Analysing the Factors that Contribute to Successful Procurement Systems

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Abstract

This study investigates the multifaceted elements influencing the efficacy of procurement systems within Ghana's public sector. Recognising the critical role procurement plays in efficiently allocating resources, the research aims to identify and analyse the factors contributing to successful procurement processes in this context. Through a comprehensive examination of legislative frameworks, institutional structures, stakeholder engagement, and technological integration, the study seeks to offer insights into the challenges and opportunities faced by Ghana's public procurement systems.

By employing a mixed-methods approach, including surveys, interviews, and document analysis, the research endeavours to provide a nuanced understanding of the interplay between these factors and their impact on the overall effectiveness of procurement practices. The findings of this study are expected to contribute valuable knowledge to policymakers, practitioners, and researchers, facilitating informed decision-making and fostering continuous improvement in public procurement systems in Ghana.

Key Words: *Procurement Systems | Achieving Quality Service | Public Sector Procurement*

1.0 INTRODUCTION

Nowadays, there are varied and practically endless goods, services and works procured by corporate entities. These include cleaning services, IT systems and equipment, consultancy services, food supplies, and real estate. Most of these acquisition decisions are made strategically because procurement is vital to corporate competitiveness and attractiveness trends. Due to this, a close concentration is placed on procurement activities in organisations, which has led to the restructuring of procurement functions and the search for optimal purchasing processes in different product and service categories in other contexts (Parikh and Joshi, 2005).

Ondiek and Deya (2013) stated that procurement is now a big business. The government remains the most significant entity that does procurement and disposal on a larger scale in most countries, attracting many players and stakeholders. The government procures everything from the smallest consumables to multi-million projects to meet citizens' needs. According to Knight et al. (2007), "the public sector represents about 40-50% of many economies in the developed world in terms of spend on providing services and procuring from the private sector". Due to its obligations to the citizenry through acquiring goods, works, and services, it has gained attention from the media, civil society, donors, researchers, academicians, and other stakeholders. This is because the public constitutes the taxpayers, and they are the ones who contribute money to the government for all those acquisitions and, therefore, need to be served better.

Knight et al. (2007) assert that 'even though there is substantial total value associated with public sector purchases, very little research has been conducted on the public procurement systems across nations or even within nations for improvement. There are several benefits connected to the role of procurement activities, but challenges hamper its effectiveness in achieving the intended purpose. Serpytis et al. (2011) assert that the generation of monetary savings has been the primary purpose of public procurement, which directly impacts the total costs of public institutions.

The Public Procurement Authority report in 2009 stated that the government loses a significant percentage of its annual budget through ineffective procurement practices in most government organisations. To what extent does this assertion apply to public sector procurement

African Journal of Procurement, Logistics & Supply Chain Management | Published by: Dama Academic Scholarly & Scientific Research Society

https://damaacademia.com/ajplscm/   December, 2022   Pages: 73-89   Volume 5 | Issue 12

processes? Therefore, a study of this kind needs to be undertaken to explore the effectiveness and issues related to public procurement and quality service in the public sector.

2.0 LITERATURE REVIEW
2.1 Procurement Effectiveness, efficiency and Performance
There is relationship between procurement process of efficiency, effectiveness and performance as asserted by Van Weele (2006). The Oxford Dictionary describe Effectiveness as producing the result that is wanted or intended or producing a successful result whereas Efficient is describe as 'doing something well and thoroughly with no waste of time, money or energy. In other words "effectiveness is about doing the right things, while being efficient is about doing the things in the right manner" (Islam, 2014). Performance also describe how well or badly someone does something; or how well or bad something works (Oxford Dictionary).

Batenburg and Versendaal (2006) asserts that organizations which do not have performance means in their processes, procedures, and plans experience lower performance and higher customer dissatisfaction and employee turnover. Performance gives a foundation through which corporate entities can assess how well they are progressing towards its predetermined objectives, identifies areas of strengths and weaknesses and decides on future initiatives with the goal of how to initiate performance improvements. As procurement performance is not an end in itself but a means to control and monitor the procurement function, the importance effectives and efficiency will help management to ensure that professionals achieve it intended purpose without in a cost effective way.

2.2 Procurement issues across Africa, Asia and others
Each country faces different types of challenges, or the same types of challenges but at different levels from their counterparts in other countries (Thai et al, 2005; Musanzikwa, 2013). The practice of public procurement in every country is required to follow a set of defined steps which are set forth in its laws and regulations. But there have been some challenges which confronts its intended purposes. A few reported procurement cases in some countries in Africa, Asia and Europe have been selected to support this research.

Malawi: In the work of Ameyaw et al., (2012), it was revealed that the office of the Director of Public Procurement of Malawi in its 2006/2007 Annual report mentioned shortage of qualified personnel, lack of adequate financial resources, lack of adequate office space, non-compliance with some provisions of the law, poor records management by entities and overpricing of goods, works and services by bidders, among others, impeding the operation of the procurement law in Malawi.

