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**INTERNAL FACTORS AFFECTING PROJECT PROCUREMENT PROCESSES IN
THE MINISTRY OF HEALTH**

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INTERNAL FACTORS AFFECTING PROJECT PROCUREMENT PROCESSES IN THE MINISTRY OF HEALTH

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ABSTRACT

The general problem is that underlying factors continue to affect and limit the effectiveness of laws, regulations, and guidelines put in place to streamline procurement processes. This study sought to establish the internal factors affecting the procurement processes in government ministries with a special focus on the Ministry of Health. More specifically, it sought to find out the role of ethics, employees' competence, ICT adoption, and accountability on procurement processes. The study adopted a case study design and use online surveys to collect data. Online surveys have been selected due to COVID-19 restrictions. Employees of the ministry were identified through official channels and a request to participate in the study sent to them via email. Data collected through the exercise was analyzed using SPSS and findings provided in various formats. Quantitative data was analyzed by employing descriptive statistics for example means and standard deviation while inferential analysis was done using statistical package for social science (SPSS). Inferential statistics comprised of correlation and regression analysis. Regression analysis was used to test the relationship between the independent variable and the dependent variable. The data was presented by use of frequency tables and graphs. The study concludes that work ethics has a positive and significant effect on the procurement processes in government ministries. In addition, the study concludes that employee competency has a positive and significant effect on the procurement processes in government ministries. Further, the study concludes that ICT adoption has a positive and significant effect on the procurement processes in government ministries. The study also concludes that accountability has a positive and significant effect on the procurement processes in government ministries. From the results, the study recommends that the management of the ministry of health in Kenya should continue upholding work ethics to ensure improvement in procurement processes in the health sector. In addition, the management of the ministry of health in Kenya should continue embracing ICT in the organization and minimize usage of paper work so as to ensure efficiency and effectiveness in procurement processes.

INTRODUCTION

According to Monczka (2016), "Procurement is the act of obtaining goods or services, typically for business purposes." In most cases, it "generally refers to the final act of purchasing but it can also include the procurement process overall which can be critically important for companies leading up to their final purchasing decision" (Monczka, 2015). The procurement department ensures that services and goods are available to an organization at the right place, time, and quantity. To improve the efficiency of the procurement process, activities such as need identification, requirement specification, identification of potential suppliers, bidding, bid evaluation, and awarding of contracts should be done transparently with the organization or the people's interests at heart.

Procurement can take various perspectives. According to Osagie (2017), procurement can be viewed as a function. Many organizations still view procurement as a segmented and departmentalized structure that operates within a sequence of activities aimed at securing supplies for production and processing. This limited view of procurement, however, is being replaced with integrated structures in which procurement is viewed as part of the whole. Procurement can also be viewed as a process (Sollish & Semanik, 2012). According to ISO 9000:2000 Quality Systems Handbook, a process is “a set of interrelated or interacting activities, which transforms inputs into outputs,” (Hoyle, 2017). As a process, it is viewed as a sequence of activities or a chain of events beginning with needs recognition and ending with purchases. The process emphasizes value-addition and the elimination of unnecessary costs and overheads.

Procurement has become integral to both government and organizational performances globally. Procurement helps governments to purchase and provide public services and goods (Thai, 2017). According to United Nations Commission on International Trade Law (UNCITRAL, 2020), procurement spending is approximately 10-20% of most governments’ GDP. It also makes up to 50% of most governments’ total spending. According to Deloitte Global CPO Survey (2016), procurement expenditure in 33 surveyed countries totaled US\$ 4.4 trillion. According to the World Bank (2020), “Global expenditure in procurement is estimated at nearly 9.5 trillion US dollars.” The large amounts of funds involved in procurement is enough incentive for governments to maximize the use of each penny in their budgets. Unfortunately, large amounts of money are lost to corruption, mismanagement, embezzlement, and theft in procurement processes.

According to the United Nations Office on Drugs and Crime (2013), “10 to 25 percent of a public contract’s overall value may be lost due to corruption.” Such losses have diminished the chances of many countries attaining their development objectives for decades.

