

EFFECT OF PROCUREMENT PRACTICES AND GOVERNMENT POLICIES ON PERFORMANCE OF THE INFRASTRUCTURAL PROJECT IN PUBLIC UNIVERSITIES IN KENYA: A CASE OF RONGO UNIVERSITY

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ABSTRACT

Procurement practices involves making of buying decisions under conditions of scarcity such as Selecting vendors, evaluating payments terms, inspection of goods and services, negotiation of contracts, supplier communication and procurement laws and policies are the common procurement practices. Not observing procurement practices create challenges addressed by entity starting from scarcity of suppliers to handle infrastructural project. Therefore, the overall objective of this study was to asses procurement practices and government policies on performance of infrastructural projects in the universities using Rongo university. The specific objective included to assess the effect of tendering practice on performance. to determine effect of supplier selection on performance. The study was anchored on Agency theory and Stakeholder theory.

The study adopts descriptive research design to draw the purpose of the inquiry. The target population was 60 employees working in the selected departments of Rongo University. The study used census sampling to select all 60 employees under the study. The main research instrument was the questionnaires to collect primary data and document analysis guide for secondary data collection. Descriptive statistics; percentage, mean and standard deviation was used to analyze the collected data. The researcher collected data from the respondents from individual departments. The study found that tendering practices was applicable in the university. The study found that procurement plans indicate timelines of what and when items would be procured,

followed by infrastructural projects contracts are completed within set period. Advertisement of infrastructural project tenders considers the mode to use. The study established that supplier selection is applied in the university. The prequalification of infrastructural bidders is objective, the supplier selection criteria is objective to bidders. Competence of bidders improves performance of infrastructural projects. The study recommended that university tendering practices should be established with well procurement plans using timelines of what and when items would be procured.

Key words: Continuous Replenishment, Stock controlling and Supply chain performance

INTRODUCTION

Background to the study

In Australia organizations has been exhausting procurement practices with tremendous changes in the infrastructural performance globally. The public organization applies different practices on service delivery to their customers need. The experiences gained by procurement officers are not similar depending the nature of the organizations. Therefore, procurement practices can help to tackle infrastructural growth in the organization. Organizations are experiencing challenges of using the best practices that can improve performance and later infrastructural projects. The project ending with proper definitions help different procurement organizations can reduce resources required by procurement professional continuously given by visting. The organization vision is clearly defining procurement roles for proper implementation of practices that improve performance from the available resources. The amount of procurement quantities can enhance the degree of providing service delivery for infrastructural projects. The equipment, plants and machines employed are well procured in the organization if procurement practices are effectively utilized by the available personels (Kibet and Khadija 2015).

The infrastructural projects are used to the organizations depending on the available machines and which services is required, facilities available and system used can be equipped properly. This includes services necessary for implementing procurement practices in the organizations infrastructural projects in South Korea industrial projects. The fundamental role of procurement practices are to maintain proper recording for equipments while serving managers to the needs. The facilities must be cleary known by project managers for proper approximation process in developing project life cycles with implemented procurement practices. The available infrastructure is needed for specific reasons which calls for procurement practices that will improve performance over the organizations. Project contractors are serving greatly as procurement officers while applying procurement practices that meets the requirement for infrastructural materials and equipment depending on the supply chains (Rinsler & Water 2014). Development of infrastructural projects require well procurement practices that can enhance performance however, implementations is not effective for public organizations. This requires procurement officers to concentrate higly on prices than on quality of materials for project infrastructure. The varioud fundamental aim of project facility is to enhance performance serving and equipment necessary for procurement practices to be implemented. In india, infrastructural projects becomes fundamental facility including motor vehicle transporting material and equipment for project constructions, various machines are procured with specific procurement practices that will enhance performance. The institution can implement projects through proper practice used for fundamental facility. The project improvement by quality is managed by efficient implementations in the procurement practices by physical locations of project in the organizations. Creating infrastructural projects materials and equipments are procured properly

through existing management of improving infrastructural projects. It grows importantly when the project is completed with procurement practices and proper financial status. The improvement of project is effective if procurement practices is also proper by creating feasible resources for all locations with delays ((Rinsler & Water 2014).

