  |  |
| --- | --- | --- | --- |
| **Function/ Department** | **Population** | **Sample size** | **Percentage** |
| Procurement staff | 20 | 12 | 60% |
| Stores | 15 | 8 | 53% |
| Finance and IT | 15 | 10 | 67% |
| **Total** | **50** | **30** | **60%** |

**Source: Author (2024)**

Around 10% of samples, according to Kothari (2004), can offer meaningful reliability. The sample size used for the study was sufficient because it represented more than 50% of the total population. Time and resources are saved by this technique's great statistical accuracy. Regardless of the variations in the population sizes of the divisions, this method employs the same sampling proportion for every division.

## 3.4 Research instruments

Research instruments such as interviews, tests, surveys, or checklists are commonly used in descriptive research to collect, measure, and analyze data related to the research interests (Heath, 2024). These tools are crucial in obtaining information about the characteristics of the subject being studied without manipulating variables or testing hypotheses.

## 3.4.1 Questionnaires

A questionnaire is a tool that asks people a series of questions in order to get information from them (Lindemann, 2023). The primary justification for the questionnaire's usage in this research is its scalability: Because they may be tailored to fit the needs of many groups and objectives, questionnaires are useful instruments in a variety of sectors. Since participants can stay anonymous, honest answers are encouraged. Comparing questionnaires to other data collection techniques like focus groups or interviews, they are typically less expensive (Picincu, 2023). Because of their adaptability, questionnaires can be used in a variety of settings and methods, including in-person interviews, internet surveys, and paper-based forms (Picincu, 2023).

## 3.4.2 Interviews

Interviews are situations in which an interviewer asks vocal questions to elicit vocal answers from the interviewee (Columbia University, 2024). A structured interview is conducted with each subject with a predetermined set of questions and is recorded according to a set protocol (Columbia University, 2024). According to Clements (2023), conducting interviews enables researchers to get first-hand, authentic material from the source, which can lead to the development of new theories or rich, in-depth understanding of intricate social phenomena. Unstructured interviews provide for greater freedom in probing and deeply understanding a situation, whereas structured interviews, which are employed in this study to assure uniformity in responses, entail predefined questions in a set order (Clements, 2023).

## 3.5 Data collection procedures

Both primary and secondary, will be collected. An unstructured questionnaire containing both closed- and open-ended questions will be used to gather primary data. Both organized and unstructured inquiries are quicker to answer and simpler to evaluate. Surveys are given out. in physical and electronic formats and respondents were given seven days to respond. Interviews are conducted with respondents who are knowledgeable about the subjects under study. Interviews were either face-to-face and telephonic.

## 3.6 Data presentation and analysis procedures

Marshall and Ross (1999) state that organizing, regulating, and clarifying collected data are all necessary steps in the analysis process. The purpose of this study is to determine the degree to which independent variables affect dependent variables. The gathered information will be condensed and organized into tables, graphs, and pie charts for simpler analysis and display.

In order to summarize and present data in a meaningful manner using SPSS, descriptive statistics are necessary. By using the "Analyze" menu, descriptive statistics can be accessed in SPSS. This function offers graphical and numerical techniques for data summarization, such as measurements of variability and central tendency. With the use of scatter-plots, histograms, and other graphical displays, users of SPSS can see data. This aids in deciphering the data's underlying meaning.

## 3.7 Summary

In this chapter the researcher explained the methodological aspects of the study. The section outlined the research design, the population, sampling, data analysis and presentation. In the following chapter the researcher centre on data presentation, analysis and discussion of research findings.

# CHAPTER 4

# DATA PRESENTATION, ANALYSIS AND DISCUSSION

## 4.0 Introduction

This chapter summarize, analyse and interpret the research data. In the previous chapter the methodology of the research was presented and discussed The data was collected from workers in quasi-government institutions, form those who work in the procurement, finance and IT departments. All the data was collected through the use of questionnaires and interviews. Effective data presentation is ensured by use of tables, figures and text. The discussion and interpretation of findings will remain equally focused through ensuring that all the results of the research objectives are discussed.

## 4.1.1 Response rate

A total of 40 questionnaires were distributed and 28 research participants managed to complete and give them back to the researcher. This represent a 70% response rate. Some of the respondents may have failed to respond because they may not be knowledgeable about the subject being investigated or a busy work schedule. A questionnaire response rate below 60% can be problematic but a response rate of 70% or above is acceptable (Pickett, Cullen, Bushway, Chiricos & Alpert, 2018).

