



DEBRE MARKOS UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF MANAGEMENT
MASTERS OF BUSINESS ADMINISTRATION (MBA)

**FACTORS AFFECTING PUBLIC PROCUREMENT PERFORMANCE: THE CASE OF
EAST GOJJAM ZONE ADMINISTRATION**

**A RESEARCH PROPOSAL SUBMITTED TO THE DEPARTMENT OF
MANAGEMENT IN PARTIAL FULFILLMENT OF THE REQUIREMENTS OF
MASTERS OF BUSINESS ADMINISTRATION (MBA)**

BY: YAWKAL AYINALEM

ADVISOR: MULUGETA K. (PhD)

DEBREMARKOS, ETHIOPIA

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DECLARATION

This thesis certified on titled “Factors affecting public procurement performance: The case of East Gojjam Zone Administration” submitted of requirement for master of Business administration, College Business and Economics, department of management, Debre Markos University is record of original work carried out by me and to received certified investigate I acknowledged for all.

Name: Yawkal Aynalem

Signatures:

Date:

APPROVAL LETTER

The thesis titled “Factors affecting public procurement performance: The case of East Gojjam Zone Administration” was prepared by Yawkal Aynalem as part of the requirements for the Master of Business Administration degree at Debre Markos University. I supervised the work and confirm that it meets the university’s thesis requirements. Therefore, I approve and recommend it to be submitted to the department for examination.

Name: Mulugeta K (PhD)

Signature:

Date:

APPROVAL BY THE BOARD OF EXAMINERS

We, here under, as members of the Examining Board of the Final Masters open Defense, have read and evaluated the thesis entitled “Factors affecting public procurement performance: The case of East Gojjam Zone Administration” submitted by Yawkal Aynalem.

We recommended that it has fulfilled that requirements for the partial fulfillment of degree of Master of Business Administration to department of management; Debre Markos University.

Chairperson:

Name:

Signature:Date:

Internal examiner:

Name:

Signature:Date:

External examiner

Name:

Signature:Date:

Head of the Department

Name:

Signature:Date:

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ACRONYMS AND ABBREVIATIONS

GDP	-----	Gross domestic product
SCM	-----	Sustainable Development Goals
SDGs	-----	Information technology
PPP	-----	Public Procurement
ICT	-----	Information Communication technology
SPSS	-----	Statistical Package for Social Science

ABSTRACT

The purpose of this study was to assess the public procurement performance on East Gojjam Zone Administration. The study is great important to public sectors, government and other stakeholder. The study used descriptive and explanatory research method with mixed research approach and 275 sample respondents from the 155 sample employees were participated. Data collection was done through five point Likert scale questionnaire from primary sources and some from secondary sources. For the selection of sample of employees the simple random sampling technique of probability sampling was used. Data analysis was done using SPSS version 25 and interpretation and findings were presented by descriptive analysis and inferential statistics. Findings from qualitative analysis were presented by narration briefly. The study result shows that the major challenges that the organization faced are lack of knowledge on how to implement and internal control strategy, lack of IT support, the procurement that used to measure the performance is difficult to use, inability to get information on planning and the accountability and transparency training given on public procurement performance was inadequate as a result of the existing internal control administration system in the East Gojjam Zone is not two way communication, in addition to this the all procurement staffs have not ability to understand their procurement regulation, producer and commitment to do their job development and improvement. In the contrary, the findings of the study indicated that public procurement performance brings improvements on staff competency, plan and information communication technology system process perspectives. So the East Gojjam Zone Administration got benefits from the public procurement performance that information communication technology are utilized better information flow and employee satisfaction are increased. Hence, to procurement staff the identified activities the researcher recommended that the organization should give guided by annual procurement plan training on how to guided and implement corporate procurement, to make the utilization easy the organization should assign at least one IT person for each office. The procurement performance to strong related the organization time deliveries, quantities of purchase qualities of purchase, procurement matters/source and generally the procurement process has led to cost reduction in the organization/right priced to controls.

Key words: *staff competency, planning, procedure, accountability, transparency, procurement*

CHAPTER ONE:

1. INTRODUCTION

This chapter deals with the backgrounds of the study, a statement of the problem, research questions, objective of the study, Scope of the study, the significance of the Study, organizations of the Study, limitation of the study and final definition of terms.

1.1. Background of the Study

Government or public procurement was the formal process through which official government agencies obtain the necessary goods, services, and works to carry out government activities. Interest in how governments spend public resources has increased over the past decade, along with the value of public spending. Since 2006, public procurement has increased tenfold, and the World Bank expects this growth trajectory to continue (World Bank, 2023). Public procurement is one of the many functions of the government that presents good potential for assisting governments in attaining their numerous goals (OECD, 2023).