The procurement practices and infrastructural performance can emphasize that organization implements physical project orientations that can observe quality. The project performance of public organization cannot be underlaid in that procurement practices must be incorporated with proper implementation skills by procurement officers assigned. Oberving inspection of quality is one of the procurement practices that meets effective services given. This manages ability of the firm to improve performance or public organizations to manage its procurement operations to all infrastructural projects. Customer expects the organization to meet their satisfaction level which can be effective if procurement practices are employed through innovations (Delaney & Huselid 2006).

Procurement practices are useful in infrastructural project performance in developing nations. The procurement practices can be identified with components of infrastructural factors of the organization starting form resource availability to the intended activity. This includes recognitions of amount of sales received or services rendered for a given project and proper market returns. This provides efficiency of procurement practices in the organization where infrastructural project is entailed and management requirement are aiming at. Organization grows well when it implements procurement practices that are effective in project quontations. The productivity of infrastructural projects is observed with value chains and distributions of resources and time of completion. Customers are coming to seek and enquire about services from the project performance needs. The organizational performance is thought to be improved by efficient cost allocations and productivity in value creation. The customer are contended in form of productive projects that meets their needs and requirement all the time. This makes organization to manage adequate pronouncement of resources at all the time. Distribution of materials requirement for project constructions is based on procurement practice employed in that organization charts (Masiko 2013).

Tendering is the common procurement practice used in public organization especially university with simple structures. This can facilitate improvement of infrastructural project given by performance of the projects outcomes. Rong university become effective with infrastructural project but most of them have not been completed, the same can be observed in Kisii university project are delaying in completion. This is controlled by use of procurement responsibility to manage required resources for infrastructural projects, procurement practices are mainly applied in achieving performance targets that endeavored outcomes. This need organization to employ proper procurement practices that will enhance infrastructural performance. The definitions for management can help to understand procurement practices and developments of drafting

documentations of project. The solicitations of management can requisits become establishes ethical considerations applying procurement practices on performance. The accomplishment of project performance management depends on clients reviews about infrastructural.

Selection of suppliers can offer contractual management keeping customers involved and getting informed in developing creativity. Supplier selections offer proper practices that are flexible in project performance of the organizations, procurement trends are changing practices effective to each department requirements. The technical management is required by procurement officers to be contracted in workplace for infrastructural projects however, procurement activities are mainly used in the work of infrastructural projects towards performance. Procurement officers are working towards clients sending management to infrastructural sites in the better growth of the organization. Public organization can concentrates on procurement authority to make use of the practices dealing with much processes applied on the procedures needed, Project managers consult greatly on the type of practices to implements in the organization and thus requiring procurement personnels to plan well supplier selection (Savage & Kawa 2015).

Procurement can influence performance through acquisition of goods. Public organization has been realized much corruptions occurring during material requirement. In Kenya, procurement practices applied in the public sector have not been implemented with the right policy. Corruption can affect performance of insfrastructural activities where selected methods is not well. The manager can make decision to improve performance by employing different inventories records for the project. Selection of suppliers can be determine by project procurement employed for infrastructural acitivities in place. Inventory records are managed for proper project performance at all levels. This arrival of project managers also influences suppliers selection practice on the material supplied for all levels of inventory controls. Inspection of material in procurement is becoming difficult for product transported in the infrastructural sites. The project teams are becoming knowledgeable but lack proper implementation approaches for infrastructural goals. Equipment and plants used for project managers determine procuremet practices to be used. Performance of infrastructural projects are well translated when procurement practices, inspection managers are employed in the infrastructural projects (Ordanini and Rubera 2008). The most information provided by project managers requires procurement practices that can enhance infrastructural project performance of public universities which resulted to this research.

