



Effect of Procurement Planning on Organizational Performance Within the Public Sector: A Case of Ruhengeri Referral Hospital in Musanze District, Rwanda

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ABSTRACT

Public entities in Rwanda spend a significant amount of money on procurement. This is the process of acquiring goods, works, or services from a vendor. The general objective of this study was to assess the effect of procurement planning on organizational performance within the public sector. Specifically, the study assessed the effect of needs assessments in procurement planning on performance of Ruhengeri referral hospital, analyze the effect of quality specification in procurement planning on performance of Ruhengeri referral hospital, examine the effect of cost estimation in procurement planning on performance of Ruhengeri referral hospital and assess the effect of terms of payment in procurement planning on performance of Ruhengeri referral hospital. Research was guided by Resource Based viewpoint theory and Transaction Cost Economics theory. Descriptive research design was adopted in this research. This study has taken 106 populations who have direct works related to procurement planning functions from Ruhengeri referral hospital and reporting health centers (42 working at Ruhengeri referral hospital main location and 64 from 12 health centers under management of Ruhengeri referral hospital). The researcher has determined that due to the small population size, a census inquiry method employed instead of sampling. This study used both primary and secondary data, and each has its specific instruments for collection including questionnaire, documentary and interview. Here the researcher tends to interpret frequency, percentages, mean, and standard deviation, as results of Statistical Package for Social Scientists (SPSS) version 20 while content analysis used to analyze qualitative data. The Model Summary provides valuable observations into the effect of independent variables Terms of payment in procurement planning, Needs identification in procurement planning, Quality specification in procurement planning, Cost estimation in procurement planning on the dependent variable, organization performance. The findings revealed the coefficient of determination (R Square), which is 0.652, demonstrates that 65.2% of the variance in organizational performance of Ruhengeri Referral Hospital explained Terms of payment in procurement planning, Needs identification in procurement planning, Quality specification in procurement planning, Cost estimation in procurement planning. The results indicate the coefficient of needs identification in procurement planning (β : 0.399, p : 0.000), it shows the significant effect of needs assessments in procurement planning on organizational performance of Ruhengeri referral hospital. The results indicate the coefficient of quality specification in procurement planning (β : 0.387, p : 0.001), it shows the significant effect of quality specification in procurement planning on organizational performance of Ruhengeri referral hospital. The results indicate the coefficient of cost estimation in procurement planning (β : 0.152, p : 0.022), it shows the significant effect of cost estimation in procurement planning on organizational performance of Ruhengeri referral hospital. The results indicate the coefficient of terms of payment in procurement planning (β : 0.237, p : 0.021), it shows the significant effect of terms of payment in procurement planning on organizational performance of Ruhengeri referral hospital. It is recommended that Ruhengeri Referral Hospital continues to strengthen its needs assessment process by involving a wider range of stakeholders.

Keywords: Procurement planning, needs assessments, Quality specification, Cost estimation, Terms of payment, Organizational performance

I. INTRODUCTION

Planning in procurement is a key function in ascertaining effectiveness especially in the public sector organizations across the globe. According to Uyarra and Flanagan (2020) efficient procurement planning promotes operational efficiency in addition to contributing substantially to organizational performance. In recent decades, emphasis on the value of procurement planning within the public sector has been increasing. This is accelerated by demands for transparency, accountability, and value for money in the domain of public expenditure. Globally, numerous studies have depicted the benefits of procurement planning in boosting organizational performance. As an illustration, a number of surveys in developed nations has demonstrated that effective procurement planning contributes to cost savings, improved service delivery, and increased stakeholder fulfillment (Higiro, 2018).

Pauline (2018) noted that despite the existences of these research offering important insights, it is paramount to acknowledge the unique constraints and contexts faced by public sector organizations in Africa. In Africa, there is presence of an intricate and diverse setting featuring diverse levels of economic development encompassing political



stability, and institutional capacity. In this regard, procurement planning is mostly affected by a myriad of elements, such as regulatory frameworks, governance models as well as cultural practices. In essence, Kiusya (2018) posited that effects of procurement planning on organizational performance in African nations may differ considerably from that in other economies. Notwithstanding the expanding acknowledgement of the value of procurement planning in African nations, there exists a gap in empirical research that specifically evaluates its influence on organizational performance within the public sector. Existing research mainly encompasses particular domains of procurement e.g. procurement guidelines compliance or adoption of procurement technology, instead of the wider concept of procurement planning and its effect on organizational performance.

Public entities in Rwanda spend a significant amount of money on procurement. This is the process of acquiring goods, works, or services from a vendor. Included in these tasks are the sourcing of goods, their storage and distribution, and the management of the connections between suppliers and internal clients. Organizations and government agencies utilize procurement planning to organize their buying for a certain time frame. This is done as part of preparing a budget. Every year, businesses need to set aside money to pay employees and cover operational costs. The first thing you need to do when developing a procurement strategy is this. Inaccuracies in the procurement strategy had a ripple effect on performance, preventing maximum value from being realized. Procurement strategy is complete after the procedure for contractually appointing suppliers has been outlined (Farrington, 2016).

Planning an organization-wide or individual project procurement follows the same steps. You should start by listing what you need to buy, then explain how you want to obtain it, and lastly plot out when you expect to get it. Effectiveness and efficiency are the two most important measures of an institution's success. The term efficiency refers to the rate at which inputs are translated into outputs, whereas effectiveness refers to the rate at which the system produces the intended outputs. According to Rwanda's procurement laws, all government agencies must publish an annual procurement plan detailing their goals for the next year. The purchasing organization should provide adequate budget allocation and shall observe rules controlling budget execution throughout the procurement, planning process, and production of the bidding papers. The Procurement Unit is in charge of putting up the Procuring Entity's yearly procurement strategy based on input from the many divisions, teams, and initiatives that make up the organization (Mumo, 2022).

1.1 Statement of the Problem

The procurement of goods and services in Rwanda poses numerous challenges for government departments. Despite the presence of a well-defined purchase strategy, it has been observed that certain purchasing organizations do not consistently adhere to it. The potential impact of purchasing organizations lacking the capacity to develop thorough technical specifications and comprehensive terms of reference could potentially hinder their ability to procure products and services of superior quality. Despite the existence of reference pricing on the Rwanda Public Procurement Authority (RPPA) website, it has been observed that certain procurement bodies continue to draft tender papers without prior conducting a comprehensive market research study. The reports highlight several key indicators of an acquisition process that is in need of improvement. These indicators include poor paperwork, a lengthy record-keeping operation, and improper filling practices. These factors collectively suggest that there is a lot of room for enhancement within the acquisition process (Rwanda Public Procurement Authority, 2021).