As emphasized by recent studies, would the procurement function fails to deliver quality goods and services in a timely fashion and at an economical price, the performance of the government will suffer (OECD, 2023). A good procurement system is one devoid of corruption and based on well-known procurement practices that promote efficiency and effectiveness, serving as a vehicle for better service delivery (Transparency International, 2024). Therefore, citizen-centered governments should allocate a significant portion of their budgets to provide timely, efficient, and effective public goods and services such as health, education, defense, and infrastructure, as the greatest portion of these funds is obtained from taxpayers. Well-spent public funds have been benefit the majority of citizens through the provision of quality goods and services.

Globally, expenditure on public procurement represents 10-20% of GDP and up to 50% or more of total government spending (World Bank, 2023). According to recent studies, public procurement has evolved into a strategic tool for governments to achieve economic, social, and environmental objectives (OECD, 2023). Governments in both developed and developing countries use their contracting power to advance social equality, reduce discrimination, and promote sustainable development (UNCTAD, 2023). However, imposed social and environmental requirements could make it harder for some suppliers to participate in public

procurement, thereby limiting the ability of national governments to implement such policies effectively (European Commission, 2023).

Public procurement accounts for 15-30% of the gross domestic product (GDP) for many countries worldwide (World Bank, 2023). In developing countries, public procurement was increasingly recognized as essential in service delivery, accounting for a high proportion of total expenditure. In Africa, public procurement has continuously been used as a political tool for economic empowerment and societal balancing. For instance, in South Africa, inefficient public sector supply chain management (SCM) has led to suppliers charging excessive prices, delivering poor-quality goods and services, and widespread corruption and waste (Transparency International, 2024).

The adoption of e-procurement systems has been a significant trend in improving transparency and efficiency in public procurement. According to a recent report by the United Nations (UN, 2023), e-procurement platforms have reduced corruption risks and improved competition among suppliers, particularly in developing countries. However, challenges such as digital literacy and infrastructure gaps remain barriers to full implementation (UN, 2023).

Sustainable procurement also now has gained traction as a strategic tool for achieving environmental and social goals. The European Union's Green Public Procurement (GPP) guidelines emphasize the importance of integrating environmental criteria into procurement processes (European Commission, 2024). However, in developing countries, the lack of awareness and capacity among procurement officers often hinders the adoption of sustainable practices (OECD, 2024).

In Ethiopia, more than 60% of the total public expenditure is spent through public procurement annually. This is a huge amount of money that public bodies spend via public procurement. However, the resources spent on public procurement were not always used properly or economically. Complaints about the public procurement process have been increased year by year. Efficiently and effectively handling this size of procurement outlay has been a policy and management concern as well as a challenge for governments (Ethiopian Public Procurement Authority, 2023).

In Ethiopia, the government has been piloting e-procurement systems in selected regions, including Amhara, to streamline procurement processes and reduce manual interventions. Early results indicate a reduction in procurement delays and increased transparency (Ethiopian Public Procurement Authority, 2024). In Ethiopia, sustainable procurement is still in its infancy, with limited integration of environmental and social criteria into procurement processes. A recent study by the Ethiopian Public Procurement Authority (2024) highlights the need for capacity building and policy frameworks to promote sustainable procurement practices.

Recent studies have emphasized the role of public procurement in promoting gender equality and social inclusion. For instance, the World Bank (2024) reports that targeted procurement policies can empower women-owned businesses and marginalized groups. However, in many African countries, including Ethiopia, gender-responsive procurement policies are still underdeveloped, limiting their potential impact (UN Women, 2024).

Despite these challenges, Ethiopia has implemented major reform programs since 2009. The Federal Government of Ethiopia Procurement and Property Administration Proclamation No. 649/2009 was enacted by parliament, replacing the previous law. This law led to the establishment and operation of the Federal Public Procurement and Property Administration Agency (FPPA) and the independent Complaints Board. The law emphasizes best practices, including value for money, non-discrimination, transparency, and accountability as the major principles of public procurement in Ethiopia. Compliance with these rules and regulations can improve procurement performance and service delivery systems. However, despite these efforts, challenges remain, and factors influencing procurement performance need attention, particularly in the Amhara region and the East Gojjam zone.

1.2. Statement of the Problem

Throughout the world, public procurement is a critical component in the delivery of services and the functioning of various government departments. It is essential for governments to ensure that goods and services are provided efficiently to the public. Public procurement is a process whereby goods and services are acquired from external sources to meet the future growth and development needs of the government. Based on this process, procurement is used as a social

and economic tool to improve the livelihood of individuals and organizations (World Bank, 2023).

Effective and efficient public procurement systems are essential for the realization of Sustainable Development Goals (SDGs), such as maintaining a fast-growing economy. Unfortunately, procurement systems in many developing countries are weak and serve to spend scarce domestic and foreign resources inefficiently (OECD, 2023). Most African countries have taken steps to improve their public procurement systems, but ensuring efficiency, accountability, and transparency remains challenging (Transparency International, 2024). Procurement performance and organizational performance are intricately linked. The procurement function consumes a substantial amount of resources in any country's economy, making it important to maximize effective and efficient management of this function (OECD, 2023).