Statement of the Problem

Procurement practices are essential for proper utilization of resources and thus becomes an important aspects of improving insfrastructural projects. Procurement practices are mostly neglected in most public organizations where universities become one. Government policies on procurement practices required experts in the infrastructural projects ordained. Rongo university

remains with uncompleted infrastructural projects which require procurement practices to intervene.

Public universities are financed by government funding in their infrastructural projects which is characterized by much delays. Decision making by procurement practice can be the best way to go for public universities in the infrastructural projects. Gichohi (2016) examined procurement practices on performance of universities and noted that public universities have sufficient funds for performance, but there is none employed the best procurement practices on infrastructural projects in Kenya. Regulation followed by procurement practices need further research on the reason why infrastructural projects are delaying in their completion. The research found that 90 percent of the universities are not completing projects using procurement department policies. The regulatory framework of procurement practices need to be scrutinized with appropriate policy demanded by infrastructural project managers.

Additionally, Gunasekaran, and Ali, (2015) noted that infrastructural projects in Universities are rigorous using public procurement process; but there is no conclusive. It is on this basis that this study sought to determine procurement practices and government policies on performance of the infrastructural projects with Rongo University as the case of study.

Objectives of the study

- i. To examine the effect of tendering practice on performance of infrastructural projects in public Universities in Kenya: A case of Rongo University
- ii. To examine the effect of supplier selection practice on performance of infrastructural projects in public Universities in Kenya: A case of Rongo University

LITERATURE REVIEW

Theoretical Review

Agency theory

This theory was proposed by Stephen R. and Barry M. in 1973 and later modified in 1976 by Mickling. This theory formed the nature of management practices evolving around agent aspects and owners on the business articulated in 1970 to date. The statement of this theory stated that there is conflict of interests between the principal and the agents. This resulted to agency problem where everyone aims at the benefit of one another. Theory can be characterized by various agency conflicts in procurement and thus Mitnick (2013) noted that agency relationship must exist because procurement practices requires two parties where one become a supplier and buyer or organization.

The major assumption underlied this theory is that: management are the principal owner of the organizations than any other stakeholders resulting to agency problems. The second one is that management can benefit more than other stakeholders where earnings are different presented in their payment. The relationship about agents and the principal relies on the shilling today than the shilling earned in the future resulting to conflict of interest in the supply chain. This can inform procurement managers about knowledge employed in the public sectors to the particular future business events.

This theory can have shortcomings; one not all agents are in believe that managers are the owner of the organization. Benefits received cannot be necessary resulted to conflict of interest since every person has his or her own means to the organizations. The mechanism of selecting buyers and suppliers may not necessarriy resulted to performance if owners are not effective in implementation of best procurement. The aspect of economic theory cannot determine agency relationship but only on the price preferring supply chains. The concert of economics can be differently followed by institutional policies on procurement activities (Owalla, 2012).

Accordingly, the theory becomes an effective with procurement practices since there is no acquistition of gooods or material requirement in respect of agents and salers. The work of procurement practice requires various agency relationships to prove risk that may arise in the supply activities. The placement of supply chains depend on the procurement practices used for the organizations but not only decentralized systems of inventories for project management. This can assume that buyers and owners are the best practice to rely upon the all procees of procurement practices (Farrington and Lyson 2016).

The theory is very applicable in this study because: procurement practices involves various parties who might agents and organization becomes the principal. This parties are having different conflict of interest without proper specification of procurement practices applied to the organization. Procurement is assymetrical professional that require agency relationship all the time. Having infrastructural projects, procurement officers are the main agents to the organizational project managers, thus this theory is more useful in explaining best procurement practices on performance of project.