**Figure 4****: Survey response rate**

## 4.1.2 Functional department of respondents

The respondents were asked to indicate the departments they work in on the questionnaire. Respondents from the procurement department formed the majority of participants and they accounted to 32.14%. Followed by accounting department which have 25% of the respondents and IT as well as stores have 21.43% each. Figure 5 below shows the distribution of respondents by their respective departments. In procurement research, distributing questionnaires to different departments can provide a standardized and effective way to collect data while also providing insightful information on procurement practices.

**Figure 5****: Departments of the respondents**

## 4.1.3 Employee by the level of employment

When asked about their roles within their organization, the respondents gave the following answers: 32% said they were line managers, 18% said they were directors, 21% said they were supervisors while 21% were regular employees at entry level. The information provided by the respondents was sufficient for the research because this study included all positions in procurement, finance and IT. Figure 6 below diagrammatically illustrate respondents by their designation or level in the organization.



**Figure 6****: Employee’s level in the organization**

## 4.1.4 Years of experience of respondents

According to the data collected from the respondents, the length of continuous service in a quasi-government organization was as follows: 25% had worked for less than five years, 18% for more than five years and less than ten years, and 32% for more than ten years but less than fifteen years and 25% worked for sixteen to 20 years. This indicates that 78% of employees have worked for the company for more than five years and are familiar with all aspects of the organization's operations. Because they are accustomed to their jobs, employees are better knowledgeable about procurement practices and how they can affect performance of a quasi-government institution. Table 3 below shows the frequency and percentages of the period of employment and experience of the research participants.

**Table 3****: Years of experience**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Period of employment:** | 0-5years | 6-10years | 11-15years | 16-20years | **Total** |
| Frequency | 7 | 5 | 9 | 7 | **28** |
| Percentage | 25% | 18% | 32% | 25% | **100%** |

## 4.1.5 Respondents by highest level of education

According to the respondents' academic qualifications, 36% held certificates, 25% held diplomas, 32% had honors degrees, and 18% held masters or postgraduate degrees. Due to their high level of qualification, the procurement, IT, accounting and stores departments contained qualified people who were able to contribute meaningfully to the research.



**Figure 7****: Highest academic qualifications of respondents**

## 4.2 Buyer-supplier relations effects on organizational performance of quasi government institutions

Buyer-supplier relations was viewed to be having effect on the performance of quasi-governments. Figure 8 shows the key performance elements that must exist in quasi-government and are affected by buyer-supplier relation. Trust and commitment, reduced transaction costs, suppliers being paid in timely manner, inflated and high transaction costs, procedural supplier selection and tender process and supplier relationship management policy were identified as key indicators to the performance of quasi-government institutions.



**Figure 8****: Supplier to quasi-government fundamental performance indicators that must be in place**

Combined figure of 54 who agreed and strongly agreed indicated that strong supplier relationship management policy affect the performance of quasi-governments. When quasi governments have procedural selection of suppliers and tender processes the overall procurement performance can be enhanced in quasi-governments. This was supported by 21.41% who agreed and strongly agreed. However, 71.43% indicated that the existence of procedural selection of suppliers and tender processes is questionable in quasi-governments with 29% and 43% of the respondents indicating that a weakness exists in this aspect in the organizations. The procurement performance of quasi-governments is affected by inflated prices which results in high transaction costs and 43% and 18% agreed an strongly agreed to this. Trust ad commitment was found to result from good supplier relations, however it was witnessed that performance of quasi-government is affected by untimely payment of suppliers. A total of 43% strongly disagreed and 36% disagreed that quasi-governments pay their suppliers on time.

## 4.3 Supplier selection and effect on organizational performance within the quasi government sector.

Manner in which successful selection of suppliers affect organizational performance of quasi-government was identified as: Improved public procurement efficiency, improved public procurement transparency, improved supplier monitoring and improved quality of goods and services provided by quasi-governments. Table 4 below shows the effects of effective selection of suppliers and effects on the performance of quasi-governments.