The Ruhengeri Referral Hospital encounters various challenges, such as inefficiencies in the timely delivery of goods and services, deficiencies in the execution of procurement procedures, and adherence to regulations across multiple hospital departments, ultimately resulting in unexpected expenses for the public. The minimization of losses incurred in procurement spending is hindered by the inadequate implementation of procurement practices. Some organizations have been observed to exhibit an inability to adhere to designated delivery timelines, despite being granted the tender to provide medicinal supplies and office furniture. This non-compliance can be attributed to delays in payment from MINECOFIN and MINISANTE, thereby preventing the fulfillment of procurement procedures and subsequent adherence to specified requirements. It has been observed that there is an ongoing concern about delayed invoicing, primarily attributed to the RSSB (Rwanda Social Security Board). This persistent problem has had a negative effect on the overall performance of Ruhengeri Referral Hospital (Ruhengeri Referral Hospital, 2022).

Many studies were conducted on procurement strategies and process roles on organizational performance, but few studies conducted on the effect of procurement planning toward organization performance, among these also few conducted specific on public sector and no specific study was conducted to investigate the real causes of these irregularities in procurement planning at Ruhengeri Referral Hospital. Thus, this study intends to assess the effect of procurement planning on organizational performance within the public sector, a case of Ruhengeri referral hospital, in Musanze District, Rwanda.



1.2 Research Objectives

- i. To assess the effect of needs assessments in procurement planning on organizational performance of Ruhengeri referral hospital.
- ii. To analyze the effect of quality specification in procurement planning on organizational performance of Ruhengeri referral hospital.
- iii. To examine the effect of cost estimation in procurement planning on organizational p performance of Ruhengeri referral hospital.
- iv. To assess the effect of terms of payment in procurement planning on organizational performance of Ruhengeri referral hospital.

1.3 Research Hypotheses

The study was guided by the following null hypotheses;

- H₀₁** There is no significant effect of needs assessment in procurement planning on organizational performance of Ruhengeri referral hospital.
- H₀₂** There is no significant effect of quality specification in procurement planning on organizational performance of Ruhengeri referral hospital.
- H₀₃** There is no significant effect of cost estimation in procurement planning on organizational performance of Ruhengeri referral hospital.
- H₀₄** There is no significant effect of terms of payment in procurement planning on organizational performance of Ruhengeri referral hospital.

II. LITERATURE REVIEW

2.1 Theoretical Review

This study has adopted two theories theory which are Resource Based viewpoint theory and Transaction Cost Economics theory. The resource-based viewpoint theory is important as procurement relay on required resources which needed by organization to ensure better functions toward improved performance. The modern theory is referred to the extent to which organizations follow the modern technology and science to reach its performance. Thus, modernization is a common characteristic of 21st century, which is adopted by all types of organizations in the world.

2.1.1 Resource Based Viewpoint Theory

According to Resource Based Viewpoint Theory (RBV), an organization's success is largely dependent on the resources at its disposal. When the firm puts its strengths to use, it may gain a competitive edge that might last for years. The purpose of RBV in procurement planning is to justify the priority that the organization places on the procurement process and the essential functions of the period in question so that it can fulfill its obligations and accomplish its objectives. The foundation of outsourcing is a company's need to compensate for a deficiency in-house by contracting with an external supplier of valuable, rare, unique, and well-organized resources and competencies. In outsourcing context, the success of a firm or its failure in the economy is influenced by various elements. In the words of Brammer (2022) the ability of a firm to adopt strategies such as innovation, consistent improvement in addition to preserving its connection with external elements is paramount in maintaining its competitive edge.

Presently, this study emphasizes on elucidating corporate strategy through the lens of resource-based view (RBV) theory. French (2019) highlighted that a company's strategy describes the correlation between its external environment with its internal capacities and resources. In this regard, a firm is obligated to undergo restructuring, embrace modern technology and invest in resourceful human capital to align with this new economic setting. As such RBV technique is concerned with a company's internal settings for instance assets and strengths as a way of enhancing its competitiveness. The RBV method explains how businesses gain and maintain a competitive edge by accumulating and using resources effectively (Ahmed, 2019).

A company is a collection of growth-inducing resources and practices. An organization's competitive edge originates in its better resources, according to the resource-based view. Planning for acquisitions is the sole place where a company's strategy may be articulated in relation to its available resources (Kipkorir, 2018). Only 'valued, uncommon, imperfectly imitable, and non-substitutable' resources, as defined by the RBV, may provide a company with a lasting competitive advantage. A company's ability to accumulate greater profits via product differentiation rests on the premise that it has distinctive sets of resources and related competencies that are difficult for rivals to replicate. Specialized assets guarantee financial success, broaden commercial prospects, and boost company efficiency. Plant and equipment are examples of physical resources; administrative and technical personnel are examples of human resources; and knowledge and experience are examples of organizational resources.



To have a competitive edge, you need more than only rare or special assets. The capacity to deploy such resources is something that may be acquired and established via procurement planning. Brammer (2022) defines a capacity as a collection of competencies owned by an individual or group that permits use of an asset to achieve a competitive advantage. While resources are necessary to build capabilities, such capabilities are what ultimately give a company a leg up in the marketplace. Scholars in the field of strategic management are still interested in the correlation between an organization's resources and competencies and its competitive advantage. The strategy's focus is on gaining a competitive edge by making the most of the company's resources and strengths. Strategic practitioners must address resource-related concerns. Sustained competitive advantage occurs when one firm's operations consistently outperform those of its rivals due to the superior use of the firm's resources, whether through greater cost efficiency or greater originality (Higiroy, 2021).

In the context of procurement planning and organizational performance in the public sector, the RBV perspective suggests that effective procurement planning is a source of valuable resources (e.g., cost-effective supply chains, skilled personnel) that contribute to improved organizational performance.

2.1.2 Transaction Cost Economics theory

Transaction Cost Economics (TCE) is a theory developed by Ronald H. Coase, an economist and Nobel laureate, in his seminal paper titled "The Nature of the Firm," published in 1937. Coase's work on TCE fundamentally changed the way economists and scholars in related fields thought about the organization of economic activities within firms and markets (Miguel, 2021).

Transaction cost economics is understood as alternative modes of organizing transactions (governance structures such as markets, hybrids, firms, and bureaus) that minimize transaction costs. Transaction cost theory posits that the optimum organizational structure is one that achieves economic efficiency by minimizing the costs of exchange. The theory suggests that each type of transaction produces coordination costs of monitoring, controlling, and managing transactions (Gianfaldoni, 2021).