In developing countries, public procurement is one of the main instruments for achieving development goals such as reducing poverty and providing health, infrastructure, education, and other services. However, public procurement systems in these countries are often weak, suffering from neglect, poor coordination, bureaucracy, lack of transparency, and corruption (World Bank, 2023). In Ethiopia, despite government efforts to improve the procurement system, challenges such as suboptimal works, inadequate quality of goods and services, and high operational costs persist (Ethiopian Public Procurement Authority, 2023).

Public procurement is increasingly recognized as a key driver of economic development, particularly in developing countries. However, inefficiencies in procurement systems can undermine economic growth and exacerbate poverty. A recent study by the African Development Bank (2024) found that weak procurement systems in Sub-Saharan Africa result in significant financial losses, estimated at 20-30% of procurement budgets.

In Ethiopia, despite ongoing reforms, procurement inefficiencies continue to hinder economic development. A 2024 report by the Ethiopian Public Procurement Authority highlights that delays in procurement processes and poor contract management are major obstacles to achieving development goals.

The lack of trained procurement professionals is a critical issue in many developing countries. According to a recent study by the International Public Procurement Association (2024),

capacity building and continuous professional development were essential for improved procurement performance. In Ethiopia, the absence of regular training programs for procurement staff has been identified as a key factor contributing to inefficiencies in the procurement process (Ethiopian Public Procurement Authority, 2024). Corruption also remains a significant challenge in public procurement, particularly in developing countries. Transparency International's 2024 Corruption Perceptions Index (CPI) highlights that corruption in procurement processes is a major barrier to achieving sustainable development goals. In Ethiopia, despite efforts to combat corruption, procurement-related corruption cases continue to be reported, particularly at the regional and local levels (Transparency International, 2024).

In the Amhara regional state, particularly in the East Gojjam zone, public procurement performance is influenced by various factors that affect overall organizational efficiency. Procurement staff often devote their time to random and emergency purchases, leading to low implementation of procurement plans and delays in delivery. There is a lack of regular training for procurement staff, and market studies are rarely conducted, resulting in complaints from user sectors (East Gojjam Zone Procurement Manual, 2023).

In the East Gojjam zone, procurement challenges are exacerbated by limited resources and infrastructure. A 2024 study by the Amhara Regional Procurement Office found that procurement staff in the zone often lack access to modern procurement tools and technologies, leading to delays and inefficiencies. Additionally, the lack of market studies and supplier databases further complicates the procurement process (Amhara Regional Procurement Office, 2024).

Despite various studies conducted on procurement performance in other parts of Ethiopia and other countries, there is a lack of research on factors affecting public procurement performance in the East Gojjam zone. This study aims to fill this gap by examining the factors that affect public procurement performance in the East Gojjam administrative zone of the Amhara regional state.

1.3. Research Questions

This study have been try to answer the following research questions developed based on the statement of the problem presented earlier;

1. What is the level of procurement performance in East Gojjam Administration Zone?
2. What is the effect of procurement planning on public procurement performance?
3. How does procurement procedure affect public procurement performance?
4. What is the effect of internal control system on public procurement performance?
5. How does the level of staff competence influence public procurement performance?
6. What is the effect of transparency on public procurement performance?
7. What is the effect of accountability on public procurement performance?
8. How does ICT utilization affect public procurement performance?

1.4. Objective of the study

1.4.1. General Objective

The general objective of this study is to assess the factors that affect public procurement performance in east *Gojjam* Administration zone.

1.4.2. Specific Objectives

The specific objectives of this study that will be investigated in the study area are:

1. To assess the level of procurement performance in East Gojjam Administration Zone
2. To examine the effect of procurement planning on public procurement performance.
3. To determine the effect of procurement procedure on public procurement performance.
4. To investigate the effect of internal control system on public procurement performance
5. To investigate the influence staff competence level on public procurement performance.
6. To examine the level of transparency on public procurement performance.
7. To examine the effect of accountability on public procurement performance
9. To determine how ICT utilization affects public procurement performance.

1.5. Significance of the study

The result of the study would be significant for the organization, for other similar organizations and for prospective researchers. For the organization it would give insight about the main factors

affecting their procurement performance which would include necessity of proper procurement planning, staff competence, accountability and transparency on good of procurement performance and the achievement of the organizational goals.

It would be also help the organization to create good public image about the procurement performance and accountability on it. It would assist government institutions in reviewing and establishing the best procurement practices and make reform on relevant issues.