The implication of this theory is that procurement profesion can be well explained by procurement agencies. This involves two individuals having similar characteristics withing buyer supplier relationships. Owalla (2012) noted that procurement practives are specified with diferent supply chains in which agents performs the best exchange ideas. The information provided may not be the same creating assymetrical conclusions of the supply chains. The procurement involved various organizations from buyers and suppliers of individual firms with more than one vendors or contracts. The study further indicated that agency theory is required in procurement to explain how vendors are interacting within supply chains. This is when stakeholders are positing

the required cost of supply to the organization which later conflict with procurement agents of the supply chain controls. The number of different transactions are carried without procurement processes encompassing organization performance based on profits or sales assuming infrastructural projects in place of completion. The completed projected of infrastructural notations can improve performance indicating high level of expansions using various departments from procurement to finance. The procurement department involves various stakeholders including suppliers, buyers and customers who heavily relies on best practices in the organization charts.

The level of agency conflict can intensify stakeholders working heavy on management of resources procurement. Public university is one of the agency relationship required in the supply chains where each and every one is managing resources. Tenders are given based on capacity to supply where bidding is managed with proper identification suppliers, also suppliers are identified their buyers at the right conflict of interest that can earn performance through negotiations, restrictions of supplies, open air markets and selective supply chains.

The employees and management can become one of the illustrations of agency relationships where conflict may exist when manager is interested to promote her or his own suppliers at the cost of monetary benefits or socially benefits. The implication of non-monetary benefit of agency in procurement is the worst aspect to employ through nepotism and favoritism. Agency relationship remain of great concern about buyer supplier relationships to the organizations. Employer to employee can be another illustrations that inter organization procurement factors depends on supplier and retailer activities. The supply chain becomes well consisting of many suppliers adopting procurement practices implemented by the organizations. This overlooks tenders for dynamic supply chains in procurement of goods acquisitions resulting to the weakness of agency relationships in procurement (Morgan, 2017).

The theory is also relevant in this study as it can explain procurement practices and its aspect on performance. This is with the use of buyer supplier relationships in procurement practice that communicates to suppliers of the organizations. The tender procured by suppliers can also be explained with procurement practices that improves infrastructural performance. This has been grown difficulties in most public sectors concerning agency relationships on tender awards. Jone (1995) found that agency relationship is very implementable to procurement practices on marketing performance of organizations. The procurement practice is effective if suppliers are ready to apply controlling price mechanism from selection, tendering and communication aspects. The impact can be effected with proper supplier selection with ability to comprehend management of project resources acquired and procured. The procurement practices becomes the goals of management in conflicts established between managers and agencies for sufficient allocations of resources to infrastructural projects delayed. Thus agency theory is very useful in procurement practices and performance of infrastructural projects.

Empirical Literature review

Tendering practices on performance

Lyson and Farrington (2016) examined tendering practices performance which noted that goods are supplied sufficiently by tenders given at the right practice in China. The study also indicated that tenders are given with bidding formally provided by procurement units in place. Tendering practices are offered at applicable laws and regulations, further, supply of goods and service is the main aspects that can enhance infrastructural projects in an organizations. The bid can be given with an agreement that supply chain is procured with agreeable prices at cost or at par. The contract of having the tender is achieved through buyers and purchases level of procurement practices in place. The descriptive statistics showed that tendering practice can enhance infrastructural projects as compared to acquisitions. The process encouraging tenders is very useful by public or private sectors by managing policies employed. Correlation analysis showed that tendering practice has a strong association with procurement performance. mainly with infrastructural projects and contract offered. The efficiency of public sectors are improved by tendering practices mostly useful in managing nong conformity of the sector enhanced with accountability in supply chain. There is high transparency and openness in the procurement in different sectors.

Thai (2014) examined procurement practice by tenders on financial accountability of Japan firms. The study employed procedural and experimental research design. The sample of 331 questionnaires were distributed to the respondents and the results indicated that tendering practices was positively correlated to financial accountability of companies, single sourcing can also influence project performance by proper financial accountability. The study recommended that is a practice to assess tendering on project performance.