Nigeria: Ezekwesili (2005) revealed that the Obasanjo administration decided to stop the "Business as Usual Syndrome" by establishing the Budget Monitoring and Price Intelligence Unit (BMPIU) in the Presidency which aimed at formulating and implementing appropriate policies on procurement and contract awards. This served as vanguard of ensuring fiscal transparency, strict compliance with Federal Government guidelines on Due Process Certification as it concerns budgeting for and procurement of facilities/services/contracts at appropriate costs . Due Process mechanism has made reasonable progress in Nigeria specifically in the elevation of free and fair in procurement and contract awards. This mechanism implementation has helped tackled corruption and increase transparency and accountability in Nigeria.

Zimbabwe: Musanzikwa (2013) revealed public procurement in Zimbabwe is froth with a myriad of challenges. Some of the major problems includes delays in implementation of projects; Corruption; Political Interference; Indigenization Policy (The need to comply with indigenisation policy has resulted in tenders being awarded to incompetent companies). Studies in Uganda, Tanzania and Kenya also reveal that corruption in public procurement has mainly been through hidden violation of laid down procurement rules (Transparency International, 2009).

The World Banks evaluation of Bangladesh concluded that the implementation of procurement process is far from satisfactory, due to the problems of poor advertisement, short bidding periods, poor specifications, nondisclosure of selection criteria, contract awards by lottery, one-sided contract documents, negotiations with all bidders and rebidding without adequate grounds, and others. The interesting finding is that procurement happens to be one of

African Journal of Procurement, Logistics & Supply Chain Management | Published by: Dama Academic Scholarly & Scientific Research Society

https://damaacademia.com/ajplscm/   December, 2022   Pages: 73-89   Volume 5 | Issue 12

the lucrative areas where corruption of the above nature occurs and therefore the quality of public administration must be improved and accountable, which is an integral part of good governance. (Wai-leong, 2014)

2.3 How to Improve Procurement Function

To improve procurement in all sectors, Lewis and Roehrich (2009) and Musanzikwa (2013) suggest that 'organizations should have clearly defined procurement policies for understanding. Shaw (2010) also recommends that organizations should always ensure that sufficient procedures including monitoring and evaluation are done to check that work has been satisfactorily completed before payment is made. The policies help determine how procurement activities will be carried out by organizational buyers and how they should conduct themselves.

2.4 Theoretical Framework

Due to the significant impact of procurement in organizations there is the need to improve procurement in the public sector. Accordingly, this study applies the kaizen Continuous Improvement model which is the best Japanese thinking and management system practices dedicated to the improvement of productivity, efficiency, quality and, in general business excellence. Karkoszka and Honorowicz (2009) asserts that 'it is not only used in management field but also in the everyday life in Japan through gradual means and continues progress, increase of value, intensification and improvement'. They revealed that the application process of Kaizen Method basically consists of definition of the improvement area; analysis and selection of the key problem; identification of the cause of improvement; planning the remedial centre measures; implementation of the improving project; measuring, analysing and comparison of the results; and standardization. They further stated that process of kaizen idea application is closed in PDCA cycle, where:

a. Plan (P) refers to establishing the aim for improvement.
b.   Do (D) is connected with implementing the plan.
c. Check (C) defines determining whether the implementation has brought the planned improvement.
d. Act (A) characterizes standardizing as the preventing recurrence of the original problem or setting goals for the new improvement.

2.5 Quality Service and Service Delivery

Lewis and Booms (1983) defines Quality Service as a measure of how well the service level delivered matches customer expectations". Customer satisfaction with a service can be defined by comparing perceptions of service received with expectations of service desired. When expectations are exceeded, the service is perceived to be of **exceptional quality** and it is considered **unacceptable** when expectations are not met. But it is considered **satisfactory w**hen expectations are confirmed by perceived service. Parasuraman et al., (1985) explained that it is more difficult for the consumer to evaluate goods quality than quality. They maintained that quality evaluations are not made solely on the outcome of a service but involve evaluations of the service delivery process".

Parasuraman et al. (1988); Zeithaml et al. (1993) and Maass (2012) identified five dimensions by which customers use to judge service quality.

a. **Reliability:** The ability to perform a service as promised.
b. **Responsiveness:** Willingness to help customers promptly. Example: avoiding keeping customers waiting for no apparent reason.
c. **Assurance:** This relates to knowledge, courtesy, trust and confidence possessed by employees.
d. **Empathy:** The ability of employees to understand customers' feelings and take the necessary steps to care for them. Includes, approachability, sensitivity and efforts to understand customer's needs. Ability to be approachable.
e. **Tangibles:** It relate to things that can clearly be seen to exist such as equipment, employees, buildings, communication materials, and others.