Public procurement has taken a long path in Africa. The journey began in the 1980s. Since then, most governments have instituted major reforms aimed at streamlining the sector to encourage competition, improve financial transparency, and ensure accountability (Nyeck, 2016). Notwithstanding the process made in structural and administrative aspects, procurement processes in Africa remain both inefficient and ineffective. Cultural insensitivity, lack of political goodwill, and rigid structures continue to plague procurement in Africa (Arrowsmith & Quinot, 2013).

Even though the poor economic state of the continent should motivate its leaders to embrace sound procurement practices as a means of uplifting the livelihood of its people, most leaders are often compelled to review procurement laws by IFIs. The World Bank, for instance, has often insisted on countries, especially African countries, putting procurement laws and frameworks in place before issuing loans and grants (Mariz *et al.*, 2014). The inefficiencies of unreformed procurement systems have also become glaring in the recent times. Other countries have been forced to embrace procurement reforms as a requirement for joining major international trading blocks. Most international organizations demanding procurement reforms from African governments believe that a reliable, effective, and efficient procurement system can help eradicate or limit corruption.

In 2015, the then cabinet secretary for devolution was accused of buying a single ballpoint pen worth Ksh. 20 for Ksh. 8,700 each (Shiundu, 2015). In total, her ministry failed to account for approximately Ksh. 3.7 billion lost in various procurement deals. The investigations on the NYS scandal revealed that Ksh. 1 billion was paid for beef in one year, “meaning each recruit would

have had to consume 66 kilos of beef a day” (The East African, 2018). The Standard Gauge Railway Project which caused \$5.2 billion was not only overpriced, but also obsolete. Reports have revealed that the 2014 tendering process did not follow the legal procedures (Achuka & Wafula, 2020). Additionally, the overall cost of the project has been claimed to be double the international standards. These cases demonstrate the rot in the procurement processes and functions of this country.

The county governments seem to have inherited the same inefficient, dysfunctional, ineffective, and rotten practices and procedures in their procurement functions.

In 2019, the Kenyan government allocated 124 billion shillings to procurement. It is estimated that 30 billion was lost through corruption, which represents over 24% loss to bad procurement practices (Ayoo, 2020). The Kenyan case is the highest loss to procurement recorded in any country in Africa. Put in perspective, Kenya loses the equivalent of one Thika Super Highway to procurement inefficiencies annually; the biggest and most important super highway in the country built at the cost of 32 billion shillings (Mathiu, 2018).

The ministry of health is mandated by the National Health Act of 2017. Simply known as the Health Act 2017, the law established “a unified health system, to coordinate the inter-relationship between the national government and county government health systems, to provide for regulation of health care service and health care service providers, health products and health technologies and for connected purposes” (Public Health Act, Chapter 242). The ministry is headed by a Cabinet Secretary who is deputized by a Principal Secretary. The procurement function is directly under the principal secretary.

The Ministry of Health (MoH) is one of the most important ministries in the country. The health of the people is critical to any country’s growth and development. The Millennium Development Goals (MDGs), for instance, outlines the importance of health to the economic development of a country. Eight of the MDGs are directly related to the general healthcare of the people (Nwonwu, 2018). Unsurprisingly, the Kenyan government spends billions on healthcare annually to provide medicine, pay wages for healthcare workers, and to purchase medical devices and equipment. According to Amendah (2015), in 2013, “Kenya spent KES 234 billion (US\$2,743 million) on health related expenditures. That’s equivalent to 7% of the country’s GDP.” The amount of government expenditure on healthcare aside, there is an absolute need for accountability if the general healthcare of the people is to be improved.

Statement of Problem

Procurement is at the heart of service delivery in both national and county governments. Efficient and effective procurement processes are vital for the growth and success of any country (Weele, 2019). However, for success to be achieved, procurement officers and practitioners must deliver value for money (Mutanu, 2020). They must ensure that all decisions they make promote the right service and product quantity, quality, place, and time. However, despite the existence of a robust Public Procurement System with checks and balances, public procurement processes and activities have remained unoptimized. The general problem is that underlying factors continue to affect and limit the effectiveness of laws, regulations, and guidelines put in place to streamline procurement processes.