The management of the organization would also use the result of the study to evaluate the performance of its procurement officers. They should be also used the possible strategies and recommendations for improvement of procurement performance and force them to concentrate the above factors and other related issues concerning on the proper implementation of procurement in east *Gojjam* zone administration.

The study also should help the prospective researchers who want to conduct research about factors affecting procurement performance in similar and other areas.

1.6. Scope of the study

In order to make the study more manageable, geographically the study was delimit in Amhara Regional state East Go jam zone administration to asses' factor affecting public procurement performance. The study conducted in 2025. Its target population will be 275 and in order to answer the research questions stated in the first chapter, the researcher used descriptive and explanatory research design. Hence, the researcher used this method to assess the asses'factor affecting public procurement performance in East Go jam zone administration because this method describes the characteristics of objects, people, group or environment. Explanatory research design was also used for the reason it examines the relationship between variables.

1.7. Limitation of the Study

The questionnaire data that had been gathered from 162 respondents is 155 which is 95.7% of the total questionnaires distributed to employees in the study sample, however, because of the current Ethiopian political situation, the whole representative of the team leaders of selected sectors couldn't be interviewed as intended. In addition to limit the recent political instabilities and the war of Amhara regional state transportation is very cotises, absence of procurement employees the above list problems these to late and limit.

1.8. Organization of the Study

The thesis is organized and presented in five different chapters. Chapter 1 gives the Background information and problem statement. It also highlights the research questions, objectives of the study, significance of the study, scope of the study, organization of the study, limitation of the study and definition of terms, Chapter 2 will discuss the key concepts that are used in the paper to place the problem in a broader perspective of literature, Chapter 3 concentrates on the research process, research methodology, and research design population and sampling procedure, methods of data collection and methods of data analysis, instrumentation of variables and reliability and validity of the research. Furthermore, chapter four were presented all the collect data in a clear manner and the analysis accordingly. Finally, the fifth chapters were portraying the summary, conclusion and recommendation part.

1.9. Definition of Key Terms

Procurement: the process of acquiring goods, works and services and it takes place through processes start from need identification and goes up to contract administration (Rimkuniene, 2013).

Public procurement: is a function of government take place by public entities to deliver goods and services to societies and local communities. It is administered by rules, regulations and proclamations developed by government bodies (UNDP, 2019).

Procurement performance: is defined as effective and efficient management of procurement function to get cost reduction, quality product and service and to reduce lead time (UNDP, 2019).

Staff Competency: is defined as a capability, ability or an experience of individual of an individual, which is contributed to effective or efficient procurement performance. According to the study, competency is used to refer to applied knowledge and skills, performance delivery, and the behavior required getting procurement done well(Rimkuniene, 2013)..

Procurement planning: is one of the primary functions of procurement with a potential to contribute to the success of public institution's operations and improved service delivery(Rimkuniene, 2013).

Accountability: is a standard of public life, where holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their offices (UNDP, 2019).

Transparency: refers to unrestricted access by the public to timely and reliable information on public sectors' activities, decisions and performance (UNDP, 2019).

CHAPTER TWO

2. REVIEW OF RELATED LITRATURE

2.1. Introduction

Hart (2018) defines the literature review as the selection of available documents, both published and unpublished, on the topic (in this case factors affecting public procurement performance) which contains information, ideas, data and evidence written from *a* particular standpoint to fulfill certain aims or express certain views on the nature of the topic and how it is to be investigated, and then the effective evaluation of these documents in relation to the research's proposal.

2.2. Definition of Public Procurement

Public procurement described as an "overall process of acquiring goods, civil works and services which includes all functions from the identification of needs, selection and solicitation of sources, preparation and award of contract and all phases of contract administration through the end of a services' contract or the useful life of an asset" (UNDP, 2019). Arrow smith (2010) also defines public procurement as a government's activity of purchasing the goods and services needed to carry out its functions. Similarly, Procurement is a common business related function to acquire goods, services, equipment, raw materials from various suppliers as well as currently it plays strategic role in modern business world (Rimkuniene, 2013).

According to public procurement procedure (2013) Procurement is also defined as an acquisition of goods and services, contracting of works, purchasing, and buying, renting or leasing, and the management thereof, in accordance with specific methods and procedures, by the Government. procurement entail that it is a process and parts of the supplies management process works to bring effective and efficient management of resource, engaged in acquisition of materials and services by various means, the acquisitions are based on the right time, quality, quantity, price and developing its own strategy that relates to the corporate strategy (Asfaw, 2017).

Like other organizations; federal democratic republic of Ethiopia public procurement and property administration agency (2011) define, public procurement as the process of the acquisition, usually by means of a contractual arrangement after public competition, of goods,

services, works and other supplies by the public entity. The public procurement process spans the whole life cycle from initial conception and definition of the needs through to the end of the useful life of an asset or the end of a contract.

