



The Role of Procurement Management on the Performance of the National Housing Cooperation in Tanzania

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Abstract: This study investigated about the role of procurement management on the performance of the National Housing Cooperation in Tanzania. The study employed an explanatory research design to facilitate a comprehensive understanding of variables under investigation without manipulation. The study used a questionnaire and an interview schedule as sources of data. The target population was 150 staff members employed at the National Housing Corporation headquarters. Stratified sampling was employed to select 63 operational staff based on age, work experience and level of education. Data analysis involved narratives, descriptive statistics and Pearson Correlations. The study provided valuable insights into the intricate dynamics of procurement processes and their profound impact on the performance of public organizations in Tanzania. The study reported positive relationships between pivotal factors and organizational performance, elucidating their potential to substantially improve efficiency, resource management and strategic goal attainment. The study recommends that procurement management must invest in continuous training and development for the procurement team, ensuring they stay abreast of legal requirements, negotiation techniques and industry standards. To bolster organizational performance, prudent financial resource management is paramount, involving strategic allocation, cost optimization, and financial stability.

Keywords: Procurement; procurement planning; performance; public organizations, National Housing Cooperation.

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Introduction

Public procurement is a linchpin for a successful execution of essential functions such as education, defense and public health. Expenditure often constitutes a significant portion of the nation's

Gross Domestic Product (GDP) and has thus garnered increasing scholarly attention (Chopra, 2017; Mena et al., 2018). In the African context, procurement is a critical component in service delivery initiatives (Basheka, 2015). For instance,

public procurement accounts for 60% of Kenya's public spending (Bhatt, 2015), 58% in Angola, 40% in Malawi and 70% in Uganda (Wittig, 2015). These percentages notably exceed the global average of 12-20% (Froystad, 2016).

Empirical studies within Africa have illuminated the impact of various procurement elements on organizational performance. Research in Ethiopia, for example, identified a significant relationship between procurement planning, supplier selection, transparency, staff competency and organizational performance (Bagashaw, 2020). Similarly, in Kenya, supplier selection and supplier quality commitment were found to have a considerable influence on procurement outcomes (Kariuki, 2018).

The procurement process in many African countries faces several challenges that affect the performance of public organizations. Okibo (2015) stated that poor planning and ineffective supplier selection are frequent culprits behind procurement failure in Kenyan public projects. Literature underscores the prevalence of challenges in procurement faced by various nations. Bureaucratic hurdles, endemic corruption and insufficient infrastructure are notable impediments in the procurement processes of countries such as Uganda (Wittig, 2015). Such deficiencies compromise individual projects and have broader implications for organizational efficacy. This study addresses a specific gap in literature regarding the influence of procurement planning on the performance of public organizations in Tanzania (Huka et al., 2018).

Literature Review

This study was guided by the Resource Dependence Theory, primarily developed by Jeffrey Pfeffer and Gerald R. Salancik. The theory posits that organizations depend on external resources to achieve their goals and that strategically allocating the resources plays a critical role in organizational performance (Pfeffer & Salancik, 1978). Within the context of procurement planning in public organizations, the theory provides a lens for understanding how the acquisition and management of resources, including budgeting procedures, supplier selection and resource allocation impact performance outcomes (Krop & Iravo, 2016). By adopting the Resource Dependence Theory, this study explores the extent to which procurement planning aligns with the acquisition

and utilization of resources in the Tanzanian public sector, shedding light on the interplay between external factors and organizational performance.

Resource Dependence Theory is well-suited for this study due to its focus on resource management and its applicability to the context of public organizations. It provides a robust framework to establish the influence of procurement planning on allocating and utilizing resources within the Tanzanian public sector, as highlighted by studies by Chiti (2021b) and Krop and Iravo (2016). These studies elucidate the intricate dynamics of resource management, providing a comprehensive understanding of how procurement planning influences resource allocation and utilization in Tanzanian public organizations. By adopting this theory, the study systematically examined how procurement planning processes influence the acquisition of resources, cost management and the quality of services provided, aligning with research objectives. Furthermore, Resource Dependence Theory's emphasis on external factors complements public organizations' complex and interdependent nature, making it a suitable foundation for exploring the multifaceted relationships between procurement planning and organizational performance.