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https://damaacademia.com/ajplscm/   December, 2022   Pages: 73-89   Volume 5 | Issue 12

They also identified gaps in service quality and strategies of closing those them. They describe gaps as "Gap Model of Service Quality" which refers to the discrepancies or gaps between customer expectations and perceptions of the service as it is actually delivered. It relates to the various factors that hampers the achievement of satisfactory service quality. They include the following:

GAP 1- Listening / Market Research Gap: Discrepancy between customer expectations and management's perceptions of these expectations. This is as a result of management's lack of full understanding about how customers formulate their expectations. Strategies for closing this gap includes improving market research and ensuring better communication between management and contact employees. Management and employees must also ensure that customers' expectations are attentively listened and critically assessed in multiple ways through marketing research and upward communication before the service is provided.

GAP 2 – Design and Standard Gap: This gap arises as a result inability of management to use the right service design and standards to effectively formulate target level of service quality and translate them into workable specifications. This may result from management's lack of commitment to service quality. Setting goals and policies as well as standardizing service delivery tasks can close this gap.

Gap 3: The Service Performance Gap: This gap refers to discrepancies between customer-driven service design and standards and actual service delivery. It relates to management inability to deliver the actual service to meet the specification set by itself or the service organisation not delivering to service standards as designed. This may arise as a result of lack of teamwork among service employees, poor selection of personnel, inadequate training and inappropriate job designs. To lose the gap, management must align their human resource strategies to recruit or hire qualified and experienced best job candidates, develop and retain the best people.

Gap 4: The Communication Gap: This gap relates to discrepancies between service delivery and external communications in the form of exaggerated promises and lack of information provided to contact or front-line employees through advertising, pricing, and other forms of tangible communications. Management must integrate service marketing communication to ensure that everything and everyone that sends a message or signal about the service does so in a manner that is consistent with what customers expect and what is actually delivered.

GAP 5 – Customer Satisfaction Gap: The gap between customer expectations and perceptions. Customer satisfaction is dependent on minimizing gaps 1 through 4 that are associated with the delivery of the service.

This discussed various concepts regarding procurement function and systems in relation to service quality in organizations especially the public sector. It is assumed that the performance in procurement in the public sector would directly affect overall performance in service delivery and eventually effect government, donors and citizens decisions on choosing which entity to fund and support. Therefore, this research is going to assess all the above systems of procurement at GSS in which other public institutions would be interested in the findings and recommendations in achieving a satisfied service delivery.

3.0 METHODOLOGY

Research methodology is describe as the process used in collecting information and data for the purpose of making business decisions. The methodology may include publication research, interviews, surveys and other research techniques, and could include both present and historical information. (BusinessDictionary.com, 2016). This discusses the techniques used in conducting the research. These include the research design, population, sampling size, method and procedure, sources of data and data collection instruments such as questionnaire, interviews and observation.

African Journal of Procurement, Logistics & Supply Chain Management | Published by: Dama Academic Scholarly & Scientific Research Society

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3.1 Study Area

Sarandakos (1993) defines study site of any research work as the area/place (town, community, organization, school, market and many more where the primary data for the study is collected. The study aimed at assessing the effectiveness of procurement systems in achieving quality service in the public sector where some selected public institutions were used as the case study area. The institutions include Ghana Broadcasting Corporation (GBC), Ghana Statistical Service (GSS), Ghana Irrigation Authority (GIDA), Lands Commission (Survey and Mapping Division), Management Development and Productivity Institute (MDPI), and the National Disaster Management Organization (NADMO).

3.2 Research Design

Oppenheim (1992) asserts that 'the basic plan or strategy, and logic behind any research is the Research Design. Research design is used to structure the research, to show how all of the major parts of the research work - the samples or groups, measures, treatments or programs, and methods of assignment - work together to try to address the central research questions (Trochim, 2006; Nantege, 2011). Research process however addresses data collection instruments, methods, and procedures. It provides detailed explanations to each of the methods employed and how the methods adopted are used to address the aims, objectives and research questions (Manchi, 2014).

The study was carried out mainly using quantitative approach of research. This helps to establish a clear and objective orientation, a vigorous, disciplined and systematic procedure, and a reality bound methodology. It also enable researchers to arrive at a theory that is free from vague and speculative thoughts about reality assumptions (Stergios1991; Vlahos, 1984: Nantege, 2011).

3.3 Population of the Study

According to Cardwell (1999) population refers to 'a group of people who are the focus of a research study and to which the results would apply'. The population of the study were sample of officers from various departments of the selected institutions that plays a significance role in procurement activities. Both sexes, thus male and female employees would be considered for the study because the findings are to be representative of the organization's gender diversity. The reason for choosing these institutions was to help the researcher solicit views from public officers in different entities on how the procurement activities are operationalized in achieving quality service in the public sector.