According to Hunja(2003) in many developing countries, public procurement is not considered to have strategic impact to utilization of public resource. It was seen as merely process oriented function which means it doesn't require strategic management issues and handled by non professional staffs. Therefore, less effort was made to structure rules and regulations and frameworks to achieve procurement in most efficient and effective way, to provide service to the public and satisfy them. McDonald(2008) indicates that rules guiding government purchasing and contracting need to be accountable and transparent. This does not only limit corruption but contributes to a more accountable relationship between government and citizens. It is also important because of the huge sums involved.

Public procurement is different from private procurement, because in public procurement the economic results must be measured against more complex and long term criteria. Furthermore, public procurement must be transacted with other considerations in mind, besides the economy. These considerations include accountability, non-discrimination among potential suppliers and respect for international obligations. It accounts from 10 to 15 % or more of GDP in developing countries and 7 % of world GDP and 30% of world merchandise trade (Odhiambo & Kamau, 2003). In a related study a government's use of purchasing can thus be a very significant tool to achieve socio-economic objectives. If procurement reform is done accountably, with a view to achieving both cost effectiveness and broader development goals, it can play a powerful role in poverty reduction (McDonald, 2008).

2.3. Principles of Public Procurement

There are a number of principles of public procurement that are identified and shared by most of public procurements. These principles are implemented through various means of legal and regulatory rules through conducting public procurement procedures.

According to Arrowsmith (2010) it is generally accepted that the primary objective of public procurement is an economic one, namely to obtain value for money. Its secondary objective is to further the government's socio-economic policies. To best achieve these objectives the

procurement system must in its practical application comply with certain principles or objectives. Tajarlou & Darabad (2017) mentioned the broad principles applicable to public procurement which are common to the Model Law and the Government Procurement agreement can be extracted: Economy; including value for money; Competitiveness; Effectiveness and Transparency. They are also often referred to as goals or requirements. These principles are achieved through specific provisions in the public procurement systems.

2.3.1. Economy (Value for Money)

Synonymous with efficiency, value for money and commercially reasonable price, the principle of economy emphasizes the need to manage public funds with care and due diligence so that prices paid for goods, services and works are acceptable and represent good value for the public funds expended on them (Tajarlou & Darabad, 2017)

Value for money is the practice of acquiring goods, works or services in the best possible way. As the name indicates efficiency is performing procurement function with possible a minimum costs. It is also the acquisition of good, work or service required rather than simple value for money. This objective can be seen in three perspectives; works or services are suitable to achieve the intended purpose of the organization and they are not over specified, concluding an arrangement in the best possible term it doesn't necessarily mean lowest price and ensure contractor ability to provide in the agreed term it doesn't necessarily mean lowest price. Achieving value for money is the case of money regulatory rules applied in public procurement such as transparency and competitive bidding have the aim to realize value for money (Arrowsmith, 2010).

2.3.2. Competitiveness

In public procurement systems, competition is seen as a way to obtain the best value as an outcome, which is an objective of public procurement systems. Competition is more accurately seen as a means to achieve other public procurement goals. Individuals and private companies may not talk or think in terms of competition, though they are more likely to talk and think about the process for choosing a contractor as "shopping around" or conducting market research (Schooner *et al.*, 2008). Allison (2013) also indicates that the principle of competition is said to be intertwined with cost-effectiveness and involves the achievement of value for money the principle of competition in procurement is, in essence, an economic one which could safely have

been dealt with under the principle of economy. It is a core feature of the procurement process, in particular with regard to the methods of procurement.

According to Trepte (2004), competition, as an economic principle, will ensure that suppliers will offer the best product at the best price to win the competition. It overlaps with the other principles mentioned, for instance, that of effectiveness in that it is generally accepted that effective competition will enhance the process. As public procurement takes place in the open market the principle of competition entails that an opportunity is given to a sufficient number of suppliers in the open market to offer their goods or services to the procuring entity on a competitive basis. The purpose of such competition is to obtain the best product at the best price through the most cost-effective process.

2.3.3. Effectiveness

To ensure that all of the principles applicable to public procurement are achieved, in particular value for money, the procurement system must be effective. Effectiveness can be defined as productiveness in relation to the costs of the procurement process. An effective public procurement system will allow suppliers to provide satisfactory quality, service, and price within a timely delivery schedule. The basic tenet of public procurement is straightforward: acquire the right item at the right time and at the right price, to support government actions (Tajarlou and Darabad, 2017).

The dictionary meaning of efficiency is a productive use of resources i.e., the ability to do something well or to achieve the desired result without wasted energy or effort. This is about ensuring value for money. Public procurement has to be driven by considerations of value for money; governments have put increasing efforts into rationalizing and increasing the efficiency of procurement. There has been a recognition that procurement officials need to be equipped with adequate tools for improving planning and management and that their decisions need to be well informed so as to enhance efficiency in procurement (OECD, 2007).