Empirical Literature Review

Chiti's (2021a) examination of the Zambian public sector, a positive correlation emerged between procurement planning and various organizational performance metrics, including product quality, timely delivery, cost reduction and customer satisfaction. Despite these evident benefits, the author identified persistent challenges such as a shortage of skilled personnel and inadequate resource allocation. This dual perspective elucidates the nuanced dynamics of procurement planning and its implications for organizational performance, offering valuable insights for the present study. The study considered organization prioritizes' procurement planning as a key operational strategy. Krop and Iravo (2016) focused on supplier selection, investigating its impact on procurement performance in the West Pokot County government in Kenya and found a significant relationship between supplier selection and procurement outcomes. All four dimensions studied (criteria, procedures, evaluations and final selection

positively correlated with effective procurement performance.

Reviewed studies suggest a complex interplay between various factors in procurement planning and organizational performance. While Chiti (2021a) elaborated the effect of planning on performance, Krop and Iravo (2016) broadened the scope to include supplier selection. Collectively, these findings indicate a multi-faceted role for procurement planning in shaping organizational outcomes. Within the context of public organizations in Tanzania, there remains a need for further exploration and clarification of specific challenges and opportunities related to procurement planning and its effect on performance. This study addresses these gaps in the existing literature, providing a more comprehensive understanding of dynamics in the Tanzanian public sector.

Methodology

Research Design

The study employed an explanatory research design to facilitate a comprehensive understanding of variables under investigation without manipulation. The study used a questionnaire and an interview schedule as sources of data.

Population and Sampling

The target population was 150 staff members employed at the National Housing Corporation headquarters. Stratified sampling was employed to select 63 operational staff based on age, work experience and level of education.

Statistical Treatment of Data

Data was collected through a questionnaire while data analysis involved descriptive statistics, narratives and Pearson Correlations.

Ethical Considerations

Ethical considerations were followed by ensuring voluntary participation, confidentiality and informing participants about the study's purpose and objectives.

Findings and Discussion

This section presents the results of the study guided by research objectives.

Objective 1: To establish the effectiveness of procurement planning at the NHC.

This objective sought to establish the effectiveness of procurement planning at the NHC. The effectiveness was determined by six items in the questionnaire to which respondents had to indicate their agreement or disagreement based on five options: In the questionnaire, respondents had to indicate their agreement or disagreement by ticking one of the following options for each item in the questionnaire: 1=strongly disagree, 2=disagree, 3=neutral, 4=agree and 5=strongly agree. The interpretation of the obtained mean score was as follows: 1.00-1.49 = strongly disagree (critically not effective), 1.50-2.49 = disagree (not effective), 2.50-3.49 = neutral (moderate), 3.50-4.49 = high (effective) and 4.50-5.00= strongly agree (very effective).

Table 1: Descriptive Statistics for Procurement Planning

SN	Procurement Planning Effectiveness	Mean	Std. Dev	Interpretation
1	Procurement planning is well-structured and adheres to established timelines	3.84	1.141	Effective
2	Adequate time is allocated for the preparation of procurement plans	4.00	.977	Effective
3	Set plans support procurement activities in the organization	3.74	1.045	Effective
4	There are clear guidelines and standards for high-quality procurement.	3.50	1.153	Effective
5	There is accurate cost estimation for effective procurement planning	3.97	.914	Effective
6	My organization utilizes reliable methods and tools for estimating costs	4.84	.371	Very Effective

Table one shows that mean scores for all six items ranged between 3.50 and 5.00 which is in the category of effective as far the above mean score interpretation criteria is concerned. The established effectiveness in procurement planning is due to the fact that procurement planning is well-structured and adheres to established timelines, adequate time is allocated for the preparation of procurement

plans and set plans support procurement activities in the organization. Furthermore, there are clear guidelines and standards for high-quality procurement, here is accurate cost estimation for effective procurement planning and the organization utilizes reliable methods and tools for estimating costs.

In the interview, all 5 key informants had positive responses to the question. Quoting one of the respondents, the following statement was made:-

Procurement planning allows TNHC to allocate its resources efficiently. Through carefully assessing the organization's needs and requirements, TNHC can identify the necessary goods, services, and works to procure. This helps avoid unnecessary expenditures and ensures that resources are allocated to areas that require them the most. Proper planning also enables TNHC to prioritize its procurement activities based on urgency and importance, thereby optimizing resource allocation (Interview, 2023)

The study's findings regarding effectiveness of procurement planning are corroborated by existing literature. The well-structured and timely adherence to procurement planning processes aligns with the essential principles of supply chain management, emphasizing the critical role of effective planning, execution and control. This aligns with Issa's (2018) assertion that a well-structured procurement planning process is vital for success and meeting established objectives and timelines. The argument that adequate time allocation for preparing procurement plans enhances efficiency and strategic alignment is supported by Chiti (2021a) who reported similar findings. The quality of procurement plans influencing the success of procurement activities resonates with Lifard's (2020) emphasis on the significance of clear guidelines and standards for fostering transparency, fairness and accountability in the procurement process.