The target population included procurement practitioners, officers from stores, finance, audit, store officers, administration, IT and others. The target population under study was sixty (60) employees in the selected institutions.

3.4 Sampling Design and Procedure

Sekaran (2003) defined sampling as the process of choosing the research units of the target population, which are to be included in the study. Sampling techniques was used to determine the sample size. In other words, purposive sampling technique was adopted in conducting this study to gain an insight into the phenomena. According to Welman & Kruger (2005) purposive sampling is the most convenient collection of members of the population that are near and readily available for research purposes. The exact sample size were fifty-one (51) from key functional areas within the institutions selected that plays a major role in procurement activities. They include staff of procurement unit, stores, finance, human resource, audit, IT, and general service / estates department.

3.5 Data Collection Instruments

A research becomes stronger, more credible and represents a true picture when more than one data instrument is used (Patton, 2002). The research used both the primary and secondary data.

3.5.1 Primary Data

According to Sarantakos (2005), a questionnaire is a method of survey data collection in which information is gathered through oral or written questionnaires. Oral questioning is known as interviewing; written questioning is accomplished through questionnaires which are administered to the respondents by mail or handed to them personally by the researcher. A self-administered questionnaires were the main research instruments used to gather information from respondents within the sample frame in the research population. The questions were both closed and open-ended questionnaires (structured and unstructured) used in collecting information from respondents. The open-ended questionnaire provided respondents room to formulate answers at their own convenience without feeling pressurized or coerced.

3.5.2 Secondary Data

The researcher also fell on journals, reports, manuals, and others to solicit information pertaining to the problem questions.

3.5.3 Administration of Questionnaire

In order to detect and eradicate potential vagueness and achieve a uniform response with the purpose of the study, the researcher prepared a preliminary questionnaire and pilot tested with five (5) respondents. Few questions were revised to improve the validity and reliability of the questionnaire. A complete set of questionnaires were administered in person to respondents in the various institutions with a help of known friends in each institution. Adequate time were allowed for respondents to conveniently respond to the questions and made them ready for collection.

3.6 Data Analysis

The completed and collected questionnaires were edited to ensure completeness, consistency and readability. They were then grouped in a format that ensured easy analysis. Quantifiable data from the questionnaires was coded into the software for analysis. Statistical Package for Social Scientists (SPSS V 20) and Microsoft Excel were then used to analyze the data because it was considered to be user-friendly. The data was interpreted and analyzed using frequency tables, percentages, pie charts, bar charts and other descriptive statistics methods. Respondents were required to provide answers by marking a number on a 5-point Likert Scale and others in order to make it easier for them. The five-point Likert scale scoring system formed the basis of calculating the mean score for each of the reasons; the relative rating of the factors by all respondents, was then obtained by comparing the individual mean score and the standard deviation for each criterion.

4.0 RESULTS AND DISCUSSIONS

This presents the results of the data collected based on the sequence of information gathered from the survey questionnaire to accomplish the aim of the research. The primary aim was to assess the effectiveness of procurement systems in achieving quality service in the public sector of Ghana. The questionnaire was divided into eight main sections. Section 'A' concerns the demographic data of the respondents which include place of work, gender, position held by respondents, age, qualification and length of service held in respective institutions. Section 'B' also comprises the kind of procurement systems practiced by the selected institution being it centralized, decentralized or hybrid (both). Section 'C' focus on how institutions applies' the procurement principles for free and transparent operation in achieving value for money. Section 'D' also concerns how institutions plan for their procurement activities or acquisitions and challenges confronting it.

Section 'E' and 'F' of the questionnaire relates to procurement monitoring and controls, and pertinent challenges affecting the overall procurement activities. Section 'G' concerns the procurement knowledge base of stakeholders and the overall effectiveness of the procurement processes towards service quality. The last section, which is 'H' also focused on procurement factors that helps to achieve service quality for maximum user/employee satisfaction and the link between procurement and service quality. Generally, a five-point and three point Likert

African Journal of Procurement, Logistics & Supply Chain Management | Published by: Dama Academic Scholarly & Scientific Research Society

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Scale was used for the coding where appropriate, where: Strongly Disagree = 1; Disagree = 2; Neutral = 3; Agree = 3; and Strongly Agree = 5.

Percentages, Mean Scores, and Standard Deviation of the responses were sued in interpreting views of the respondents. A criterion is considered significant if it had a mean of 3.5 or more based on the five-point Likert scale rating. Again where two or more criteria have the same mean, the one with the lowest standard deviation is assigned the highest significance ranking". Standard deviation values of less than 1.0 shows uniformity in agreement among the respondents of the stated level of results (Ahadzie, 2007). Standard deviations greater than 1 predicts the level of inconsistencies in the responses.

A set of 10 of the survey questionnaires were distributed to staff of six distinct public institutions which were randomly selected. Out of the 60 survey questionnaires distributed, 51 were retrieved and adjudged responsive representing 85.0% response rate as displayed in table 4.1 below.