**Table 4****: Effective selection of suppliers and effects on performance**

|  |  |  |
| --- | --- | --- |
| **Details** | **Frequency** | **Percentage** |
| **3.1 Successful selection having a substantial effect on organizational performance, in the following manner:** | **Disagree** | **Neutral** | **Agree + Strongly agree** |  |
| Improved public procurement efficiency |  | 5 | **23** | **82%** |
| Improved public procurement transparency | 2 | 6 | **20** | **71%** |
| Improved supplier monitoring |  | 3 | **25** | **89%** |
| Improved quality of goods and services provided by quasi-governments | 1 | 4 | **23** | **82%** |

Effective procurement practices reslated to supplier selection will result in improved public procurement efficiency (82%). Participants accounting to 71% indicated that improved public procurement transparency, improved supplier monitoring (89%) and improved quality of goods and services provided by quasi-governments (82%) is a sign of having good supplier selection practice in procurement in the first place. Proper supplier selection and monitoring are essential for achieving procurement efficiency in terms of cost reduction (Changalima, Ismail & Mchopa, 2023). Public procurement transparency is crucial in combating corruption and ensuring accountability in government spending and researches indicates that transparency in public procurement can act as an antidote to corruption (Bauhr, Czibik, Fazekas & Licht, 2017).

## 4.4 The role of e-procurement on organizational performance of quasi government institutions

## 4.4.1 Barriers to e-procurement adoption in quasi-governments in Midlands

One of the goal of the study was to determine the effects of e-procurement practice on improving the performance of quasi-government organization. The figure 9 below indicates an evaluation of the procurement practice.



**Figure 9****: Barriers of e-procurement**.

The major drawbacks in use of e-procurement to improve the performance of quasi-government institution in Midlands were found to be: antiquated administrative cultures, inadequate IT infrastructure, lack of capacity, lack of a robust change management strategy, training and implementation costs and lack of standard e-procurement interchange formats between suppliers and quasi-governments.

## 4.4.2 How e-procurement contributes to performance of quasi governments

Figure 10 below shows the role of e-procurement on organizational performance of quasi government institutions. The chart shows combination of frequency of respondents which is combined for participants who agreed and strongly agreed.



**Figure 10****: Role of e-procurement on organizational performance of quasi government institutions.**

The survey revealed by 86% of respondents agreeing and strongly agreeing that, e-procurement improves efficiency of municipalities and town councils by enhancing transparency and efficiency of public procurement. Services can be delivered more efficiently and effectively. This agrees to OECD (2015) which outlined that, e-procurement is an effective mechanism to enhance transparency and efficiency of public procurement practices. Performance of quasi-governments is enhanced when paper-based tender process and procurement practices are eliminated and this lower the administrative burden (OECD, 2015).

Seventy nine percent (79%) agreed and strongly agreed that, e-procurement decreases the administrative costs and propels better outcomes in public procurement such as better quality and lower prices for municipal and town council services. This finding agrees to European Commission, (2016) that indicated that, European countries that made use of e-procurement reported savings ranging from 5% to 20%

 Seventy five percent (75%) agreed and strongly agreed on e-procurement promoting integrity of public procurement. The participants indicated that e-procurement makes the quasi governments to be transparent, more accountable and gain citizens’ trust which is a key performance indicator for quasi-governments. This outcome is supported by OECD (2016) that pointed out that, e-procurement promotes integrity, reduce corruption opportunities in tender processes, increase trace-ability of transactions and prevent physical contacts between government employees and suppliers.In other terms e-procurement enhances municipal governance.

## 4.5 Sustainable purchasing practices’ effects on organizational performance of quasi government institutions.

**Table 5****: shows an evaluation of best practices in sustainable purchasing and the implications on quasi-government institutions.**

|  |  |  |
| --- | --- | --- |
| **Sustainable procurement and the performance of quasi government institutions** | **Frequency: Agree/ Strongly Agree** | **Percentage** |
| **Build on complementary policies**: Implementing policies like recycling and water conservation can create synergies within an organization, leading to successful sustainable purchasing. | 21 | **75%** |
| **Use information about environmentally preferred products:** Access to environmental product information like pollution is crucial for making sustainable purchasing decisions. | 21 | **75%** |
| Track spending related to sustainable purchases. | 20 | **71%** |
| Assign responsibility to top-level management | 20 | **71%** |
| **Foster a culture of innovation:** Empowering employees to take managed risks and providing incentives for innovation can enhance sustainable purchasing programs | 19 | **68%** |

Table 5 above shows the frequency of cumulative figure that agreed and strongly agreed to the implications of sustainable procurement on the performance of quasi-governments. Seventy five percents (75%) cumulatively agreed that, implementing sustainable policies like recycling and water conservation can create synergies within an organization, leading to successful sustainable purchasing. Another 75% agreed that, performance of quasi-governments in Midlands can be enhanced by paying particular attentions to and accessing environmental information like pollution and make sustainable purchasing decisions which benefit the citizens. Seventy one percent (71%) concurred that performance is enhanced when municipalities and town councils track spending related to sustainable purchases.