Additionally, the pivotal role of accurate cost estimation in procurement planning is supported by Ogembo (2019) who emphasized the necessity of realistic cost projections for effective budgeting, resource allocation and supplier negotiations.

Furthermore, Krop and Iravo (2016) highlighted the contribution of reliable cost estimation methods to risk management, emphasizing its importance in identifying potential risks associated with budgetary constraints or unexpected expenses. Overall, these literature-backed findings reinforce the importance of well-structured, transparent and strategically aligned procurement planning practices for organizational success, as evidenced in the context of NHC.

Objective 2: To establish the effectiveness of supply selection at the NHC.

This objective sought to establish the effectiveness of supply selection at the NHC. The effectiveness was determined by six items in the questionnaire to which respondents had to indicate their agreement or disagreement based on five options: In the questionnaire, respondents had to indicate their agreement or disagreement by ticking one of the following options for each item in the questionnaire: 1=strongly disagree, 2=disagree, 3= neutral, 4=agree and 5=strongly agree. The interpretation of the obtained mean score was as follows: 1.00-1.49 = strongly disagree (critically not effective), 1.50-2.49 = disagree (not effective), 2.50-3.49 = neutral (moderate), 3.50-4.49 = high (effective) and 4.50-5.00= strongly agree (very effective).

Table two shows that mean scores for all six items ranged between 3.50 and 4.49 which is in the category of effective as far the above mean score interpretation criteria is concerned. The established effectiveness in supplier selection is due to the fact that suppliers support the performance of public organizations, suppliers have high level of expertise and selection of suppliers considers risk management principles. Furthermore, supplier selection is based on their past performance, selection of suppliers supports financial stability of the organization and the experience of suppliers plays a role toward effective performance.

Table2: Descriptive Statistics for Supply Selection

SN	Effectiveness of Supply Selection	Mean	Std. Dev	Interpretation
1	Suppliers support the performance of public organizations	3.99	.922	Effective
2	Suppliers have high level of expertize	3.76	1.038	Effective
3	Selection of suppliers considers risk management principles	3.53	1.178	Effective
4	Supplier selection is based on their past performance	3.94	.944	Effective
5	Selection of suppliers supports financial stability of the organization	4.47	.503	Effective
6	The experience of suppliers plays a role toward effective performance	3.85	1.175	Effective

During the interview, all five key informants had positive responses concerning the question. Quoting one of the questions, the following statement was made:

Contract monitoring involves the systematic and ongoing assessment of contract performance to ensure that all contractual obligations are met. It helps TNHC track the progress of contracts, identify deviations from agreed-upon terms, and take appropriate actions to address issues or risks that may arise during the contract lifecycle. Through regular monitoring, TNHC can proactively identify potential compliance issues and take corrective measures to mitigate them (Interview, 2023).

The study's robust findings on the effectiveness of supply selection at the NHC, as evidenced by mean scores ranging between 3.50 and 4.49, align seamlessly with existing literature. The study by Kariuki (2018) underscored the pivotal role of experienced suppliers in enhancing organizational efficiency, cost-effectiveness, and stakeholder trust. The assertion that supplier expertise significantly contributes to organizational performance resonates with Chiti's (2021a) emphasis on expert suppliers providing high-quality products, cost efficiency, and innovation. Furthermore, the study's linkage of effective risk management by suppliers to

improved performance aligns with Kariuki's (2018) insights into risk mitigation, cost reduction, and enhanced resilience. The importance of prioritizing supplier selection based on past performance, highlighted by Krop and Iravo (2016), is bolstered by the study's focus on operational continuity, risk minimization, and transparency in public organizations. Together, these findings validate the study's objectives and offer a comprehensive understanding of the multifaceted impact of supplier selection on the NHC's performance, substantiated by relevant and current literature.

Objective 3: To establish the effectiveness of contract monitoring at the NHC.

This objective sought to establish the effectiveness of contract monitoring at the NHC. The effectiveness was determined by four items in the questionnaire to which respondents had to indicate their agreement or disagreement based on five options: In the questionnaire, respondents had to indicate their agreement or disagreement by ticking one of the following options for each item in the questionnaire: 1=strongly disagree, 2=disagree, 3=neutral, 4=agree and 5=strongly agree. The interpretation of the obtained mean score was as follows: 1.00-1.49 = strongly disagree (critically not effective), 1.50-2.49 = disagree (not effective), 2.50-3.49 = neutral (moderate), 3.50-4.49 = high (effective) and 4.50-5.00= strongly agree (very effective).