Table 4.1 : Institutions and Response Rate

Name of Institution	No. of Questionnaire Distributed	Retrieved Questionnaire	Percent	Cumulative Percent	Response Rate
GBC	10	8	15.7	15.7	
GIDA	10	8	15.7	31.4	
GSS	10	9	17.6	49.0	
Lands Commission	10	9	17.6	66.7	85%
MDPI	10	10	19.6	86.3	
NADMO	10	7	13.7	100.0	
Total	**60**	**51**	**100.0**		

Source: Field Data, 2016

4.1 Profile of Respondents

The background of the respondents were meant to ascertain their credibility and the answers provided. The personal data of the respondents gathered includes their age, place of work, department, position highest level of education, and length of service.

Table 4.2.a: Cross tabulation of Characteristics of Respondents

GENDER			DEPT			AGE			HIGHEST EDUCATION			LENGTH OF SERVICE		
NO.	No.	%	Name	No.	%	Range	No.	%	Qualification	No.	%	Range	No.	%
Male	**33**	**64.7**	Proc. Unit	19	37.3	20-30yrs	25	49.0	HND/DIP	6	11.8	1-5yrs	23	45.1
			Finance Dept.	12	23.5	31-40yrs	11	21.6	Degree	34	66.7	6-10yrs	14	27.5
			Stores	7	13.7	41-50yrs	10	19.6	Masters	11	21.6	11-20yrs	7	13.7
Female	**18**	**35.3**	Audit Unit	6	11.8	51 and above	5	9.8	-	-	-	>20yrs	7	13.7
			Admin.	4	7.8	-	-	-	-	-	-	-	-	-
			Tech. Unit	3	5.9	-	-	-	-	-	-	-	-	-
Total	**51**	**100.0**	**Total**	**51**	**100.0**	**Total**	**51**	**100.0**	**Total**	**51**	**100.0**	**Total**	**51**	**100.0**

Source: Field Data, 2016

Table 4.2.b: **Workplace / Department Cross Tabulation**

INSTITUTION	Department							TOTAL
	PROCUREMENT UNIT	STORES	FINANCE	AUDIT UNIT	TECHNICAL	ADMIN.		
GBC	3	0	3	1	1	0		8
GIDA	3	2	1	1	0	1		8
GSS	4	2	1	1	0	1		9
Lands Comm.	5	2	1	0	1	0		9
MDPI	2	1	3	1	1	2		10
NADMO	2	0	3	2	0	0		7
Total	**19**	**7**	**12**	**6**	**3**	**4**		**51**

Source: Field Data, 2016

From Table 4.2.a above, it was revealed that majority of the respondents were males representing 64.7% whilst the females were 35.3%. Among the departments, most of the respondents were from the procurement units representing 37.3%. The finance department and the stores also had a response rate of 23.5% and 13.7% respectively. The audit unit had 11.8%, administration 7.8% and the technical unit which comprises staff from the general services and IT departments had the least response rate of 5.9%. The responses from these departments especially procurement units, finance, stores and the audit units were really relevant to the research work since they play a significant role in procurement operation through teamwork, monitoring and evaluation. Their background and knowledge made it easy to understand and respond simply to the information in the survey questionnaire to realize the aim of the research work.

Forty-nine percent (49%) of the respondents fell between the age brackets of 20-30 years followed by 31-40 years which attained a percentage of 21.6 %. Respondents between the age brackets of 41-50 years also attained 19.6% whilst those with years 51 and above had the least percentage of 9.8%. This means that most of the respondents were between the ages of 20-50 years which are full of strength, experience and maturity. With regards to highest education attained by the respondents, it can be deduce from the table that majority of them were first degree holders which had 66.7% followed by holders of masters' degree which also had 21.6%. It was surprising to realize that just 11.8 percent of the respondents were HND and other diploma holders. These findings affirms that respondents were personnel with good educational background to give the right responses expected of them to realize the objectives of the research work.

The table also revealed that majority of the respondents representing 45.1% had spent not more than five years in their institutions followed by those spending between 6-10 years which represents 27.5%. Those who had stayed on the job from 10-20 years and above 20 years all attained 13.7% each. These give a clue that respondents had adequate knowledge and experience in their profession and high level of experience that makes responses from them more reliable and realistic for the study.

4.2 Procurement Performance on Service Delivery

In achieving an excellence service delivery, an effective procurement performance can never be ignored to ascertain the level of excellence. Therefore, the researcher found it necessary to seek views from respondents about the extent of effectiveness of the entire procurement process in achieving service quality. A Likert scale rating from 1 to 4 was used to rate respondents' responses where 1 represents 'Excellent', 2 represent 'Very Good', 3 represents 'Satisfactory', and 4 'Bad'.