Roodhooft & Abdeele (2016) analyzed tendering practices and organizational growth in Ethiopia. The study examined tendering practices on organizational growth which noted that 15 firms were well procured. The sample size of 67 firms showed that most firms implemented tender practices on their performance. Using percentage from descriptive statistics it was noted that tendering process can uphold performance of infrastructures through maximum revenue. There is proper management of resources that involved integrity in resource allocations through ensured tendering practices. Manager can make decision that procurement activities are involved procedural process on project infrastructures. The results can concluded that tendering process affected growth of infrastructures in most public sectors.

Tendering practice is effective with management and implementations procurement goals. The decision made can influence making of normal structures that suppliers follow in their supply chain.

Further, tendering practices can enhance growth of organization using management activities in resource allocations. Public institutions including universities can have effective procurement activities for the required procurement processes. The procedures for management remain out to procurement officers in managing decision on how infrastructures can be improved. The accuracy of the decisions made requires wide range of tendering processes in the infrastructural projects identified. The requirements are useful through tenders meeting terms and conditions for the organizations. The process of managing resources utilized by different infrastructures depends on responsibility of procurement inspirations. The expectations required need much consolidation for the projects. The target firms are made with proper tenders in maintaining infrastructures in the industry. The project indicated by infrastructures remain dependence to the type of transparency employed through high level of integrity. Accordingly, managers are incorporated with procurement firms to acquire and maintain resources with proper tendering that meets the set budget. This was appropriate with tendering practices on infrastructural projects.

Supplier selection and performance

Supplier selection is enhances procurement policy applicable in the organization to improve performance. Owalla (2012) noted policy improves project performance and enshrined on procurement. Supplier selection become a tool for procurement of raw material and requirement for infrastructure project performance. The technique used for procurement practice can be realized is supplier selection is appropriate. Supplier selection requires score card ranking, negotiation, suitability and proper contract definition. The organization defines supplier selection when recognition is identified with applicable requirements. Potential suppliers are identified using capacity records from procurement sections. This can minimize cost of procurement by decreasing number of product supplied during selection exercise through formal supplier valuations and nice agreements. The strategic supply chain determines selection criteria, evaluation of offers, operational ability, technical support, determination of financial analysis and making conclusions.

As analyzed through Namusonge (2015) various criteria are used in supplier selection in the organization. This is creates price, value of money, quality, reliability, responsiveness and supplier flexibility. The approaches can include selecting categorical methods, selection through weight point approaches, cost ratio, dimension analysis and supplier hierarch of procurement practices. It is further noted selecting the right supplier becomes effective when there is good scanning in prices. Process, supplier designs, and supplier ability to request high volume of procurement discounts. Supplier determines vendors in partnership for provision necessary of optimizing selection needs. Supplier selection establishes procedures for objectivity in evaluating suppliers to the firm. Criteria in supplier selection through priority of goods using high quality, and value of money. However, sourcing suppliers becomes strong process of the organization

purchases in obtaining critical products. Suppliers evaluate the right quantity and quality through contracts. Financial resources are deployed in the firm by determining procurement roles of organizational success through reliability and responsiveness. This promotes selection process and efficiencies in procurement by supplies markets.

Selection practice of suppliers are enhancing organization performance, thus, infrastructural projects manager can use to manage resource available. The study noted that supplier selection enshrines infrastructures in record that organizations. Procurement practices can enhance development of the projects for the organizations. The study also indicated that procurement policy remains the majority statements that describe general performance of the organizations. The managers intended to manage different procurement practices in the way they enhance development.

Owalla (2012) determined procurement practices on performance of infrastructural project for the organizations. Policy can be applied while using procurement practices to the organization. Policy employed was first intended to promote infrastructural projects in the organization if procurement practices is effectively used. The general trends in procurement practice is to make successful plans that improve organization growth, infrastructures are the major indicators that procurement deals with. However, firms supply goods that managers implement with best procurement practices that enhance performance, the policy applies across public organization utilized. The operation of the organization depends on how procurement practices are employed for effective growth of infrastructures. Supply chain channels are managed with operating procedures in procurement towards performance process. The procurement practice using selection of suppliers are mostly employed in the public sectors accounting. Policies can be relevant to the procurement practices in material purchasing and supplying in providing directions required. The reference gives procurement practices on different organization tasking purchasing authorities in the sense that organization improves. The authority can measure procurement approaches in maintenance of infrastructures.