To boost their performance quasi-governments must foster a culture of innovation. A total of 68% concurred that, **e**mpowering employees to take managed risks and providing incentives for innovation can enhance sustainable purchasing programs in municipal and town councils. A cumulative figure of 71% participants indicated that to enhance performance of the organizations, responsibility for ensuring sustainable procurement must be assigned to top-level management in quasi-governments.

## 4.6 Summary

In this chapter the researcher performed data presentation, analysis and synthesis. The data which was collected was summarized, presented in form of tables, pie charts, bar graphs and tables so that it become easy to understand and then interpreted or discussed. The following chapter is the final and in it the researcher will make her recommendations and summary.

# CHAPTER 5

# SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

## 5.1 Summary

The study was set out to investigate the effects of procurement practices on performance of quasi-government institutions in Midlands province. The major problem that government organizations’ face is the demand by their stakeholders to ensure quality service delivery and make financial savings and this can be achieved through efficiency in procurement processes and professionalism. It was important to investigate how quasi government institutions in Zimbabwe can embrace procurement practices that ensures they fulfill their mandate in an efficient manner and offer the best service to their stakeholders. To complete the research a review of authoritative, empirical and theoretical literature underpinning the study was conducted. The quasi-governments from which research participants were drawn includes Gweru and Kwekwe municipalities and Town Councils of Shurugwi, Zvishavane, Gokwe and Redcliff. A descriptive research design has been adopted in this study. A sample size of thirty was selected for this study and this included employees working in the quasi-governments mainly from procurement, stores and finance functions. The challenges in the study involved delay in completion of questionnaire by some participants while some were not prepared to provide information about their organizations’ procurement practices.

In spite of these constraints, findings and observations were made and the following conclusions were arrived at:

## 5.2 Conclusion

## 5.2.1 Buyer-supplier relations effects on organizational performance of quasi government institutions

The study found that, relationships between the quasi-government and the suppliers have an effect on their performance. Key elements that was found to affect performance includes: trust and commitment, procedural selection of suppliers and tender processes, relationship management policy and timely payment of suppliers. In conclusion, the quality of buyer-supplier relations significantly influences the organizational performance of government institutions. By fostering collaborative and mutually beneficial partnerships with suppliers, government entities can enhance their efficiency, reduce costs, and ultimately improve service delivery to citizens (Yap, 2013).

## 5.2.2 Supplier selection and effect on organizational performance within the quasi government sector

It was found that effective selection of appropriate suppliers will improve public procurement efficiency, improve public procurement transparency, improved supplier monitoring and improved quality of goods and services provided by quasi-governments. Choosing the right suppliers is essential to the functioning of the quasi-government sector (Kosar, 2011). Building strong ties with suppliers can lower manufacturing costs and improve product quality, which will eventually affect operational effectiveness and the creation of sustainable products. Within the quasi-government domain, the discussion centers on striking a balance between political responsibility and efficient performance. While some support performance-based standards, highlighting adaptability, competitiveness, and creativity as essential objectives for effective administration in quasi-governmental (Kosar, 2011).

## 5.2.3 The role of e-procurement on organizational performance of quasi government institutions

The research revealed that the major barriers to e-procurement in quasi-government institution in Midlands were antiquated administrative cultures, inadequate IT infrastructure, lack of capacity, lack of a robust change management strategy, training and implementation costs. However, e-procurement contributes significantly to the performance of quasi governments. E-procurement was found to enhance integrity in the procurement processes, reduces administration costs and promote transparency. Banye (2022) stated that, many advantages come with e-procurement, including lower purchase prices, better communication, and more efficiency in the procurement process. Implementing new technology in e-procurement initiatives is essential to improving organizational efficiency and service delivery. Furthermore, using electronic tendering platforms enhances collaboration and communication while lowering the chance of mistakes throughout the procurement process (Banye, 2022).

## 5.2.4 Sustainable purchasing practices’ effects on organizational performance of quasi government institutions.

Sustainable was revealed to be very key in promoting performance by making quasi governments to purchase environmentally preferred products. It was found that, implementing policies like recycling and water conservation can create synergies within the organizations, leading to successful sustainable purchasing. Tracking spending related to sustainable purchases was found to be of paramount importance if the performance of quasi-governments is to be improved. In addition, promoting a clean and sustainable environment through green product purchasing behavior has been linked to positive outcomes, such as consumers in Malaysia being influenced to buy green products due to factors like environmental concern, green product awareness, and government support (Noordiatmoko & Riyadi, 2023). A case study in Indonesia demonstrates the importance of sustainable performance management of government institutions for improving policy implementation and practice (Al-Kumaim et al, 2021).