Over the last few years, procurement has become the leeway through which resources are misappropriated, misused, and lost (Kabubu, 2016). According to Transparency International (2018), Kenya loses 20-30% of project values through bad procurement practices. The report also states that the country lost over 475 billion shillings between 2000 and 2010 through

procurement fraud (Transparency International Report, 2018). According to PwC (2020), “One in every three companies reports experiencing fraud in procurement during the past two years” thereby making tendering fraud the fastest growing crime in the country.

According to Pomazalová (2012), ethics, accountability, and employees’ competence play a significant role in procurement decisions and practices. Another study by Neupane *et al.* (2014) established that the adoption of ICT in public procurement improved efficiency and effectiveness to a great extent. The results of this study examining the relationship between ethics, accountability, employees’ competence, and ICT adoption to effective procurement processes, could have a significant influence on the formalization of internal practices in procurement departments and performance standards.

Objectives of the Study

- i. To find out the role of ethics on procurement processes in government ministries with a special focus on the Ministry of Health
- ii. To establish the role of employees’ competence on procurement processes in government ministries with a special focus on the Ministry of Health

LITERATURE REVIEW

Theoretical Literature

The Resource Based View

The Resource Based View has a long history dating back to the 1980s. Over the years, the theory has developed and evolved to focus on how organizations and companies can use their readily available internal resources to gain a competitive edge (Montgomery, 2016).

The Resource Based View appreciates the dynamic and turbulent nature of today’s business and organizational environments. As such, it recommends the use of resources that are within the power of the organization for a competitive advantage.

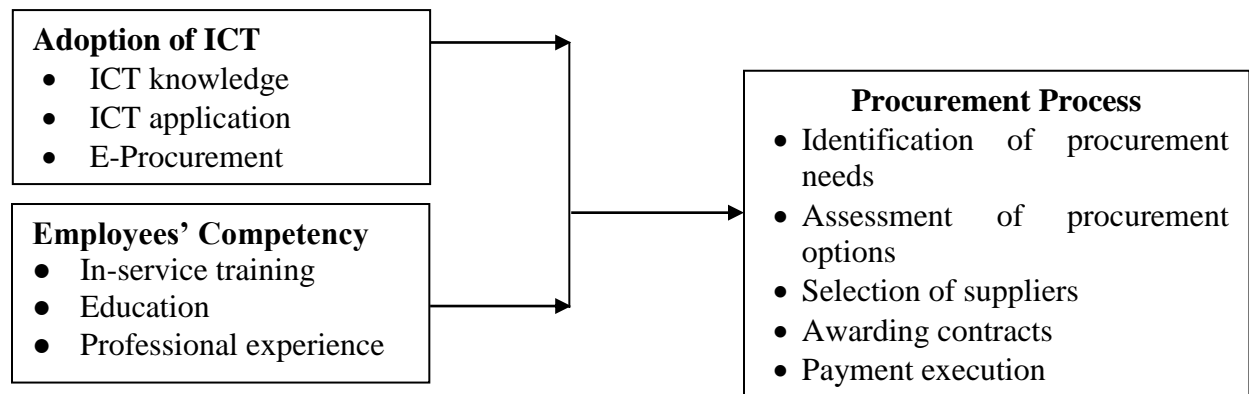
According to Miller (2019), the unpredictable nature of the external environment requires organizations to maximize the use of their internal resources if they are to be successful. A firm must use its strategic assets effectively and efficiently if it is to gain a competitive edge. However, the first step requires organizations and firms to analyze their strategic assets before settling for the most suitable course of action. Today, the most successful companies on the global and local platform are those that have exploited their internal resources such as human capital, finances, location, equipment, and facilities to produce unique services and products to meet their customers’ needs.