2.3.4. Transparency and Accountability

Transparency means a decision was taken and their enforcement is done in a manner that follows procedures (Sarfo, 2011). It also means that information is likely available and directly accessible to those who will be affected by the decisions and their enforcement. Efficiency in

public is an important issue in cases where public procurement accounts for a large portion of economic activity. However, in theory, transparency could mean visibility within an agency (Schooner *et al.*, 2008). Since Corruption thrives under darkness, transparency is the remedy to the darkness. Thus, a transparent procurement process is key for ensuring good economic governance in the country ((Tajarlon & Darabad, 2017).

And also ensuring accountability in the sense that the system provides means for interested parties to establish whether the government is meeting its objectives. It's a means to achieve many of the objectives of a procurement system, including value for money and integrity. Accountability is a separate objective of procurement system Government accept procurement cost in accountable manner it includes; any actual reduction due corrupt activity and financial savings (Arrowsmith, 2010).

2.3.5. Integrity

The principle of “Integrity” is a cornerstone in public procurement. In this context, integrity refers to the use of funds, resources, assets and authority, according to the intended official purposes and in line with public interest. The public officials responsible for procurement activities should not involve themselves in corruption or collusion with suppliers or others. The principle comprises the personal inner sense of “wholeness” derived from honesty and consistent uprightness of character. This principle is very important in public procurement. It enhances good governance in public procurement contributing to an efficient and effective management of public resources (taxpayer’s money) (UNDP, 2019).

2.4. Public procurement performance

Procurement performance covers a number of quality and quantity-enhancing benchmarks which narrows down transaction costs, time spent, and the quality and quantity of goods delivered. Based on their analysis on the performance of public procurement officers, procurement performance entails high returns on investment, reduced transactional costs, faster delivery of services and supplies, delivery of high quality purchases and streamlined supply chains ((Tajarlon & Darabad, 2017).

According to Van Weele (2010), procurement performance starts from purchasing efficiency and effectiveness in the procurement function in order to change from being reactive to being

proactive to attain set performance levels in an entity. Performance provides the basis for an organization to assess how well it is progressing towards its predetermined objectives, identifies areas of strengths and weaknesses and decides on future initiatives with the goal of how to initiate performance improvements. For any organization to change its focus and become more competitive, performance is a key driver in improving the quality of services. Van Weele (2010) concludes that there is a link between the procurement process, efficiency, effectiveness, and performance.

Hamza *et al* (2016) identified seven key success factors which influence procurement, namely; a clear procurement strategy, effective management information and control systems, development of expertise, a role in corporate management, an entrepreneurial and proactive approach, coordination and focused efforts. Communicate among others is fundamental, communicate the key success factors to all levels of the organization and set out a procurement strategy to achieve continuous improvement in value for money. This should be based on total cost quality, and enhancement of competitiveness of suppliers using the best procurement practices.

There is a need to have coherent methods of performance in the procurement function in public entities. Basing on financial performance and neglecting non-financial performance cannot improve the procurement operations because only partial performance is considered. The realization of procurement goals is influenced by internal and external forces. Interactions between various elements; professionalism, Staffing levels and budget resources, procurement organizational structure, regulations, rules and guidance and internal control policies, all need attention and influence procurement performance (Van Weele, 2010)

2.5. Factors affecting Procurement Performance in Public Sector

The following are major factors affecting procurement performance. These are:

2.5.1. Procurement Planning

Procurement plan always prepare at the beginning of the fiscal year. To prepare sound procurement plan each user department send their purchase request to the procurement department. Without accurate need identification and planning, procurement department cannot deliver goods, works or services timely. In the same way using government expenditure without

plan is the manifestation of the organization has been going on opposite to achieving value for money (Getahun, 2015).

Procurement planning is one of the primary functions of procurement with a potential to contribute to the success of public institutions operations and improved service delivery (Basheka, 2008). Procurement planning encompasses need identification of user department that means what type of needs should be full field by procurement department, the means and strategies used to achieve the predetermined needed product, services and other procurement needs, determine the time frame required for each activities, as well as duty and responsibility of each participants are clearly specified (Kirai & Kwasira, 2016).

Procurement plan is integrated in to the annual expenditure program of the organization to enhance financial predictability, accounting and control over procurement budget and procurement and disposal staffs are work together in scheduling, forecasting and organizing activities (Basheka, 2008).

Procurement plan is flexible in nature it is affected by environmental changes and it is participatory activity needs participation of procurement professionals as well as it should be continuously revised by concerned bodies. Peoples involved in planning should be competent, experienced and has knowledge about the type of purchases procured along with professional ethics applied in procurement related activities (John & Atambo, 2016).