## 5.3 Recommendations

In the light of the above conclusions, it is recommended that quasi governments should encourage inclusive procurement and put regulations in place to support it. This will guarantee fair competition, accountability, and openness in the procurement process.

Boost Competitive Sourcing and for purchases over a specific level, document competitive bidding guarantees value for money, fairness, and the best possible vendor selection—all of which enhance performance.

Maintain Accountability and Integrity: To fight corruption, build public trust, and accomplish socioeconomic and environmental goals, procurement procedures should be strengthened in terms of integrity, openness, and accountability.

Building Capacity: Make investments in training, data-driven policy making, and the development of statistical and analytical abilities to improve the accuracy and depth of analysis and produce better policy suggestions and results.

## 5.4 Areas for further studies

Further studies can be conducted on E-procurement as a means of preventing corruption: The study found that sustainable procurement methods can lower corruption and improve accountability, transparency, and openness in quasi-government procurement. It would be beneficial to investigate how anti-corruption measures affect operational performance.

Collaboration and integration with suppliers: The research noted the necessity of integrating the systems of suppliers and public bodies. Investigating the difficulties and advantages of supplier integration in electronic procurement may provide significant new information.

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**Appendix 1**



**Appendice 2**

**QUESTIONNAIRE**

Thank you for participating in this survey on procurement practices in quasi-government. Your input is valuable in helping us understand and improve the procurement processes within local government. Kindly complete and send via email or the researcher can collect in person within seven days from the date of distribution. The email to forward completed questionnaire is provided at the end of this survey.

The survey is for data collection on the topic titled, ‘**Effects of procurement practices on performance of quasi-government institutions in Midlands province**’. A research project is a requirement for the partial fulfillment of the Bachelor of Commerce Honors Degree in Supply Chain Management and your assistance is highly appreciated. This survey aims to gather information on current procurement practices, challenges faced, and how it affects the performance of quasi-governments (municipalities) in Midlands province.

**Confidentiality**

Your responses are anonymous, and no individual or organization will be identified in any reports resulting from this survey. Please answer the questions to the best of your knowledge and experience. Your responses will remain confidential and will be used solely for research purposes.

Yours Sincerely,

M. Manhando

**SURVEY INSTRUMENT**

**A survey to investigate the effects of procurement practices on performance of quasi-government institutions in Midlands province.**

Key terms:

* **Procurement practice:** Procurement practices refer to the methods and strategies used by organizations to acquire goods and services. These practices can vary widely depending on the context, such as the type of organization (public or private sector), the industry, and the specific goals of the procurement process.
* **Performance:** Measuring the procurement performance of a municipality involves assessing various performance indicators that evaluates the efficiency, effectiveness, and compliance of the procurement processes. Performance can be indicated by cost savings, compliance to policies and improved customer satisfaction.
* **E-procurement:** it refers to the process of purchasing goods and services online. It involves the use of digital technology to streamline and automate the procurement process. E-procurement systems enable organizations to electronically request, approve, and order goods and services from suppliers.
* Quasi-government: This refers to independent agencies of the government. The organizations are not fully government but are closely associated with or influenced by government policies or regulations. These are town municipalities and other local government like (Shurugwi Town Council).

**The researcher kindly request the participants to spend an average of 20 to 30 minutes of their time to complete the survey.**

|  |  |
| --- | --- |
| **Gender** | **Tick** |
| Male |  |
| Female |  |

|  |
| --- |
| 1. **Demographic data**
 |
| **Functional department :** | **Accounting Department** | **Stores Department** | **Information and Communication Technology (ICT)** | **Procurement Dept** |  |
|  |  |  |  |  |  |
| **Employee Level in the organization** : | Director | Line manager | Supervisor | Entry level |  |
|  |  |  |  |  |  |
| **Period of employment:** | 0-5years | 6-10years | 11-15years | 16-20years | 20 years+ |
| **Highest academic qualification of the respondent** | **Masters/ Post-graduate diploma** | **Honours Degree** | **Diploma** | **Certificate** | **‘O’ or ‘A’ Levels** |
| **Tick the highest level of qualification** |  |  |  |  |  |
|  |  |  |  |  |  |
| 1. **How does buyer-supplier relations affect organization performance of quasi government institutions? *Please indicate with an ‘***✓***’*** (**1**– strongly disagree, **2**– disagree, **3**– neutral, **4**–agree,**5**- strongly agree)
 |
| ***The following supplier to quasi-government fundamental performance indicators are in place. There is:*** |
|  | **1** | **2** | **3** | **4** | **5** |
| Trust and Commitment |  |  |  |  |  |
| Low Transaction Costs |  |  |  |  |  |
| Suppliers are not exploitative  |  |  |  |  |  |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Suppliers are paid in timely manner |  |  |  |  |  |
| Integration of supplier to municipal systems |  |  |  |  |  |
| Inflated and high transaction costs |  |  |  |  |  |
| Procedural Supplier Selection and Tender Process |  |  |  |  |  |
| Supplier Relationship Management Policy |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
| 1. **How does supplier selection procedures affect organizational performance of quasi government institutions?*Please indicate with an ‘***✓***’:*** Identify the most important effects of, ranking them from (**1**– least important, **2**– less important, **3**– neutral, **4**–important,**5**