Organizations’ long term future can only be secured by providing services and products that competitors cannot produce cheaply or imitate. In summary, “Resources and capabilities that are valuable, uncommon, inimitable, and non-substitutable comprise the firm’s unique or core competencies and therefore present a lasting competitive advantage” (Kamasak, 2017). The last few decades have seen information becoming one of the most valuable assets for companies. As stated by Duyshart (2015), “Users are beginning to realize that the data contained within their office documents are one of the most valuable assets that a company can possess.” Even though the knowledge contained in documents is important, of greater importance is the information and knowledge possessed by workers (Duyshart, 2015). Having knowledgeable and skilled workers can give an organization unrivalled advantage point in its industry.

Theory of Reasoned Action (TRA)

The Theory of Reasoned Action (TRA) has been widely used and applied in various contexts since its development in 1975 by Fishbein and Ajzen. The theory holds that “a person's behavior is determined by his/her intention to perform the behavior and that this intention is, in turn, a function of his/her attitude toward the behavior and his/her subjective norm” (Jacobsen, 2015). The work by Fishbein and Ajzen shows that intention has the greatest influence on human decisions and behavior. A ministry official who buys a pen worth 10/= for 280/= often acts so not out of ignorance, but with the intent to steal. Intention, in this case, is the willingness or readiness to perform a specific task or action (Wallas, 2019). According to Fishbein and Ajzen’s theory, intention is a subject of three factors, perceived behavioral control, attitude, and subjective norm. In essence, a morally upright individual may be swayed to steal because everyone else in the office is doing it. Most importantly, when criminal and unethical behaviors have been normalized at the workplace, engaging in unprofessional and unhealthy procurement practices becomes normal. As claimed by Donaldson and Campbell (2015) “As a general rule, the more favorable the attitude and subjective norm, and the greater the perceived behavioral control, the stronger should be the person's intention to perform the behavior in question.”

Conceptual Framework



Empirical Literature

Procurement Process

According to Kovács (2011), there is no uniform framework for procurement that can suit all departments, ministries, and countries. However, there are a few generally accepted practices that can improve procurement processes in both public and private institutions. Unlike purchasing, which involves the simple act of buying goods and services, procurement is a complex process that involves various stakeholders and sometimes competing interests. Therefore, according to Apostol (2017), an effective procurement process should value information. Information establishes relationships and helps people in bargaining. Most importantly, value for money can only be created with adequate information on all offers available in the market. Any procurement decision made with limited or no information at all disadvantages the organization involved. Therefore, the general rule is to treasure and seek information.

A study by Noyola (2015) that set out to establish the importance of having reliable procedures in procurement determined that the reliability of any procurement process depends on all

processes, procedures, and practices involved in procurement. The study, which was carried out in Norway and interviewed 327 procurement officers in both private and public institutions, found out that reliability of a procurement system should start right at the identification of needs. *Bartsch et al.*, (2013) established that incompetent and corrupt individuals can hijack the needs identification process to incorporate unnecessary details to fulfill their self-interests.

Accountability and the Procurement Process

Studies have shown that accountability is a major factor affecting procurement both in public and private institutions. A study by Basheka (2018) in Ugandan public institutions found out that accountability was a major contributor in procurement decisions and processes.

The study incorporated data collected from 23 government departments and surveyed 350 government employees in various levels. The study found out that government departments that did not emphasize accountability had the highest levels of misappropriated funds. The study further found that managers and leaders who did not hold their employees and followers accountable for their decisions on supplier engagement, project management, and supervision promoted laxity, which often led to poor procurement decisions. The study is supported by Murphy et al. (2018) who claim that without accountability, it is impossible to keep humans under check.

According to Caranta and Trybus (2010), effective public procurement should offer the highest levels of transparency, value for money, and accountability possible. Transparency and accountability ensures that the public does not lose any money through corruption, embezzlement, mismanagement, or theft. All procurement decisions and process should be made open and accessible to the public including tender awards and opportunities. Additionally, all spending on public procurement should be availed to the public. E-procurement should also be embraced to streamline the sector and fight red tape. The government should also encourage SMEs to participate in the tendering process to minimize the domination of the sector by a few wealthy individuals and companies.