Owalla (2012) examined organizations helping management in implementing procurement controls while resource available. Implementation of procurement practice is very established in many firms where infrastructures is not completed or delayed. The essential process of procurement in project management is to control movement of required resources for infrastructural projects. The results indicated that effective procurement practice can improve developments through corporate supply chain performance. Most organizations can further employ procurement in improving project. The managers procure range of material requirement for the organizations. The selection suppliers is oftenly maintained with high influence of procurement on all infrastructures in organizations. The cost of procured goods corresponds to quality in the suppliers chain. The quality management teams can be working with procurement officers for all organizations projects. The procurement managers are required to manage process

employed in the infrastructures. Notwithstanding procurement practice on infrastructural project requires a great concern of purchasing of goods. Supplier selection can influence performance of organization however, challenges of implementing best procurement approaches is not withstanding for infrastructural projects. The literature review fulfilled that selection practice require organization to enhance performance. The value added to selection practice is applicable to procurement processes that goes up with infrastructural growth in various organization, the time for project completed is of value with shipping cost or travelling. The quality of supplier selection can include cost or benefit of the infrastructural project on performance.

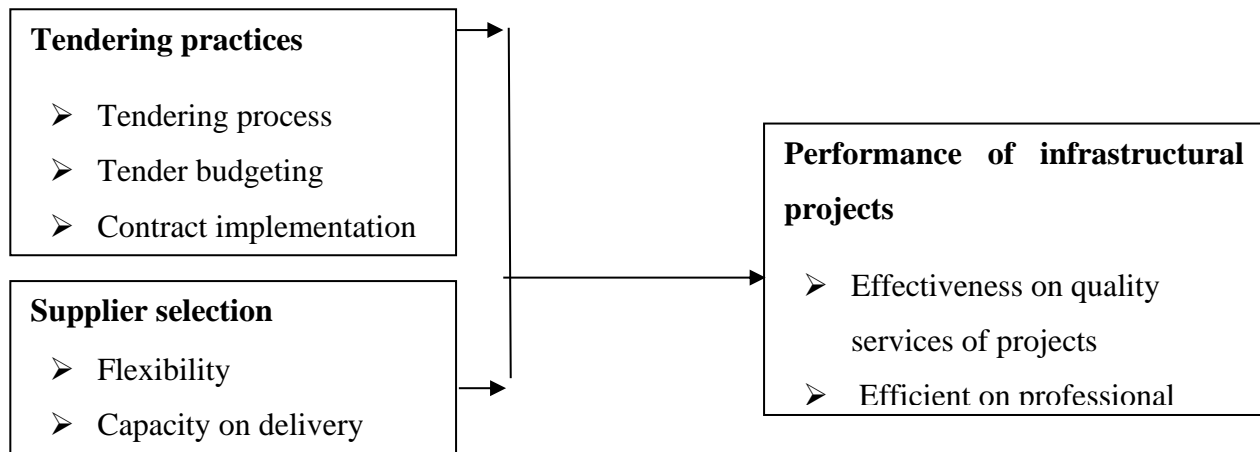
Conceptual Framework

The influence of procurement practices affects performance of infrastructural project in figure 1.

Independent variable

Dependent variable

Procurement Practices



RESEARCH METHODOLOGY

Research design

The study adopted a descriptive research design to address the purpose of the inquiry.

This study focused on 60 employees comprising Management Board 6 Maintenance and Transport 12 Procurement 14 Finance 18 Planning 4 and Internal Audit 6 in the selected departments which deals with infrastructural projects directly in the University.