African Journal of Procurement, Logistics & Supply Chain Management | Published by: Dama Academic Scholarly & Scientific Research Society

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From the survey, it was revealed that the entire procurement process is very good supported with a mean score of 2.2745 and standard deviation of 0.82652. From these scores, 19.6% of the respondents said the process is excellent, 37.3% also indicated that is very good whilst 39.2% were of the view that the process is satisfactory. Only 3.9 of the responses said it was bad as captured in table 4.13 and figure 4.2 below.

Table 4.13: Overall Efficiency and Effectiveness of procurement process

	Frequency	Percent	Cumulative Percent
Excellent	10	19.6	19.6
very Good	19	37.3	56.9
Satisfactory	20	39.2	96.1
Bad	2	3.9	100.0
Total	51	100.0	
Mean			**2.2745**
Standard Deviation			**.82652**
Variance			**.683**
Range			**3.00**
Minimum			**1.00**
Maximum			**4.00**

Source: Field Data, 2016

Figure 4.2: **Overall Efficiency and Effectiveness of procurement processes**

Source: Field Data, 2016

A Likert scale rating from 1 to 3 was used assess whether the overall procurement operation achieves quality service where 1 represents 'No', 2 represents 'To Some Extent', and 3 represents 'Yes'. The data indicated that the overall procurement system achieves a quality service to some extent as it scored a mean of 1.8431. From the total responses, 52.9% of the respondents emphasized that indeed the process achieves a quality service, 37.3% said it is to some extent whilst 9.8% said no. Table 4.14 contains the above information

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Table 4.14: Overall Procurement Operation Achieving Quality Service

	Frequency	**Percent**	**Cumulative Percent**
No	5	9.8	62.7
To Some Extent	19	37.3	100.0
Yes	27	52.9	52.9
TOTAL	**51**	**100.0**	
Mean			**1.8431**
Standard Deviation			**.94599**
Variance			**.895**
Range			**2.00**
Minimum			**1.00**
Maximum			**3.00**

Source: Field Data, 2016

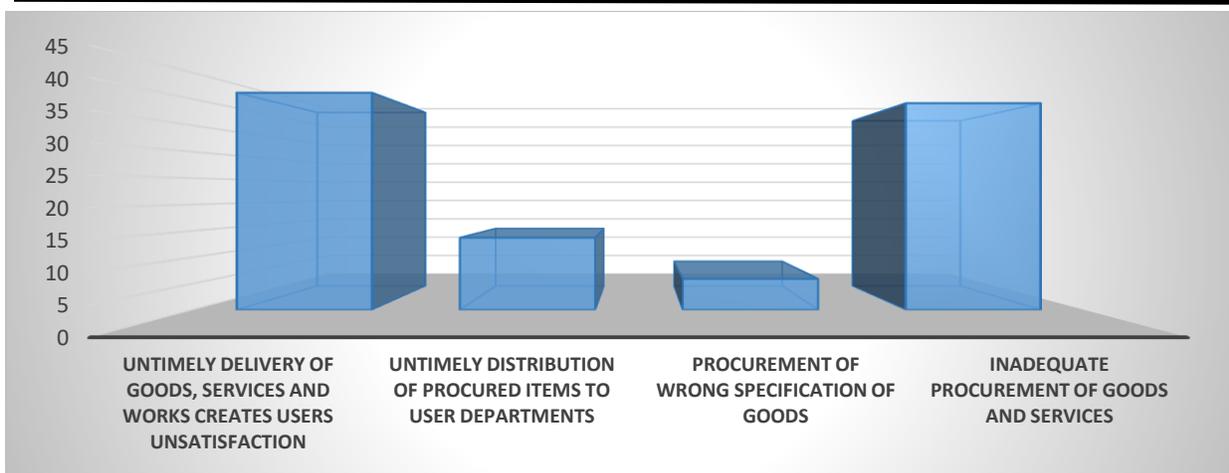### 4.2 Procurement Pitfalls affecting Efficient Service Delivery

There was also the need for the researcher to seek from respondents procurement pitfalls that affects efficient service delivery. As displayed in the table below, 41.2% of the respondents hinted that untimely delivery of goods creates employees dissatisfaction. This was followed by inadequate procurement of goods and services which had a response rate of 39.2%. Untimely distribution of procured items to user departments was also a concern to some respondent as it achieved 13.7% whilst wrong specification of procured goods had the least rate of 5.9%.