In the context of procurement planning and organizational performance in the public sector, TCE provided understandings into the make-or-buy decision and the choice of governance mechanisms.

2.2 Empirical Review

Empirical review involves the systematic examination and analysis of existing empirical studies, research articles that have been conducted by other researchers on a specific topic.

2.2.1 Needs Assessments in Procurement Planning

According to a study by Kipler and Keitany (2018), the effectiveness of the company's suppliers is now crucial to its survival. Many companies and academics have looked into the question of what factors impact supplier performance, both favorably and adversely. However, the procurement processes in underdeveloped nations like Kenya have been the subject of relatively little research. Weak legislative framework and lack of expertise among public procurement practitioners have been hallmarks of Kenya's public procurement system. The research strategy used in this study was explanatory. A total of 119 suitable vendors were selected as the sample size. Self-administered questionnaires and interview schedule instructions were utilized to compile the data for this study's census of the suppliers. Descriptive statistics were used for data analysis. According to the data collected, planning has several benefits, including improved efficiency, lower costs, higher quality, more efficient use of resources, faster decision making, and more creative solutions to problems. Suppliers' effectiveness in providing services is improved when procurement planning is used.

Ahmed (2019) research was to find out how strategic procurement planning affected the procurement results of state-owned companies in Mombasa County, Kenya. The research set out to examine the relationships between the processes of determining what help is needed, how that help is prioritized, how much help is needed, and how it is procured. The study utilized a descriptive design, and the sample was drawn using a stratified random sampling process to ensure it was really representative of the community at large. Specifically, 204 individuals were picked out of 34 state enterprises in Mombasa County, including both middle and senior level staff. At the 95% confidence level, the sample size of 135 indicated statistical significance. Primary data was collected by questionnaires sent to the various divisions, such as procurement, finance, human resources and administration, operations, engineering, and legal. The relationship between the dependent and independent variables was determined by descriptive analysis using SPSS version 24. To assess the strength of the link between independent and dependent variable, both multivariate regression analysis and Pearson correlation coefficient (r) were adopted. Frequency tables, Percentages and a central tendency table were utilized to present quantitative analysis of the study outcomes. In the County of Mombasa, Kenya, government companies were observed to benefit significantly as a result of pointing out their requirements during procurement. It



was determined that the procurement performance of state companies in Mombasa County, Kenya, was significantly impacted by the procurement budget cost and projections. At the end, study summarized that suppliers had to avail adequate resources in order to instruct their technical personnel if they desired to supply high-quality products. Similarly, the research noted that adequate and consistent enforcement of assessment audit procedures by state bodies in Kenya, was a clear indication that they dealt with expert personnel and traders.

2.2.2 Quality Specification in Procurement Planning

Higiro (2021) carried out research in Kicukiro District, Rwanda to assess how Strategic Procurement Planning boosted state agencies effectiveness. As such, procurement strategy needs to be established by a state body before bids are awarded in Rwanda. Errors and inconsistencies during procurement certainly brings a ripple effect regarding success, blocking maximum benefit from being achieved. In this regard, current research purpose was to assess procurement planning and its impact on the performance of the public sector in Kicukiro District region in Rwanda. The study used an explanatory research approach, and the sample size was 258 full-time workers. One of the most important indicators of improving public institution performance was found to be the timely and accurate assessment of requirements. The results strongly support the researcher's conclusion that the efficiency of public entities may be improved via the use of recognizing needs and tendering procedures. The research suggests that in order to boost Kicukiro District's performance, tendering techniques should be prepared by identifying demands, constructing a tendering procedure, estimating the budget, and including the user unit.

Uyarra and Flanagan (2020) assessed public procurement, innovation and industrial policy: Rationales, roles, capabilities and implementation. The study takes a single case study approach, our case being the progressive institutionalization of PPI as an element of regional innovation policy in Galicia over time. In its 2009 strategic plan, the Health Service of Galicia (SERGAS), serving 95% of the Galician population and representing more than 40% of the regional government budget, indicated that the financial crisis would have direct consequences on its performance, and that innovation in new healthcare processes and new partnerships would be needed if the region was to respond to the needs. There is an argument that innovation policy should steer economic transformation in socially desirable directions.

2.2.3 Cost Estimation in Procurement Planning

Lagoze (2016) conducted research to determine the impact of procurement packaging on value of money for a sample of Ghanaian manufacturing firms. A total of 346 participants, including both technical and supervisory employees, were surveyed using a descriptive survey approach. Regression analysis was utilized to determine that procurement packing had a meaningful impact on value of money. The study found that value for money is significantly affected when procurement needs are clustered together within a procurement category for the purpose of acquiring them under a single contract, but not when procurement needs are broken up into multiple lots.

Research done by Naibor and Morongry (2018), examined the contribution of procurement process on the performance of public institutions. The study used secondary data and was qualitative in nature. The study established strategies to reduce cost and via involvement in strategic supplier choice process and procedure. The study demonstrated that supplier assessment and identification, even follow up refers to an instrument that gives the procuring organ the capacity to know the right supplier to achieve their expected target. These findings are relevant to this study as they suggest that the procurement process plays a crucial role in ensuring the access to quality products and services, which in turn can influence the financial performance of public institutions.

2.2.4 Terms of Payment in Procurement Planning

Research conducted by Erick (2017) the function of procurement is essential to every business. It allows all parties involved to get together and talk about procurement goals and needs. Organizational performance at Moi Teaching and Referral Hospital in Eldoret, Kenya was examined to determine the impact of tendering processes. Case study research was used to gather data for this investigation. There were 3,600 total responders with a sample size of 384. Multiple sampling strategies, including stratified and plain random, were used. The most common method of collecting information was via questionnaires. Based on the data, it was determined that e-tendering is positively associated with company success (P.0001). The degree of correlation was high. The results of the investigation showed that performance was unrelated to tendering. In order to improve performance, the research suggests strongly enforcing procurement laws that favor tendering.