RESULTS AND DISCUSSION OF FINDINGS

Tendering practices

The first objective sought to establish how tendering practices was applied in the university. The respondents were asked to indicate the extent to which procurement practices by tendering are applied by ticking in appropriately in the box. Where 1 –strongly disagree 2 disagree 3 neither agree nor disagree 4 agree 5 strongly agree. The results were presented in table 4.1.

Table 4.1 Tendering practices

	N	Minimum	Maximum	Mean	Std. Deviation
The procurement department undertakes advertisement of infrastructural project tenders on a widely coverage media	56	2.00	5.00	3.9286	.53452
The procurement department undertakes advertisement of infrastructural project tenders within set time in lines.	56	3.00	5.00	4.1964	.44393
The advertisements of infrastructural project tenders are precise.	56	4.00	5.00	4.1786	.38646
Advertisement of infrastructural project tenders considers the mode to use.	56	1.00	5.00	3.7500	.85812
Tender budget facilitates procurement of infrastructural projects	56	1.00	5.00	4.0893	.58081
Procurement plans indicate timelines of what and when items will be procured.	56	4.00	5.00	4.2679	.44685
Infrastructural projects contracts are completed within set period.	56	4.00	5.00	4.2143	.41404
Project implementation committee undergoes debriefing on tender scope of work assigned regularly.	56	1.00	5.00	4.0000	.73855
Valid N (listwise)					

Table 4.1 showed that Procurement plans indicate timelines of what and when items will be procured had a mean of 4.2679 with standard deviation .44685, Infrastructural projects contracts are completed within set period. had a mean of 4.2143 with standard deviation.41404 The procurement department undertakes advertisement of infrastructural project tenders within set time in lines. had a mean of 4.1964 with standard deviation.44393, The advertisements of infrastructural project tenders are precise. had a mean of 4.1786 with standard deviation.38646

Tender budget facilitates procurement of infrastructural projects had a mean of 4.0893 with standard deviation.58081 Project implementation committee undergoes debriefing on tender scope of work assigned regularly had a mean of 4.0000 with standard deviation.73855, The procurement department undertakes advertisement of infrastructural project tenders on a widely coverage media had a mean of 3.9286 with standard deviation.53452 and Advertisement of infrastructural project tenders considers the mode to use had a mean of 3.7500 with standard deviation.85812.

Supplier selection

The study sought to establish how supplier selection is applied in the university. The respondents were asked to indicate the extent to which it is applied by ticking in an appropriate box. Where 1 –strongly disagree 2 disagree 3 neutral agree or disagree 4 agree 5 strongly agree. Table 4.2 present the results.

As presented in table 4.2, it was shown that the prequalification of infrastructural bidders is objective had a mean of 4.2064 with standard deviation.70089, The supplier selection criteria is objective to bidders had a mean of 4.1964 with standard deviation.51943, Infrastructural projects bidders are adoptable to variations had a mean of 4.1071 with standard deviation.41247, Specialization of work and competence of bidders is encouraged form had a mean of 3.9821 with standard deviation.64642, Procurement policies on supplier selection are adequately observed had a mean of 3.9464 with standard deviation.96143, There is concurrency among suppliers on procurement policy of supplier section had a mean of 3.8929 with standard deviation.90812 and Competence of bidders improves performance of infrastructural projects. had a mean of 3.8820 with standard deviation .98148.

Table 4.2 Supplier selection

	N	Minimum	Maximum	Mean	Std. Deviation
Infrastructural projects bidders are adoptable to variations	56	3.00	5.00	4.1071	.41247
The prequalification of infrastructural bidders is objective.	56	4.00	5.00	4.2064	.70089
The supplier selection criteria is objective to bidders	56	3.00	5.00	4.1964	.51943
Specialization of work and competence of bidders is encouraged form.	56	1.00	5.00	3.9821	.64642

There is concurrency among suppliers on procurement policy of supplier section.	56	1.00	5.00	3.8929	.90812
Competence of bidders improves performance of infrastructural projects.	56	1.00	5.00	3.8820	.98148
Procurement policies on supplier selection are adequately observed	56	1.00	5.00	3.9464	.96143
Valid N (listwise)					

From the findings, it was observed that the prequalification of infrastructural bidders is objective with mean of 4.2064 had standard deviation of .70089. Further, Competence of bidders improves performance of infrastructural projects with mean of 3.8820 had a standard deviation .98148.