Table 4.15a: **General Procurement Pitfalls affecting Efficient Service Delivery**

Variable	Frequency	Percent	Valid Percent	Cumulative Percent
Untimely delivery of goods, services and works creates user dissatisfaction	21	41.2	41.2	41.2
Untimely distribution of procured items to user departments	7	13.7	13.7	54.9
Procurement of wrong specification of goods	3	5.9	5.9	60.8
Inadequate procurement of goods and services	20	39.2	39.2	100.0
Total	51	100.0	100.0	
MEAN				**2.4314**
STANDARD DEVIATION				**1.37484**
Variance				1.890
Range				3.00
Minimum				1.00
Maximum				4.00

Source: Field Data, 2016

Figure 4.3: **Procurement Pitfalls affecting Efficient Service Delivery**

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Source: Field Data, 2016

Table 4.15b : Cross Tabulation of Procurement Pitfalls affecting Efficient Service Delivery in Institutions

INSTITUTIONS	Procurement Pitfalls affecting Efficient Service Delivery				TOTAL
	Untimely delivery of goods, services and works creates users unsatisfaction	Untimely distribution of procured items to user departments	Procurement of wrong specification of goods	Inadequate procurement of goods and services	
GBC	3	2	2	1	**8**
GIDA	4	1	0	3	**8**
GSS	6	3	0	0	**9**
Lands Comm.	6	0	0	3	**9**
MDPI	2	1	1	6	**10**
NADMO	0	0	0	7	**7**
Total	**21**	**7**	**3**	**20**	**51**

Source: Field Data, 2016

Table 4.15c: Cross tabulation of Departmental views on Procurement Pitfalls affecting Efficient Service Delivery

DEARTMENT	Procurement Pitfalls affecting Efficient Service Delivery				TOTAL
	Untimely delivery of goods, services and works creates users unsatisfaction	Untimely distribution of procured items to user departments	Procurement of wrong specification of goods	Inadequate procurement of goods and services	
PROCUREMENT	10	3	1	5	**19**
STORES	4	1	0	2	**7**
FINANCE	2	2	0	8	**12**
AUDIT	3	1	0	2	**6**
TECHNICAL	0	0	1	2	**3**
ADMINISTRATION	2	0	1	1	**4**
Total	**21**	**7**	**3**	**20**	**51**

Source: Field Data, 2016

Again, a Likert scale rating from 1 to 3 where 1 represents 'No', 2 represents 'To Some Extent', and 3 represents 'Yes' was used to seek opinions from respondents to establish the link between procurement and service quality. From table 4.16 and figure 4.5 below, respondents were of the view that to some extent there is a link between procurement and service quality as supported with a mean score of 2.4314 and a standard deviation of 0.87761. From the general responses gathered, 68.6% were of the view that there is a strong link whilst 25.5% said otherwise. Only 5.9% of the respondents said the link is to some extent. This revelation concede to the fact that procurement activities is a contributing factor for service quality and therefore quality is dependent on procurement.

This is because quality service can be considered as dependent on procurement operation and therefore with proper procurement management the expected quality service in institutions will be realized or effected and where inefficient procurement management is exhibited, then the expected quality service is negatively affected.

Table 4.16: Linkage between Procurement Operation and Service Quality

		Frequency	Percent	Cumulative Percent
Valid	No	13	25.5	25.5
	To Some Extent	3	5.9	31.4
	Yes	35	68.6	100.0
	Total	51	100.0	
Mean				2.4314
Standard Deviation				.87761
Range				2.00
Minimum				1.00
Maximum				3.00

Source: Field Data, 2016

Figure 4.4: Linkage between Procurement and Service Quality
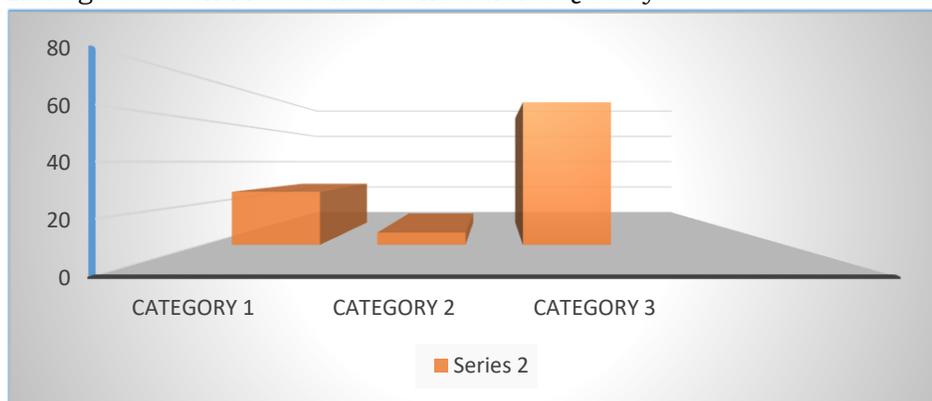
Source: Field Data, 2016

4.2.1 Views on Procurement achieving Service Quality for Employees Satisfaction

From Table 4.17a, it was further indicated with a mean score of 1.82535 and a standard deviation of 0.95301 that to some extent procurement achieves a service quality for employees' satisfaction. Fifty-four point nine percent (54.9%) of the respondents emphasized that

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procurement do not achieve service quality for employees' satisfaction, 7.8% of them said it achieve it to some extent whilst 37.3% said 'yes' employees get satisfaction.