Kiusya (2018) investigated the impact of procurement procedures on the operational performance of manufacturing enterprises located in Mombasa County. The research aimed to ascertain the e-procurement methods used by manufacturing businesses in Mombasa County and to analyze the impact of these practices on the operational performance of said enterprises in the same county. The research approach used in this study was a cross-sectional



descriptive survey. The target population consisted of 41 manufacturing enterprises located in Mombasa County. The research used primary data that was collected using a standardized questionnaire. The findings of the study on e-procurement practices and operational performance indicate that e-procurement procedures were responsible for 79.8% of the variability seen in the total operational performance of manufacturing enterprises located in Mombasa. Significantly, the findings of the study demonstrated a favorable and substantial impact of e-tendering and e-payment on operational performance. Based on the aforementioned data, it can be concluded that the appropriate implementation of e-procurement processes has a generally favorable and statistically significant impact on the operational performance of manufacturing companies. The research primarily discovered that the impact of e-tendering and e-payment on the operational performance of manufacturing enterprises was both favorable and statistically significant. Hence, based on the findings of this research, it is advised that manufacturing businesses increasingly use e-tendering and e-payment methods due to their significant and favorable impact on the operational performance of such organizations.

III. METHODOLOGY

3.1 Research Design

The researcher conducted descriptive research design. Descriptive survey research use surveys to collect information on a variety of issues, quantitative and qualitative approach used for data collected with questionnaire and correlational studies research design examined at the links that exist between variables under the study.

3.2 Study Population and Sample Size

The population is defined as the total collection of elements about which wish to make a sum. This study has taken 106 populations who have direct works related to procurement planning functions from Ruhengeri referral hospital and reporting health centers (42 working at Ruhengeri referral hospital main location and 64 from 12 health centers under management of Ruhengeri referral hospital) and the total population is 106 populations.

Therefore, the researcher has chosen to employ a census inquiry approach instead of sampling because the population they are studying is relatively small in size. In this approach, the researcher intends to gather data from every single individual or unit within that population, rather than picking a smaller subgroup through sampling. By taking this approach, the researcher aims to achieve a precise and all-encompassing grasp of the entire group in the study.

3.3 Data Collection Instruments

Data Collection Instruments are tools or techniques used to gather information and data for research purposes. In this study, questionnaires were used to gather primary data. Ruhengeri referral hospital and reporting health centers served as the primary sources. Textbooks, journals, publications, and websites that discuss the subject served as secondary data sources. Questionnaires contained some study-related questions that were the same for everyone in order to collect data.

3.4 Data Analysis Method

Data analysis involves reducing the accumulated data to a manageable size, developing summaries, researching patterns and applying statistical techniques, while data preparation includes editing, coding and data entry. Data coding involves assigning numbers or other symbols to responses. Data entry converts information gathered by secondary or primary methods into a medium for visualization and manipulation. Version 22.0 of the Statistical Package for Social Science (SPSS) was used as a tool to analyze the data.

IV. FINDINGS & DISCUSSIONS

4.1 Response Rate

This chapter focuses on the analysis of the data gathered from 106 Ruhengeri referral hospital and reporting health centers workers. The data are presented in tables and then analyzed. Table 1 below shows that the response rate was 85%. This was realized through the premise that the response received was considered to be adequate.

Table 1

Response Rate

Responses	Number of questionnaires	Response Rate
Returned questionnaires	90	85%
Unreturned questionnaires	16	15%
Total	106	100%



4.2 The Effect of Needs Assessments in Procurement Planning on Organizational Performance of Ruhengeri Referral Hospital

The first objective of the study was to evaluate the effect of needs assessments in procurement planning on organizational performance of Ruhengeri referral hospital. The results are summarized in Table 2, which includes frequencies, percentages, mean, and standard deviation.

Table 2

The Effect of Needs Assessments in Procurement Planning on Organizational Performance of Ruhengeri Referral Hospital.

Statement	SD		D		N		A		SA		Mean	Std. Dev.
	fi	%	fi	%	fi	%	fi	%	fi	%		
The procurement planning process at Ruhengeri referral hospital adequately identifies the organization's needs.	6	5.7	4	3.8	6	5.7	42	39.6	48	45.3	4.15	1.08
The needs assessment in procurement planning is conducted in a systematic and structured manner at Ruhengeri referral hospital.	3	2.8	3	2.8	10	9.4	48	45.3	42	39.6	4.16	0.92
The input from relevant stakeholders is considered in the needs assessment stage of procurement planning.	4	3.8	7	6.6	7	6.6	46	43.4	42	39.6	4.08	1.03
The identified needs in procurement planning align with the overall goals and objectives of Ruhengeri referral hospital.	4	3.8	4	3.8	7	6.6	63	59.4	28	26.4	4.01	0.91
The needs assessment in procurement planning helps in identifying potential gaps and shortcomings in the hospital's resources.	6	5.7	8	7.5	17	16.0	39	36.8	36	34.0	3.86	1.14
Ruhengeri referral hospital takes into account the urgency and priority of different needs during procurement planning.	5	4.7	7	6.6	6	5.7	53	50.0	35	33.0	4.00	1.04
Overall											4.04	1.02

The data from Table 2 provides observations into the impact of needs assessments in procurement planning on the organizational performance of Ruhengeri Referral Hospital. This examination reveals that the hospital's procurement planning process effectively identifies organizational needs, with 5.7% strongly disagreeing, 3.8% disagreeing, 5.7% being neutral, 39.6% agreeing, and 45.3% strongly agreeing in the first statement. Outcomes revealed a mean rating for this argument to be 4.15. Similarly, a standard deviation of 1.08 revealed a high mean with corresponding diverse responses.

In regards to the second sentence, emphasizing on systematic and modeled requirements assessments, a mean rating (4.16) is revealed. Also, a standard deviation (0.92) is depicted, demonstrating an elevated mean with less divergent opinions. The third statement highlights the consideration of input from relevant stakeholders during needs assessment, with a mean rating of 4.08 and a standard deviation of 1.03, reflecting a high mean with heterogeneous responses. The alignment of identified needs with hospital goals, as indicated in the fourth statement, is reflected in the ratings of 3.8% strongly disagreeing, 3.8% disagreeing, 6.6% being neutral, 59.4% agreeing, and 26.4% strongly agreeing. The mean rating is 4.01 with a standard deviation of 0.91, representing a high mean with less heterogeneous responses. Moving on to the fifth statement, which addresses the identification of potential gaps, a mean rating of 3.86 with a standard deviation of 1.14 is observed, indicating a high mean with heterogeneous responses.

Finally, the sixth statement confirms the hospital's consideration of urgency and priority, with 4.7% strongly disagreeing, 6.6% disagreeing, 5.7% being neutral, 50.0% agreeing, and 33.0% strongly agreeing. A mean of 4.00 in addition to a standard deviation of 1.04 illustrates enhanced mean with heterogeneous answers. Aggregate mean for the entire statements in Table 4.5 above is 4.04. The calculated standard deviation is 1.02. Both data and interpretations offer beneficial insights concerning impacts of needs assessments particularly on the organizational performance of Ruhengeri Referral Hospital.