Regression analysis

The objective of the study sought to establish effect of procurement practices on performance of infrastructural projects.

Model summary

The results was shown by multiple regression analysis

Table 4.3 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.564 ^a	.319	.279	.68134

a. Predictors: (Constant), Tendering practices, supplier selection

The results in table 4.3, R indicates the relationship between independent variable and dependent variable. The R Square of .319 indicated that the Tendering practices, supplier selection predict performance by 31.9%. This means that an improvement of procurement practices would result to improvement of perormanc by 31.9.

ANOVA

ANOVA was determined to test the model fitness in the regression analysis. The results were presented in table 4.4.

Table 4.4 ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.289	3	3.763	8.106	.000 ^b
	Residual	24.140	52	.464		
	Total	35.429	55			

a. Dependent Variable: performance of infrastructural projects

b. Predictors: (Constant), Tendering practices, supplier selection

The study indicated that $F = 8.105$, d.f 3, 52, 55 was statistically significant. This is due the variability in critical value to calculated F value at $p-.000 < 0.05$. Thus, null hypotehises can be rejected in favour of alternaltive hypotheses as tendering practice, and supplier selection affect performance.

This was in line with similar studies such as Omoro (2016) said that Tendering practices, supplier selection affects performance of infrastructural projects.

Regression coefficients

Regression coefficients were determine variation or change in one variable to a certain value in testing hypothesis. The study determined change in tendering practices, supplier selection on performance of infrastructural projects. The coefficient results are presented in table 4.5.

Table 4.5 Regresion Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
	(Constant)	.470	.712		.660	.512
1	Tendering practices	.300	.140	.246	2.143	.037
	supplier selection	.238	.126	.233	1.888	.065

a. Dependent Variable: Performance of infrastructural projects

The study in Table 4.5 showed that a unit change in tendering practices causes an increase of 30.0% in performance of infrastructural projects and was statistically significant. A unit change in supplier selection causes an increase of 23.8% in performance of infrastructural projects and was $.065 > 0.05$ statistically insignificant at 5% using t-distribution values.

$$Y = \beta_0 + \beta_1X_1+ \beta_2X_2 +e..... (i)$$

Therefore, the new model established from the coefficient table is;

$$Y = .470+ .300X_1+.238X_2 +\epsilon$$

CONCLUSION AND RECOMMENDATIONS

The study concluded that tendering practices was applicable in the university. The study showed that procurement plans indicate timelines of what and when items would be procured, followed by infrastructural projects contracts are completed within set period. Advertisement of infrastructural project tenders considers the mode to use. The study sought to establish how supplier selection is applied in the university. The prequalification of infrastructural bidders is objective, the supplier selection criteria is objective to bidders. Competence of bidders improves performance of infrastructural projects.

The study established that supplier selections affect infrastructural performance of the university. Table 4.2 indicated that there is a suitable mechanism follow upon contracted bidders and there is robust and seemliness suppliers communication system.

The study established that the role of government policies on infrastructure performance of the university. The researcher requested respondents to indicate extent government roles affect infrastructural performance. The study results indicated that regulatory bodies unsure fair and cost-efficient contracts and the government circulars promotes compliancy of procurement policies.

The study recommended that tendering practices with well procurement plans using timelines of what and when items would be procured, followed by infrastructural projects contracts are completed within set period. The study established supplier selection applied in the university. The prequalification of infrastructural bidders is objective, the supplier selection criteria is objective to bidders. Competence of bidders should improve performance of infrastructural projects.

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