Table 4.17a: General Views on Procurement achieving Service Quality for Satisfaction by Employees

	Frequency	Percent	Cumulative Percent
No	28	54.9	54.9
To Some Extent	4	7.8	62.7
Yes	19	37.3	100.0
Total	51	100.0	
Mean			**1.8235**
Standard Deviation			**.95301**
Variance			**.908**
Range			2.00
Minimum			1.00
Maximum			3.00

Source: Field Data, 2016

Table 4.17b : Cross tabulation of Institutional Views on Procurement achieving Service Quality for Employee   Satisfaction

INSTITUTION	Views of Procurement Achieving Service Quality for Satisfaction			Total
	No	**To Some Extent**	**Yes**	
GBC	3	0	5	8
GIDA	5	0	3	8
GSS	7	0	2	9
Lands Comm.	3	2	4	9
MDPI	5	0	5	10
NADMO	5	2	0	7
Total	**28**	**4**	**19**	**51**

Source: Field Data, 2016

Table 4.17c : Cross Tabulation of Departmental Views on Procurement achieving Service Quality for Satisfaction

DEPARTMENTS	Views of Procurement Achieving Service Quality for Satisfaction			Total
	No	To Some Extent	Yes	
PROCUREMENT	9	1	9	19
STORES	5	0	2	7
FINANCE	8	1	3	12
AUDIT	3	1	2	6
TECHNICAL	1	1	1	3
ADMINISTRATION	2	0	2	4

| Total | 28 | 4 | 19 | 51 |

5.0 CONCLUSION

In the survey, respondents established that centralized procurement system is the most preferred and the one currently practiced in institutions. It also established that though there are internal existing structures that sees to the effectiveness and efficiency of procurement operations, challenges such as lack of funds, conflict of interest, poor team work, and other affects ts effectiveness and efficiency. These challenges are contributing factors preventing institutions to achieve value for money and maximum quality service for users or employees satisfaction.

A centralized procurement systems is most preferred and practiced since its benefits outways both the hybrid and decentralized. It is a good choice since most strategic decisions are taken at the strategic level and always at the headquarters. As a result procurement activities can easily be monitored and controlled by directors and divisional heads.

Establishment of procurement structures such PU (with qualified, knowledgeable and adequate staff) and ETC in Institutions serves as the fundamental requirement for procurement operation. These internal structures ensures that procurement principles and requirements for procurement planning are duly adhered to some extent.

From the review of literature and analysis of the survey results, the findings are summarized as follows: The centralized system of procurement is the type of procurement practiced and preferred by most public organizations. Even though it is bedeviled with disputes from procurement officers and other personnel from other branches, the systems was considered as easy to use, suitable, cost saving, speedy, avoid disputes, low risk and enhances quality operation. All the selected institutions under study has in place internal procurement structures such as Procurement Unit, Entity Tender Committee, and Evaluation Panel that manages procurement activities. This is in-line with Schedule 1 of the public Procurement Act, 2003. The quality and number of procurement staff managing procurement activities in the various procurement units of the institutions is very encouraging. Most procurement staff and other stakeholders have also been trained on the implementation of the Act.

Even though results and analysis revealed that the application and achievement of procurement principles was satisfactory to some extent, findings had it that the entire procurement operation do not achieve value for money. This must be seen as an area of major concern to the government, Head of Entities, Procurement practitioners, donors, employees and other key stakeholders. The entire procurement planning processes of the institutions stands tall but it was discovered that ETC do not always decisions on purchases. Monitoring and evaluation policies on procurement activities is satisfactory as there is strict separation of powers or responsibilities for officers. Staff are not allowed to cross their respected boundary of operation which may serve as conflict of interest. Store officers are different from procurement personnel.

There is highly utilization of goods or assets by institutions. Lack of funds, conflict of interest, and poor team work were identified as the three most challenging factors facing procurement operations. Others identified include long procurement processes; political interferences; lack of procurement personnel training; and poor records management. Lack of funds which received the highest responses has the tendency of affecting proper budgetary and procurement planning to procure adequate goods, services and works on time within a particular fiscal year. This has a long way of affecting the role of procurement in achieving an excellent quality service. The effectiveness and efficiency of procurement activities in the institutions is good and helps in achieving quality service to some extent. Procurement challenges (lack of funds, conflict of interest, and poor team work) creates dissatisfaction for user departments.

These challenges contributes to inadequate goods to be procured; untimely delivery / distribution of goods to user departments for efficient service delivery. It was established that there is positive relationship between procurement and quality service. This is because quality service is can be considered as dependent on procurement operation and therefore with proper procurement management the expected quality service by institutions will be effected and where

inefficient procurement management is exhibited, then the expected quality service is negatively affected.

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