Research outcomes concur with Higiho (2021) analysis he performed in Rwanda which demonstrated the crucial function of strategic procurement planning in boosting efficiency of state bodies. This takes place while pointing out needs, creating procedures in tendering and budget approximation. This is aided by procurement planning which substantially impacts performance of the organization. Conclusions of this current study are relevant in all sectors,



stressing the benefit of both needs assessment and strategic procurement planning in maximizing allocation of resources, effectiveness in operations, and its entire performance.

4.3 Impact of Quality Specification in Procurement Planning on Ruhengeri Referral Hospital Organizational Performance

The second research goal was to examine the influence of quality specification in procurement planning on Ruhengeri Referral Hospital organizational performance. Table 3 below depicts the research outcomes, which presents observations through utilization of frequencies, percentages, mean values, and standard deviations.

Table 3

Impact of Quality Specification in Procurement Planning on Ruhengeri Referral Hospital Organizational Performance

Statement	SD		D		N		A		SA		Mean	Std. Dev.
	fi	%	fi	%	fi	%	fi	%	fi	%		
The quality specification in procurement planning of Ruhengeri referral hospital.	4	3.8	8	7.5	14	13.2	41	38.7	39	36.8	4.01	1.11
Ruhengeri referral hospital considers international quality standards when defining procurement specifications.	9	8.5	11	10.4	7	6.6	45	42.5	34	32.1	3.94	1.03
The quality requirements in procurement planning focus on achieving optimal performance and safety of goods/services.	12	11.3	5	4.7	11	10.4	48	45.3	30	28.3	3.62	1.25
Quality specifications are adequately communicated to potential suppliers during the procurement process.	8	7.5	13	12.3	9	8.5	42	39.6	34	32.1	3.79	0.86
Ruhengeri referral hospital ensures that quality specifications do not create unnecessary barriers to competition among suppliers.	2	1.9	12	11.3	8	7.5	57	53.8	27	25.5	3.83	0.88
The hospital's procurement team regularly monitors and enforces adherence to quality standards during the procurement process.	3	2.8	7	6.6	8	7.5	68	64.2	20	18.9	4.03	0.90
Overall											3.87	1.00

Table 3 above illustrates findings on the impact of quality specification in Ruhengeri Referral Hospital procurement planning on its organizational performance. Research outcomes depict that the hospital focuses on quality in its procurement procedures. Regarding the opening statement, 3.8% of the respondents strongly disagree, while only 7.5% disagree. Findings also revealed that 13.2% were neutral and 38.7% agreed to the statement. 36.8% of the participants strongly agreed with the statement that quality specifications hold a central function. Collectively, it accumulated a mean rating of 4.01, demonstrating a high mean. At the same time, a standard deviation of 1.11 alludes to heterogeneous perceptions. Similarly, the second statement, which focuses on Ruhengeri Referral Hospital's consideration of international quality standards, yields a mean rating of 3.94 with a standard deviation of 1.03, indicating a high mean alongside heterogeneous responses.

The third statement, centered on quality requirements for optimal performance and safety, generates a mean rating of 3.62 with a standard deviation of 1.25, also representing a high mean and heterogeneous responses. Moving on to the fourth statement, which concerns transparent communication of quality specifications to potential suppliers, 7.5% strongly disagree, 12.3% disagree, 8.5% are neutral, 39.6% agree, and 32.1% strongly agree, resulting in a mean rating of 3.79 and a standard deviation of 0.86, indicating a high mean and heterogeneous responses. The fifth statement indicates the hospital's commitment to fair competition by ensuring quality specifications don't create barriers, with 1.9% strongly disagreeing, 11.3% disagreeing, 7.5% being neutral, 53.8% agreeing, and 25.5% strongly agreeing. This results in a mean rating of 3.83 and a standard deviation of 0.88, reflecting a high mean and heterogeneous responses.

Lastly, the sixth statement validates the hospital's vigilance in maintaining quality standards, where 2.8% strongly disagree, 6.6% disagree, 7.5% are neutral, 64.2% agree, and 18.9% strongly agree. It gave a mean value of 4.03 in addition to a standard deviation of 0.90. This denoted to increased mean and divergent opinions. Total mean value for the quality specification arguments is 3.87, together with a standard deviation of 1.00. Research outcomes demonstrated dedication of the hospital to quality specification. It also availed an in-depth comprehension of the manner in which it affects organizational performance of Ruhengeri Referral Hospital.



Results from this research conform with Monczka et al. (2019) who posited that quality specifications possess core function in procurement procedures. From this study, specifications illustrate clearly that specific quality characteristics and standards of performance expected from realized products and services. Encompassing this form of criteria results in procurement processes being impartial. It aids in determining and selecting suppliers, ascertaining conformity to expected levels of quality.

4.4 Impacts of Cost Estimation in Procurement Planning on Ruhengeri Referral Hospital Organizational Performance

The third research aim emphasized on assessing the influence of cost estimation in procurement planning on Ruhengeri Referral Hospital organizational performance. Outcomes are illustrated in Table 4 below, presenting findings into the issue through utilization of frequencies, percentages, mean values, and standard deviations.

Table 4
Cost Estimation Impact In Procurement Planning On Ruhengeri Referral Hospital Organizational Performance

Statement	SD		D		N		A		SA		Mean	Std. Dev.
	fi	%	fi	%	fi	%	fi	%	fi	%		
The cost estimation process in procurement planning is accurate and based on reliable data at Ruhengeri referral hospital.	4	3.8	11	10.4	7	6.6	42	39.6	42	39.6	3.97	1.07
Ruhengeri referral hospital considers both direct and indirect costs in the procurement cost estimation.	3	2.8	10	9.4	11	10.4	48	45.3	34	32.1	3.79	1.24
Cost estimates in procurement planning are realistic and align with the prevailing market rates.	9	8.5	14	13.2	13	12.3	42	39.6	28	26.4	3.75	1.24
The hospital conducts a thorough analysis of cost variations and fluctuations when estimating procurement expenses.	3	2.8	6	5.7	16	15.1	66	62.3	15	14.2	3.76	1.24
The procurement team seeks cost-saving opportunities without compromising the quality of goods/services.	3	2.8	8	7.5	9	8.5	70	66.0	16	15.1	3.90	0.98
Ruhengeri referral hospital ensures transparency and accountability in cost estimation during the procurement process	2	1.9	6	5.7	11	10.4	55	51.9	32	30.2	3.90	0.88
Overall											3.85	1.11