2.5.2. Procurement procedure

The public procurement procedure is the process followed in acquiring of goods, works and services by the government procuring entities which includes purchasing, hiring, leasing or any other contractual means of engaging suppliers in the provision of services to the public (Lyson, & Farrington, 2006). Public procurement is controlled by government and is financed from taxation, grants, public debts and fees for services. The main reason for the existence of public procurement is effective and efficient provision of public service. To meet this purpose public sector procurement is satisfying customer with minimum cost, with good quality, fast delivery of goods and services, minimizing administrative operating costs, conducting business with cooperative, faire and in open manner (Koech & Namusonge, 2015).

The procurement procedures outline in detail the specific actions to be taken so as to accomplish a purchase task within the guidelines of the company. The procedure provides the framework and direction for achieving the most economical supply of materials with the maximum efficiency. It also helps as means of processing information and communicating from the time of need identification until the purchases are delivered (Koech & Namusonge, 2015).

Baily, *et al* (2005) argued that public procurement procedures tend to be characterized by high levels of bureaucracy independent of order value; poor communications and give high focus on unit price rather than establishing long-term relations.

2.5.3. Transparency

Armstrong (2005) Noted that transparency refers to free access, and disclosing of timely and reliable information to the public concerning on activities, decisions and performance of public sectors. Transparency means the same procedures and policies applied to all providers of goods, works and services and these are publicized as the basis of procurement decisions prior to their use. Transparency has greater contribution for the development of accountability in organization. The concept of transparency is linked to openness and can be seen as the opposite of secrecy, as well as building trust, transparency can be viewed as a relational condition or variable that promotes accountability, collaboration and commitment (Armstrong, 2005).

In public procurement the contribution of fairness, competition and economic value are principal. To capitalize these contributions, effective and efficient procurement processes must be established. This includes setting adequate controls to promote competition and minimize the risk of fraud, corruption, waste, and the mismanagement of public funds. In this concept transparency is considered to be one of the most effective tools to reduce corruption and ensure value for money (Ballard, 2011).

Transparency refers to the action of those in government activities are disclosed rather than hidden or covert. Its underlying premises relate to accountability and ethics, a meaning that suggests not only that thing should be done right but they should be seen to be done so. This is not about the appearance of doing things accountably and ethically, to the point that governments in their day-to-day practices create a culture of making their activities easy to see (Patrick, 2011).

In general, transparency means that the rules governing the public procurement procedures are clearly drafted and well defined, so that their implementation by procurement agents can be easily verified (Thai, 2008). Transparency in procurement can be expressed in different practices, such as: publishing procurement policies; advance publication of procurement plans; advertisement of tender notices; disclosure of evaluation criteria in solicitation documents; publication of contract awards and prices paid; establishing appropriate and timely complaint/protest/dispute mechanisms; implementing financial and conflict of interest disclosure requirements for public procurement officials; and publishing supplier sanction lists (Ballard, 2011).

2.5.4. Staff competence

Competency is defined as a capability, ability or an underlying characteristic of an individual, which is contributed for effective or superior performance. For purposes of this study, competency is used to refer to applied knowledge and skills, performance delivery, and the behavior required getting things done very well (Wanyonyi & Muturi, 2015).

Staff competence affects procurement function to achieve its intended purpose. This means staffs carry their duties expertly helps to reduce budget wastage and achieve value for money as well as competent staff would ensure that items services are procured as and when the need is expected. It also help to achieve commercial benefits to the organization includes efficiency, effectiveness, economy, full filing public interest, quality achievement & social segregation (Kiage, 2013).

Procurement professionals should hold variety of skills due to change in government policies and strategies and to manage different procurement portfolio under the control and influence of local government system. A procurement task needs staffs with high-level strategic, tactical as well as operational skills. All these skills help the organization to perform good supply chain management with different discipline and integrative approach (Wanyonyi & Muturi, 2015).

Professional awareness about the rule and regulation helps for successful implementation of public procurement, create value for money and satisfy customer with efficient and effective service. This awareness is creating through induction courses for new entrants and places them in regular training. These points help for the compliance of public procurement regulation and avoid non implementation (Kavula, *et al*, 2014).

2.5.5. Accountability

Accountability refers to the obligation of all participants to be reasonable to their action, apply policies and accept responsibility to make their own decision and take action and this increase the effectiveness and efficiency of procurement (Patrick, 2011).

According to (Wanyonyi & Muturi, 2015) it is the responsibility of any organization and management of organization to ensure that the government's objectives are achieved in a cost-effective manner. The agency must therefore specify Accountability shows how the public interest has been protected in the expenditure of public funds. Maintaining integrity in public procurement is one of the most important pillars of modern national procurement systems. Ensuring the accountability of procurement officials is perhaps the most essential aspect for organization goal achievement and accountability of procurement officials is not only important for the enforcement of public and administrative perspective, but also has economic advantage for the organization (Wanyonyi & Muturi, 2015).