RESEARCH METHODOLOGY

According to Vogt *et al.*, (2012), “research design refers to the overall strategy that you choose to integrate the different components of the study in a coherent and logical way, thereby, ensuring you effectively address the research problem; it constitutes the blueprint for the collection, measurement, and analysis of data.” There are a few research designs to choose from that can suit such a study. The ministry now employs 237 workers in various levels and departments (Ministry of Health, 2019). The 237 employees form the study’s population. In the first stage, purposive sampling was used to select workers and group them according to the departments they work. In the second stage, a simple random sampling was used to pick participants. Simple random sampling gave all the employees equal chances of participating in the study. Commonly used instruments in contemporary research include scales, questionnaires, interviews, experiment, focus groups, and observations. The study used structured questionnaires to collect data from the staff of the Ministry of Health. The study questionnaire was uploaded online on Google forms and the link sent to the selected participants. The form was timed and automatically closed after one week.

Google forms provide an all-in-one solution for data collectors. Apart from capturing data entered by a study’s participants, it also stores them and provides basic analysis. The data was downloaded in a compatible format and transferred to SPSS for further analysis. SPSS was

chosen because it is compatible with Google Forms and it allows for easy coding of data. Most importantly, it is easy to use and manipulate.

RESEARCH FINDINGS AND DISCUSSION

Response Rate

The sample size of the study comprised of 149 staff working in three departments in the Ministry of Health. The research assistants sent out the google forms link and agreed with the respondents when to finish filling them out. Out of 149 questionnaires which were sent, 141 were duly filled. This method yielded a response rate of 94.6%. According Creswell (2014), response rate is the ratio of the interviewed respondents to the sample size intended to be covered by the study. According to Greenfield and Greener (2016) a response rate of 75 per cent is adequate for analysis, for making conclusions and making inferences about a population. In addition, Metsamuuronen, (2017) indicates that a response rate of 60% and above is acceptable for analysis. Further, Russell (2013) indicates that a response rate of 50% should be considered average, 60% to 70% considered adequate while a response rate of above 70% should be regarded as excellent. This implies that the response rate of 94.6% was adequate for analysis, drawing conclusions and reporting.

Descriptive Statistics Analysis

Work Ethics and Procurement Processes in Government Ministries

The first specific objective of the study was to find out the role of ethics on procurement processes in government ministries with a special focus on the Ministry of Health. The respondents were requested to indicate their level of agreement on various statements relating to work ethics and procurement processes in government ministries with a special focus on the Ministry of Health. A 5 point Likert scale was used where 1 symbolized strongly disagree, 2 symbolized disagree, 3 symbolized neutral, 4 symbolized agree and 5 symbolized strongly agree. The results were as presented in Table 1.

Table 1: Work Ethics and Procurement Processes in Government Ministries

Statement	Mean	Std. Deviation
There is low discretion with adequate controls that limit opportunities for corruption.	3.755	0.850
Cases of collusion are uncommon in procurement processes	3.717	0.958
Procurement staffs are expected to demonstrate fairness and equitability in all their decisions.	3.837	1.074
Cases of abuse of office are uncommon in procurement processes	3.537	0.928
Employees in our organization upholds work ethics	3.951	0.862
Am satisfied with the level of ethics upheld in our organization	3.672	1.009
Aggregate	3.744	0.946

As shown in the results, the respondents agreed that employees in the organization uphold work ethics. This is shown by a mean of 3.951 (std. dv = 0.862). In addition, with a mean of 3.837 (std. dv = 1.074), the respondents agreed that procurement staffs are expected to demonstrate fairness and equitability in all their decisions. The respondents also agreed that there is low discretion with adequate controls that limit opportunities for corruption. This is supported by a mean of 3.755 (std. dv = 0.850).