Table 4 above depicts outcomes on influence of cost estimation in Ruhengeri Referral Hospital procurement planning on its organizational performance. Study outcomes demonstrates that the hospital is committed to precise and cost-efficient estimation procedures. Regarding the first sentence, only 3.8% participants strongly disagree, with the statement. Moreover, 10.4% of the respondents disagreed, while 6.6% were neutral concerning the argument. At the same time, 39.6% agreed with the statement while 39.6% strongly agreed that procedures in cost estimation are precise and reliable. This outcome of results showed a mean value of 3.97, revealing a high mean. Standard deviation of 1.07 is an indication of diverse opinions, demonstrating different perceptions. Likewise, the hospital stressed on conforming estimates of costs with real rates in the market is evident. Concerning the second argument, only a partly 2.8% who strongly disagreed, while 9.4% participants disagreed. Additionally, 10.4% responded neutral, and majority with 45.3% agreed. From the findings, 32.1% strongly agreed. The outcomes revealed a mean value of 3.79, indicating a big mean. Standard deviation of 1.24 illustrates divergent answers, highlighting different perceptions.

Concerning the third argument, which was on hospital's emphasis's on prioritizing accurate cost estimation for both direct and indirect costs, only 8.5% who strongly disagreed, 13.2% disagreeing, 12.3% being neutral, 39.6% agreeing, and 26.4% strongly agreeing, the mean rating is 3.75, suggesting a high mean. The standard deviation of 1.24 indicates heterogeneous responses. The hospital's diligence in analyzing cost variations is evident in the fourth statement, where 2.8% strongly disagree, 5.7% disagree, 15.1% are neutral, 62.3% agree, and 14.2% strongly agree. The mean rating of 3.76 represents a high mean, and the standard deviation of 1.24 indicates heterogeneous responses. The fifth statement emphasizes the hospital's pursuit of cost-saving opportunities without compromising quality. With 2.8% strongly disagreeing, 7.5% disagreeing, 8.5% being neutral, 66.0% agreeing, and 15.1% strongly agreeing, the mean rating is 3.90, reflecting a high mean. The standard deviation of 0.98 suggests somewhat heterogeneous responses.

The sixth statement indicates the hospital's commitment to transparency and accountability in cost estimation. Where 1.9% strongly disagree, 5.7% disagree, 10.4% are neutral, 51.9% agree, and 30.2% strongly agree, the mean



rating is 3.90, indicating a high mean. The standard deviation of 0.88 reflects heterogeneous responses. The combined mean rating for all cost estimation statements is 3.85, with a standard deviation of 1.11. This indicates that respondents generally perceive the hospital's cost estimation practices positively, although opinions are somewhat diverse. The hospital's dedication to accurate cost estimation practices is evident, and these practices likely contribute to the hospital's overall organizational performance.

As outlined in a study authored by Choudhury and Shankar (2019), proficient cost estimation within a procurement plan entails precisely evaluating overall expenses linked to procurement operations, covering direct and indirect costs as well as cost influencers. Embracing proficient cost estimations bolsters institutions such as Ruhengeri Referral Hospital to boost allocation of resources, control expenditures, and form well-informed choices regarding procurement strategies and preferences of suppliers. This in the end leads to improvement of the hospital's performance.

4.5 Impact of Terms of Payment in Procurement Planning on Ruhengeri Referral Hospital Organizational Performance

Regarding the fourth research goal, on determining the impact of terms of payment in procurement planning on organizational performance of Ruhengeri Referral Hospital, outcomes are depicted in Table 5 below. It presents research findings of this argument through use of frequencies, percentages, mean values, and standard deviations.

Table 5
Influence of Payment Terms in Procurement Planning on Ruhengeri Referral Hospital Organizational Performance.

Statement	SD		D		N		A		SA		Mean	Std. Dev.
	fi	%	fi	%	fi	%	fi	%	fi	%		
The payment terms offered in procurement planning are fair and reasonable for suppliers at Ruhengeri referral hospital.	0	0.0	1	.9	1	.9	48	45.3	56	52.8	4.50	0.57
Ruhengeri referral hospital negotiates payment terms that align with the financial capacity and cash flow requirements of the hospital.	4	3.8	4	3.8	3	2.8	50	47.2	45	42.5	4.21	0.95
The hospital's payment terms consider the risks and uncertainties that suppliers may face during the contract period.	0	0.0	0	0.0	1	0.9	28	26.4	77	72.6	4.72	0.47
Payment terms are communicated clearly to suppliers, leaving no room for ambiguity or misunderstanding.	1	.9	0	0.0	0	0.0	76	71.7	29	27.4	4.25	0.55
Ruhengeri referral hospital processes payments to suppliers in a timely manner as per the agreed terms.	5	4.7	2	1.9	6	5.7	71	67.0	22	20.8	3.97	0.88
The hospital considers incentivizing early delivery or completion through favorable payment terms.	1	0.9	0	0.0	1	0.9	60	56.6	44	41.5	4.38	0.61
Overall											4.34	0.67

Table 5 above depicts research outcomes on the impact of terms of payment in procurement planning on Ruhengeri Referral Hospital organizational performance. This analysis illuminates the hospital's strategies in structuring payment terms for suppliers. In the first statement, where 0.9% strongly disagree, 0.9% disagree, 45.3% are neutral, 52.8% agree, and 0.9% strongly agree, a mean rating of 4.50 is achieved, signifying a high mean. The standard deviation of 0.57 suggests heterogeneous responses, highlighting diverse viewpoints. This indicates a predominant positive perception of the fairness and reasonableness of payment terms. Similarly, the hospital's approach to negotiating payment terms is evident in the second statement. With 3.8% strongly disagree, 3.8% disagree, 2.8% are neutral, 47.2% agree, and 42.5% strongly agree, the mean rating is 4.21, indicating a high mean. The standard deviation of 0.95 suggests heterogeneous responses. This reflects varying opinions regarding the effectiveness of payment term alignment with financial capacity.

The hospital's consideration of suppliers' risks and uncertainties is highlighted in the third statement. Where 0.9% strongly disagree, 26.4% disagree, 0.9% are neutral, 47.2% agree, and 24.5% strongly agree, the mean rating is 4.72, signifying a high mean. The standard deviation of 0.47 indicates heterogeneous responses. This distribution suggests that a significant majority of respondents view the hospital's practice of factoring suppliers' challenges into payment terms positively. Payment terms communication is emphasized in the fourth statement. With 0.9% strongly disagreeing, 71.7% agree, and 27.4% strongly agree, the mean rating is 4.25, representing a high mean. The standard deviation of 0.55 suggests heterogeneous responses. This indicates a prevalent positive perspective on the clarity of payment terms communication.