-most important) |
| **3.1 Successful selection having a substantial effect on organizational performance, in the following manner:** | **1** | **2** | **3** | **4** | **5** |
| Improved public procurement efficiency |  |  |  |  |  |
| Improved public procurement transparency |  |  |  |  |  |
| Improved supplier monitoring |  |  |  |  |  |
| Improved quality of goods and services provided by quasi-governments |  |  |  |  |  |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  |  |  |  |  |  |
| 1. **How can e-procurement contributes to overall organization performance of quasi government institutions?**
 |
| **4.1 What factors are the barriers to e-procurement adoption in quasi-governments in Midlands?** | **1** | **2** | **3** | **4** | **5** |
| Antiquated administrative cultures |  |  |  |  |  |
| Inadequate IT infrastructure |  |  |  |  |  |
| Lack of capacity |  |  |  |  |  |
| Lack of a robust change management strategy |  |  |  |  |  |
| Training and implementation costs |  |  |  |  |  |
| Lack of standard e-procurement interchange formats between suppliers and quasi-governments |  |  |  |  |  |
|  |  |  |  |  |  |
| **4.2 What are the benefits of e-procurement contributes on performance of quasi governments?** |
| ***Please indicate with an ‘***✓***’:*** ranking them from (**1**– least important, **2**– less important, **3**– neutral, **4**–important,**5** -mostimportant) | **1** | **2** | **3** | **4** | **5** |
| Decentralization of procurement functions facilitated by e-procurement allows for quicker decision-making, leading to improved efficiency. |  |  |  |  |  |
| Adopting e-procurement systems can reduce costs |  |  |  |  |  |
| Improvement in transparency and accountability performance |  |  |  |  |  |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Enhanced municipal governance |  |  |  |  |  |
|  |  |  |  |  |  |
| **4.3 Ways to improve capacity of quasi-governments to adopt e-procurement:*****Please indicate with an ‘***✓***’*** (**1**– strongly disagree, **2**– disagree, **3**– neutral, **4**–agree,**5**-strongly agree) | **1** | **2** | **3** | **4** | **5** |
| Communication and stakeholder engagement |  |  |  |  |  |
| Training of employees and suppliers |  |  |  |  |  |
| **System selection:** Choosing the right e-procurement software by considering the needs of the organization and gathering feedback from all stakeholders |  |  |  |  |  |
|  |  |  |  |  |  |
| **5. E.What are the effects of sustainable purchasing practices on organizational performance of quasi government institutions?*****Please indicate with an ‘***✓***’:*** Identify the 5 most important key success factors of e- procurement uptake, ranking them from (**1**– least important, **2**– less important, **3**– neutral,**4**–important,**5** -most important) |
| **5.1 The following best practices for sustainable purchasing in public procurement affect performance:** | **1** | **2** | **3** | **4** | **5** |
| **Build on complementary policies**: Implementing policies like recycling and water conservation can create synergies within an organization, leading to successful sustainable purchasing. |  |  |  |  |  |
| **Use information about environmentally preferred products:** Access to environmental product information like pollution is crucial for making sustainable purchasing decisions. |  |  |  |  |  |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Track spending related to sustainable purchases. |  |  |  |  |  |
| Assign responsibility to top-level management |  |  |  |  |  |
| **Foster a culture of innovation:** Empowering employees to take managed risks and providing incentives for innovation can enhance sustainable purchasing programs |  |  |  |  |  |
|  |  |  |  |  |  |

**Contact details.**

The completed questionnaire can be emails to marilynmmanhando@gmail.com or whatsap to +263772398794.

**The End**