Table 3: Descriptive Statistics for Contract Monitoring

SN	Effectiveness of Contract Monitoring	Mean	Std. Dev	Interpretation
1	Contract managers are knowledgeable and skilled in contract monitoring	3.78	1.063	Effective
2	Contract managers are committed to ensuring effective performance	3.75	1.070	Effective
3	The organization's time framework for contract monitoring is well-defined	3.94	.944	Effective
4	Adequate resources are allocated to support contract monitoring activities	4.54	.502	Very Effective

Table three shows that mean scores for all four items ranged between 3.50 and 5.00 which is in the category of effective as far the above mean score interpretation criteria is concerned. The established effectiveness in contract monitoring is due to the fact that contract managers are knowledgeable and skilled in contract monitoring, contract managers are committed to ensuring effective performance, the organization's time framework for contract monitoring is well-defined and adequate resources are allocated to support contract monitoring activities.

The study's meticulous examination of contract monitoring, as reflected in mean scores ranging between 3.78 and 4.54 aligns seamlessly with existing literature. The assertion that knowledgeable and skilled contract managers are essential for legal compliance, risk mitigation and cost savings resonates with Chiti's (2021a) emphasis on the legal consequences of non-compliance and the potential for cost savings through proactive contract monitoring. Moreover, the study's focus on the positive influence of committed contract management teams on customer satisfaction, relationship building and operational efficiency finds

strong support in Chiti's (2021b) insights into the role of commitment in fostering positive relationships, efficiency, and risk mitigation. Additionally, the study's emphasis on allocating adequate resources for contract monitoring activities aligns with Lowe's (2017) argument on the positive impact of effective contract monitoring on maintaining positive relationships, protecting intellectual property rights, and identifying opportunities for improvement. In connecting with resource-based theory, the study acknowledges the crucial role of allocated resources, both physical and financial, in enhancing the organization's ability to track and monitor contractual obligations effectively. Together, these findings affirm the study's objectives and provide a comprehensive understanding of the multifaceted aspects of effective contract monitoring at the NHC, substantiated by relevant and current literature.

Objective 4: To establish the effectiveness organizational performance at the NHC.

This objective sought to establish the effectiveness of the NHC organizational performance. The effectiveness was determined by four items in the

questionnaire to which respondents had to indicate their agreement or disagreement based on five options: In the questionnaire, respondents had to indicate their agreement or disagreement by ticking one of the following options for each item in the questionnaire: 1=strongly disagree, 2=disagree, 3=neutral, 4=agree and 5=strongly agree. The interpretation of the obtained mean score was as follows: 1.00-1.49 = strongly disagree (critically not effective), 1.50-2.49 = disagree (not effective), 2.50-3.49 = neutral (moderate), 3.50-4.49 = high (effective) and 4.50-5.00= strongly agree (very effective).

Table four shows that mean scores for all four items ranged between 3.50 and 4.49 which is in the category of effective as far the above mean score interpretation criteria is concerned. The established effective organizational performance is due to the fact the organization effectively manages its financial resources, the organization optimizes its operational processes, the organization achieves its strategic objectives and it delivers high-quality products/services.

Table 4: Descriptive Statistics for Organizational Performance

SN	Effectiveness of Performance	Mean	Std. Dev	Interpretation
1	The organization effectively manages its financial resources	3.68	1.071	Effective
2	The organization optimizes its operational processes	4.28	.688	Effective
3	The organization achieves its strategic objectives	4.46	.633	Effective
4	The organization delivers high-quality products/services.	4.29	.714	Effective

The comprehensive analysis of organizational performance at the NHC, as reflected in mean scores ranging between 3.68 and 4.46, resonates with existing literature. The assertion that effective financial resource management contributes to achieving strategic objectives aligns with Kenya et al.'s (2015) emphasis on financial stability, accurate decision-making, and transparency. Moreover, the study's recognition of the role of financial resource management in optimizing operational processes finds support in Achola's (2016) insights into increased profitability, efficient cost optimization, and avoidance of costly mistakes. The study's focus on achieving strategic objectives through clear vision, mission and effective strategic planning aligns with Chiti's (2021a) arguments on the significance of strategic planning, SWOT analysis, and strong leadership in accomplishing organizational goals. These findings affirm the

study's objectives and provide a nuanced understanding of the interplay between effective financial resource management, strategic planning, and leadership in driving organizational success at the NHC, substantiated by relevant and current literature.