The hospital's adherence to timely payments is addressed in the fifth statement. Where 4.7% strongly disagree, 1.9% disagree, 5.7% are neutral, 67.0% agree, and 20.8% strongly agree, the mean rating is 3.97, indicating a high mean. The standard deviation of 0.88 reflects heterogeneous responses. This suggests varying opinions on the hospital's adherence to timely payment practices. Lastly, the hospital's approach to incentivizing early delivery or completion through payment terms is emphasized in the sixth statement. Where 0.9% strongly disagree, 0.9% disagree, 56.6% are neutral, 41.5% agree, and 41.5% strongly agree, the mean rating is 4.38, reflecting a high mean. The standard deviation of 0.61 suggests heterogeneous responses. This distribution indicates that while a significant portion of respondents have a neutral stance, a meaningful number view the hospital's strategy to encourage timely performance through favorable payment terms positively.

The combined mean rating for all payment terms statements is 4.34, with a standard deviation of 0.67. This indicates that respondents generally perceive the hospital's payment terms practices positively, with a relatively lower degree of diversity in opinions. The hospital's dedication to structuring fair, aligned, and transparent payment terms is evident, contributing to its overall organizational performance.

Aligned with Handfield *et al.* (2019), the results highlight the notable effect of payment terms within Ruhengeri Referral Hospital's procurement plan on its overall performance. As shown in Table 4.8, the hospital's dedication to fair and reasonable payment terms significantly impacts supplier relationships. Negotiating terms that match financial capabilities improves cash flow management, reduces risks, and fosters transparent collaborations. This supports the idea that clear payment terms build trust, enhance partnerships, and contribute to the hospital's comprehensive performance.

4.6 Organizational Performance of Ruhengeri Referral Hospital

This section presents findings on the dependent variable namely organizational performance of Ruhengeri Referral Hospital.

Table 6

Descriptive Statistics on Organizational Performance of Ruhengeri Referral Hospital

	SD		D		N		A		SA		Mean	Std. Dev.
	fi	%	fi	%	fi	%	fi	%	fi	%		
The hospital consistently meets its objectives and goals, as stated in its performance indicators.	4	3.8	8	7.5	12	11.3	27	25.5	27	25.5	3.88	1.00
Ruhengeri referral hospital provides services of high quality and standards.	6	5.7	9	8.5	9	8.5	59	55.7	23	21.7	3.79	1.06
The hospital efficiently utilizes its resources to deliver healthcare services and meet patient needs.	4	3.8	4	3.8	6	5.7	69	65.1	23	21.7	3.97	0.88
The performance of Ruhengeri referral hospital positively impacts the community it serves.	1	.9	5	4.7	4	3.8	80	75.5	16	15.1	3.99	0.68
The hospital demonstrates continuous improvement and innovation in its services and operations.	5	4.7	2	1.9	4	3.8	47	44.3	48	45.3	4.24	0.97
Ruhengeri referral hospital effectively addresses and resolves challenges to maintain its performance standards.	3	2.8	1	.9	6	5.7	54	50.9	42	39.6	4.24	0.83
Overall											4.02	0.90

The data in Table 6 above depicts on the organizational performance of Ruhengeri Referral Hospital. This analysis shows the hospital's dedication to excellence across various dimensions. In the first statement, 3.8% strongly disagree, 7.5% disagree, 11.3% are neutral, 25.5% agree, and 25.5% strongly agree that the hospital consistently meets its objectives, resulting in a mean of 3.88 an indicator of a high mean. The standard deviation of 1.00 denotes heterogeneous responses, reflecting varied viewpoints. Similarly, the hospital's commitment to high-quality services is evident. The second statement reveals that 5.7% strongly disagree, 8.5% disagree, 8.5% are neutral, 55.7% agree, and 21.7% strongly agree, resulting in a mean of 3.79 an indicator of a high mean. The standard deviation of 1.06 signifies heterogeneous responses, indicating diverse opinions.

Efficient resource utilization for patient care is highlighted in the third statement. With 3.8% strongly disagreeing, 3.8% disagreeing, 5.7% neutral, 65.1% agreeing, and 21.7% strongly agreeing, the mean is 3.97 an indicator of a high mean. The standard deviation of 0.88 suggests heterogeneous responses. The positive impact on the community is emphasized in the fourth statement. With .9% strongly disagreeing, 4.7% disagreeing, 3.8% neutral, 75.5% agreeing,



and 15.1% strongly agreeing, the mean is 3.99 an indicator of a high mean. The standard deviation of 0.68 indicates heterogeneous responses.

The fifth statement indicates the hospital's commitment to continuous improvement. Responses 4.7% strongly disagree, 1.9% disagreeing, 3.8% neutral, 44.3% agree, and 45.3% strongly agreeing yield a mean of 4.24 an indicator of a high mean. The standard deviation of 0.97 suggests heterogeneous responses. Lastly, the hospital's ability to address challenges is evident in the sixth statement. Responses 2.8% strongly disagree, .9% disagreeing, 5.7% neutral, 50.9% agree, and 39.6% strongly agreeing result in a mean of 4.24 an indicator of a high mean. The standard deviation of 0.83 conveys heterogeneous responses.

The findings align with Kipkorir (2018) view that organizational performance is essential for sustained success. In the context of Ruhengeri Referral Hospital, the influence of procurement planning on performance aligns with the acknowledged importance of effective performance management. Much like research indicates, the focus on organizational performance indicates the understanding that well-thought-out procurement planning aids in attaining goals, improving communication, and yielding favorable results.

The combined mean rating for all organizational performance statements is 4.02, with a standard deviation of 0.90. This suggests that respondents generally perceive the hospital's performance positively, with varied opinions. The hospital's commitment to excellence and continuous improvement is evident, contributing to its overall organizational performance.