With a mean of 3.717 (std. dv = 0.958), the respondents agreed that cases of collusion are uncommon in procurement processes. The respondents also agreed that they are satisfied with the level of ethics upheld in their organization. This is supported by a mean of 3.672 (std. dv = 1.009). In addition, as shown by a mean of 3.537 (std. dv = 0.928), the respondents agreed that cases of abuse of office are uncommon in procurement processes.

Employee Competency and Procurement Processes in Government Ministries

The second specific objective of the study was to assess the influence of employee competency on procurement processes in government ministries with a special focus on the Ministry of Health. The respondents were requested to indicate their level of agreement on various statements relating to employee competency and procurement processes in government ministries with a special focus on the Ministry of Health. A 5 point Likert scale was used where 1 symbolized strongly disagree, 2 symbolized disagree, 3 symbolized neutral, 4 symbolized agree and 5 symbolized strongly agree. The results were as presented in Table 1

As shown in the results, the respondents agreed that training on the laws, regulations, and rules of procurement is vital for their role. This is shown by a mean of 3.937 (std. dv = 0.858). In addition, with a mean of 3.975 (std. dv = 1.000), the respondents agreed that the organization conducts training seminars. The respondents also agreed that employees training can greatly improve the service delivery. This is supported by a mean of 3.987 (std. dv = 0.987).

With a mean of 3.876 (std. dv = 0.950), the respondents agreed that organization conducts on job training. The respondents also agreed that the organization puts into consideration the academic level of employees during recruitment. This is supported by a mean of 3.867 (std. dv = 0.879). In addition, as shown by a mean of 3.837 (std. dv = 0.941), the respondents agreed that all employees are competent enough to perform their duties.

From the results, the respondents agreed that relevant qualifications are important for working in the organization departments. This is shown by a mean of 3.835 (std. dv = 0.984). In addition, with a mean of 3.751 (std. dv = 0.981), the respondents agreed that they are satisfied with level of employee competency in our organization.

The respondents also agreed that skills obtained from training seminars are relevant to their duties. This is supported by a mean of 3.748 (std. dv = 0.955). The respondents also agreed that all employees have the required level of education to perform their duties. This is supported by a mean of 3.675 (std. dv = 0.897).

Table 2: Employee Competency and Procurement Processes in Government Ministries

Statement	Mean	Std. Deviation
Our organization conducts on job training	3.876	0.950
Training on the laws, regulations, and rules of procurement is vital for my role	3.937	0.858
Relevant qualifications is important for working in this department	3.835	0.984
All employees are competent enough to perform their duties	3.837	0.941
Am satisfied with level of employee competency in our organization	3.751	0.981
The organization conducts training seminars	3.975	1.000
Skills obtained from training seminars are relevant to our duties	3.748	0.955
The organization puts into consideration the academic level of employees during recruitment	3.867	0.879
All employees have the required level of education to perform their	3.675	0.897

duties		
Further employees training can greatly improve the service delivery	3.987	0.987
Aggregate	3.849	0.943

Correlation Analysis

The present study used Pearson correlation analysis to determine the strength of association between independent variables (work ethics, employees' competence, ICT adoption and accountability) and the dependent variable (procurement processes in government ministries). Pearson correlation coefficient range between zero and one, where by the strength of association increase with increase in the value of the correlation coefficients.

Table 3: Correlation Coefficients

		Procurement processes	Work Ethics	Employees' Competence
Procurement processes	Pearson Correlation		1	
	Sig. (2-tailed)			
	N		141	
Work Ethics	Pearson Correlation	.818**		1
	Sig. (2-tailed)	.001		
	N	141	141	
Employees' Competence	Pearson Correlation	.815**	.297	
	Sig. (2-tailed)	.000	.060	1
	N	141	141	141

According to the results, there was a very strong relationship between work ethics and the procurement processes in government ministries ($r = 0.818$, p value = 0.001). The relationship was significant since the p value 0.001 was less than 0.05 (significant level). The findings are in line with the findings of Kovács (2011) who indicated that there is a very strong relationship between work ethics and procurement processes in government ministries.

Moreover, the results revealed that there was a very strong relationship between employees' competence and the procurement processes in government ministries ($r = 0.815$, p value = 0.000). The relationship was significant since the p value 0.000 was less than 0.05 (significant level).