Objective 5: To establish the relationship between Procurement Management on the Performance of the National Housing Cooperation in Tanzania.

This objective sought to establish the relationship between Procurement Management on the Performance of the National Housing Cooperation in Tanzania. The objective called for testing of the following hypothesis in order to establish the interrelationships between the independent and dependent variables as appears in table 5: there is no significant relationship between Procurement

Management and the Performance of the National Housing Cooperation in Tanzania.

With the p-value of .000 which is lesser than the critical value (.005) in the procurement planning, supplier selection and contract monitoring variables leads to rejection of the null hypothesis while maintaining that there is a significant relationship between Procurement Management and the Performance of the National Housing Cooperation in Tanzania. Nature of existing correlation would be either positive or negative and was interpreted

under the following criteria: $\geq .70$ = strong relationship, $\geq .50$ = moderate relationship and $\leq .50$ = weak relationship. As reflected in table four, there is a significant, positive and strong relationship between procurement planning and organizational performance ($r=.838$, $p=.000$), between and organizational performance ($r=.939$, $p=.000$). The organizational performance at the National Housing Cooperation is strongly influenced by procurement planning effective supplier selection and effective contract monitoring.

Table 5: Relationship between Procurement Management and Performance of the National Housing Cooperation

		Procurement Planning	Supplier Selection	Contract Monitoring	Organizational Performance
Procurement Planning	Pearson Correlation	1	.901**	.909**	.838**
	Sig. (2-tailed)		.000	.000	.000
	N	68	68	68	68
Supplier Selection	Pearson Correlation	.901**	1	.879**	.871**
	Sig. (2-tailed)	.000		.000	.000
	N	68	68	68	68
Contract Monitoring	Pearson Correlation	.909**	.879**	1	.939**
	Sig. (2-tailed)	.000	.000		.000
	N	68	68	68	68
Organisation Performance	Pearson Correlation	.838**	.871**	.939**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	68	68	68	68

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

The robust correlation analysis in Table five establishes a compelling link between Procurement Management and the Performance of the National Housing Cooperation (NHC) in Tanzania. The rejection of the null hypothesis, supported by p-values of .000, underscores a significant relationship across procurement planning, supplier selection and contract monitoring variables. The nature of these correlations, characterized by coefficients of .838, .939, and .909, signifies not only statistical significance but also a high strength of the associations. This aligns with existing literature as articulated in Chiti's (2021a) insights where effective procurement planning, supplier selection and contract monitoring are acknowledged as pivotal contributors to organizational success. The positive and strong correlation coefficients observed affirm that a strategic and well-executed procurement management process positively influences NHC's organizational performance. The findings resonate with the broader understanding that procurement functions, when conducted with precision, can serve as strategic enablers, enhancing efficiency,

minimizing risks, and ultimately contributing to the overall success of organizations.

Conclusion and Recommendations

Conclusions

In conclusion, this study has provided valuable insights into the intricate dynamics of procurement processes and their profound impact on the performance of public organizations in Tanzania. Through meticulous analysis and interpretation of both descriptive and inferential statistics, the study has unveiled compelling evidence of the critical role played by procurement planning, supplier selection and contract monitoring in enhancing the organizational performance. The study reported positive relationships between pivotal factors and organizational performance, elucidating their potential to substantially improve efficiency, resource management and strategic goal attainment. These findings offer vital guidance to policymakers, practitioners and decision-makers, emphasizing the imperative of strategic investment in procurement practices as a catalyst for elevating

effectiveness and sustainability of public organizations.

Recommendations

The study recommends that procurement management must invest in continuous training and development for the procurement team, ensuring they stay abreast of legal requirements, negotiation techniques and industry standards. Strengthening the team's knowledge and skills is crucial for compliance and risk mitigation. Additionally, fostering a committed contract management team is essential as commitment positively influences performance, encourages collaboration and fortifies relationships. Emphasizing strategic planning and effective leadership to achieve organizational objectives is pivotal, aligning with established literature highlighting the significance of a clear vision, mission, and strong leadership. Furthermore, the study underscores the importance of a well-defined time framework for contract monitoring, advocating for adherence to timelines, fostering accountability and facilitating effective communication with external stakeholders. Finally, to bolster organizational performance, prudent financial resource management is paramount, involving strategic allocation, cost optimization, and financial stability. Collectively, these recommendations form a comprehensive strategy to elevate the procurement management processes and overall organizational performance at NHC in Tanzania.

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