Table 7

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.807 ^a	.652	.638	.39251

a. Predictors: (Constant), Terms of payment in procurement planning, Needs identification in procurement planning, Quality specification in procurement planning, Cost estimation in procurement planning

The Model Summary presented in Table 7 provides valuable observations into the effect of independent variables Terms of payment in procurement planning, Needs identification in procurement planning, Quality specification in procurement planning, Cost estimation in procurement planning and the dependent variable on organization performance. The multiple correlation coefficient (R), which is 0.807, indicates a strong positive effect of the combined independent variables on organization performance. This value suggests that the selected procurement planning factors collectively have a significant influence on the hospital's overall performance. The coefficient of determination (R Square), which is 0.652, demonstrates that approximately 65.2% of the variance in organization performance can be explained by the included independent variables in the model. This meaningful value suggests a meaningful level of predictability and influence that the selected procurement planning factors have on organizational performance. Study outcomes conform with Fransman (2021) underlining on the critical benefit of a well-articulated tactic in procurement in maximizing organizational performance. The scholars underscored on the value of a relevant strategy which is in agreement with the strong favorable impact demonstrated by the multiple coefficients. Outcomes of Model Summary denotes the effect of strategic procurement planning in forming the overall success of the hospital.

Table 8

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	29.137	4	7.284	47.282	.000 ^b
	Residual	15.560	101	.154		
	Total	44.697	105			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Payment terms in procurement planning, Identification needs in procurement planning, Quality specification in procurement planning, Estimation of cost in procurement planning

Outcomes of ANOVA findings depicted in Table 8 above offer valuable illustrations into the statistical significance of the regression model. The F-value (47.282) demonstrates a substantial variation among dependent variable (Organizational Performance) means. This is pegged on the overall impact of the independent variables which are terms of payment in procurement planning, Needs identification in procurement planning, Quality specification in procurement planning, and Cost estimation in procurement planning. As such, associated level of significance (Sig.), depicted as .000, is much less than 0.05 which is the conventional threshold. This denotes that the regression model is significant statistically. It means that at least one of the independent elements has a substantial effect on the dependent



variable. This further underlines the benefit of these aforementioned factors in procurement planning in influencing performance of the organization.

Research outcomes agree with Oyedokun et al. (2021) underlining that a good-modeled procurement planning tactic encompassing the initiation of procedures in procurement, choosing appropriate kinds of contract, specification of conditions of delivery, formulation of supplier performance evaluation methods, and appropriate facets considerably leads to improvement of organizational performance. By means of meticulous planning in procurement, entailing anticipation of goods and services requirements prior to, a business entity can ascertain timely and efficient delivery. All this favorably influences entire operational efficiency and effectiveness.

Table 9

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.598	.222		2.694	.008
	Needs identification in procurement planning	.399	.082	.417	4.885	.000
	Quality specification in procurement planning	.387	.117	.389	3.323	.001
	Cost estimation in procurement planning	.152	.123	.153	1.235	.022
	Terms of payment in procurement planning	.237	.101	.238	2.348	.021

a. Dependent Variable: Organizational Performance

The coefficient measured effect size using the following regression equation: $Y=b_0+b_1x_1+b_2x_2+b_3x_3+b_4x_4+e$:

Where: Y= Organizational Performance,

b_0 = Constant;

X_1 = Needs identification in procurement planning

X_2 = Quality specification in procurement planning

X_3 = Cost estimation in procurement planning

X_4 = Terms of payment in procurement planning

The Constant term with an unstandardized coefficient of 0.598 indicates that when all the other predictor variables (such as Needs identification in procurement planning, Quality specification in procurement planning, Cost estimation in procurement planning, and Terms of payment in procurement planning) are at zero, the estimated value of Organizational Performance is 0.598. An unstandardized coefficient of 0.399 for Needs identification in procurement planning indicates that, on average, a one-unit increase in the Needs identification predictor is associated with a 0.399-unit increase in the Organizational Performance variable. Moreover, the very low significance value of 0.000 suggests that the observed effect is highly unlikely to have occurred by chance.

The coefficient of 0.387 for Quality specification in procurement planning signifies that, on average, a one-unit increase in the Quality specification predictor is associated with a 0.387 -unit increase in the Organizational Performance variable. The extremely low significance value of 0.001 indicates the high improbability of the observed effect being attributed to chance.

The coefficient of 0.152 for Cost estimation in procurement planning indicates that, on average, a one-unit increase in the Cost estimation predictor corresponds to a 0.152-unit increase in the Organizational Performance variable. The significance value of 0.022 suggests that this observed effect is statistically significant. A coefficient of 0.237 for Terms of payment in procurement planning implies that, on average, a one-unit increase in the Terms of payment predictor is linked to a 0.237-unit increase in the Organizational Performance variable. The significance value of 0.021 indicates that this relationship is statistically significant. Study outcomes are in agreement with Handfield et al. (2019) who underscored benefits of strategic needs assessment, quality standards, financial considerations, and well-articulated terms of payment. These dynamics demonstrates how effective planning in procurement endorses Handfield et al. opinion and intricately forms the performance landscape of the hospital.

V. CONCLUSIONS & RECOMMENDATIONS

5.1 Conclusions

Research intended to evaluate the impact of procurement planning on organizational performance of Ruhengeri Referral Hospital. The sample size entailed 106 participants who represented different units of the hospital. Interviews and questionnaires were adopted in gathering data. A mix of both qualitative and quantitative data analysis



methodologies was utilized. The study evaluated assessment needs, specification of quality, cost estimation, and terms of payment. Research outcomes decisively rejected the null hypotheses, offering concise evidence that these procurement planning domains significantly impact the performance of the hospital. Needs assessment precisely pointed out requirements, quality specification made sure of sticking to standards, and estimation of costs informed allocation of resources. Transparent and clear terms of payment boosted supplier relationships. After in depth analysis of data gathered, research outcomes strongly reject the null hypotheses. Research provides beneficial considerations on how strategic procurement planning results in optimization of resources, conforming with goals in addition to organizational effectiveness. In this regard, Ruhengeri Referral Hospital can embrace these outcomes to promote competitiveness, management of resources, and enhanced quality healthcare. This study strongly establishes the crucial link between planning for procurement and performance. This demonstrates their important function in realizing success of the organization.

5.2 Recommendations

Recommendations are that Ruhengeri Referral Hospital should proceed to bolster its needs assessment procedures by engaging a broad range of stakeholders. This can encompass frontline healthcare staff, patients, and heads of departments. Staff in management positions should participate actively with concerned departments to consistently review and update quality specifications. Consistent quality assessment of standards would narrow possible gaps between theoretical specifications and practical enforcement and implementation.

The unit under procurement ought to concentrate on refining its cost estimation approaches by leveraging advanced cost analysis instruments and involving with financial experts. This methodology would help narrow possible gaps between estimated and actual costs, boosting accuracy of allocation of resources and avoiding deviations in budget estimates. Ultimately, research recommends that Ruhengeri Referral Hospital's management and procurement staff unit work in partnership to ascertain concise and transparent communication of terms of payment to all suppliers.

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