The findings are in line with the findings of Noyola (2015) who indicated that there is a very strong relationship between employees' competence and procurement processes in government ministries.

Regression Analysis

Multivariate regression analysis was used to assess the relationship between independent variables (work ethics, employees’ competence, ICT adoption and accountability) and the dependent variable (procurement processes in government ministries)

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.911 ^a	.830	.831	.11672

a. Predictors: (Constant), work ethics, employees’ competence, ICT adoption and accountability

The model summary was used to explain the variation in the dependent variable that could be explained by the independent variables. The r-squared for the relationship between the independent variables and the dependent variable was 0.830. This implied that 83% of the variation in the dependent variable (procurement processes in government ministries) could be explained by independent variables (work ethics, employees’ competence, ICT adoption and accountability).

The ANOVA was used to determine whether the model was a good fit for the data. F calculated was 500.86 while the F critical was 2.438. The p value was 0.000. Since the F-calculated was greater than the F-critical and the p value 0.000 was less than 0.05, the model was considered as a good fit for the data. Therefore, the model can be used to predict the influence of work ethics, employees’ competence, ICT adoption and accountability on the procurement processes in government ministries.

Table 6: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	132.029	4	33.007	500.86	.000 ^b
	Residual	8.968	136	.0659		
	Total	140.997	140			

a. Dependent Variable: Procurement processes in government ministries

b. Predictors: (Constant), work ethics, employees’ competence

Table 7: Regression Coefficients

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.316	0.079		4.000	0.003
Work Ethics	0.331	0.111	0.332	2.982	0.002
Employees’ Competence	0.387	0.106	0.388	3.651	0.000

a Dependent Variable: Procurement processes in government ministries

According to the results, work ethics has a significant effect on procurement processes in government ministries ($\beta_1=0.331$, p value = 0.002). The relationship was considered significant since the p value 0.002 was less than the significant level of 0.05. The findings are in line with the findings of Diggs and Roman (2012) who indicated that there is a very strong relationship between work ethics and organizational procurement processes.

The results also revealed that employees' competency has a significant effect on procurement processes in government ministries ($\beta_2=0.387$, p value= 0.000). The relationship was considered significant since the p value 0.000 was less than the significant level of 0.05.

The findings are in line with the findings of Caranta and Trybus (2010) who indicated that there is a very strong relationship between employees' competency and organizational procurement processes

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

Conclusions

The study concludes that work ethics has a positive and significant effect on the procurement processes in government ministries. The study found that employees in the organization uphold work ethics. In addition, findings revealed that procurement staffs are expected to demonstrate fairness and equitability in all their decisions. The study also found that there is low discretion with adequate controls that limit opportunities for corruption.

In addition, the study concludes that employee competency has a positive and significant effect on the procurement processes in government ministries. The study found that training on the laws, regulations, and rules of procurement is vital for employees' role. In addition, the study found that the organization conducts training seminars. Findings also revealed that employees training can greatly improve the service delivery.

Further, the study concludes that ICT adoption has a positive and significant effect on the procurement processes in government ministries. The study found that e-procurement has been adopted in the organization. In addition, findings revealed that computer literacy is important to my work delivery. The study also found that e-supplier relationship management has been adopted.

Recommendations

The study found that work ethics has a positive and significant effect on the procurement processes in government ministries. This study therefore recommends that the management of the ministry of health in Kenya should continue upholding work ethics to ensure improvement in procurement processes in the health sector

In addition, the study found that employee competency has a positive and significant effect on the procurement processes in government ministries. This study therefore recommends that the management of the ministry of health in Kenya should ensure the organization employees have adequate skills to effectively perform the duties. This can be achieved through regular staff training.

Further, study found that ICT adoption has a positive and significant effect on the procurement processes in government ministries. This study therefore recommends that the management of the ministry of health in Kenya should continue embracing ICT in the organization and minimize usage of paper work so as to ensure efficiency and effectiveness in procurement processes.

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