Accountability is a standard of public life, where holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their offices .Fighting corruption is not only an end in itself. It is of fundamental value in all government reform, which may require changes to legal and policy frameworks for the control and expenditure of public monies and improved procurement practices (Armstrong, 2005). Applying Timely review mechanism helps to ensure fairness in organization activity and to contractors and suppliers in the procurement process. From international best practice there are different factors that help to measure the level of accountability: clear chain of responsibility with clearly defining authority as well as charging duties together with effective control mechanisms; handling complaints from suppliers; public review and scrutiny of procurement actions commitments of public officers to high standards for professional conducts and principles; fairness and competition (OECD, 2007).

2.5.6. Internal control through information Communications Technology

Internal control is an integral part of the management process by which an organization governs its activities and operations to effectively and efficiently accomplish its mission. The purpose of control processes. Therefore, is to support the organization in the management of risks and the

achievement of its established and communicated objectives. If the control system is ineffective, then the management system will also be ineffective (Rendon. & Rendon, 2013).

The significance of public procurement is far-reaching and affects many different areas of an economy (Wittig, 1999). Rendon, & Rendon, (2013) research findings suggest that public organizations are not emphasizing procurement internal controls in their workforce competencies, which may be contributing to an increased vulnerability for procurement yield. Therefore, the need to put measures in place to ensure that public procurement yields maximum benefits to the public cannot be overemphasized. Internal control of public procurement activities has been identified as one of the means of making public procurement to achieve desired expectations (Mapesa and Kibua, 2006).

Technology is the change or integration of means of processing a product or service from what is perceived not be *a* good version to *a* better one. It can also be said to be a change of system or way of operation from inefficient or manual to automatic operations (Barsemoi, 2014). Roberta *et al.* (2014) reckoned that personnel in procurement are in a sense, information processors. They receive, analyze, make decisions and distribute information in order to manage the flow of goods and services in the supply chain. ICT is an enabler for information sharing which organizations in the procurement system can use for eliminating bloated inventory levels caused by the cumulative effect of poor information cascading up through a supply chain.

Barsemoi (2014) notes that, unless one remembers that technology is a tool and that one needs to know how to use it. For it to be productive, the money that spends on technology will never appear to be wasted. According to the study, the emergence of internet technologies has changed the way that governments and organizations operate. These studies point out that the one thing to always remember about technology is that it is a tool to assist in getting sourcing and procurement related activities done in the organization. According to Adaval & Monroe (2002), information technology is relatively cheap and flexible technology which not only has held significant importance for communication in society_ but also for the development of the interplay between one procurement units of an organization to another.

2.6. Empirical literature review

The study on factors affecting procurement performance in *Awassa Textile Share Company* was conducted by (Hamza *et al.*, 2017) with the main objective of examining the impacts of staff competency, procurement procedure and resource allocation on procurement performance. They used Descriptive research design and quantitative and qualitative data analysis and thus, staff competence and resource allocation were the most related factors affecting procurement performance. Staff competence factor was measured in terms of training, Motivation, procurement negotiation skills, creativity, interpersonal and analytical skills and deployment of staff based on their skills.

In comparison, procurement planning was the least related factors affecting procurement performance. As a result, the researcher recommended that relevant staff to procurement be involved in the process of plan preparation. To put it (more) simply, preparation of annual procurement plans is participatory, frequently reviewed so as to improve on the company's performance. Correspondingly, it is worthwhile that staff be adequately trained and sensitized in order to boost the skills and competency levels required by staff involved in the procurement process. So, the company supports the procurement department by allocating more resources and encourages training to improve the skills and knowledge of the procurement staff.

Similarly, a research on examining the factors that affect public procurement performance in public procurement and property disposal services was conducted by (Aberu, 2017) with the use of descriptive research design including descriptive and inferential data analysis techniques. The main problems identified were; procurement planning, staff qualification; procurement procedures and utilization of ICT positively affect procurement performance at PPPDS. The recommendations given by Aberu (2017) were; procurement plans shall prepared on time with complete information by end users. Federal organizations shall also minimize urgent/unplanned requisitions as well as should strengthen and ensure successful implementation of their organizational plan to achieve their organizational goals and objectives. In addition, the company should enhance its employee's competence as a way of achieving service delivery as a means of improving procurement performance. This can be achieved by creating awareness through training on the following aspects of procurement; state of the order up to date and also those employees had superior knowledge in the entire procurement process. Likewise, the company

should enhance the utilization of ICT in the entire business process which is inter-linked to procurement.

Mulugeta & Habitamu (2017) also conducted a study on factors affecting the effectiveness of procurement practice in *Debre Markos* University. The main purpose of the study was to analyze the relationship between implementation of procurement plan, organization culture ICT adoption, staff competence and operational procedure and dependent variable (effectiveness on time delivery right quantity, right time, right source, right quality, right price, right source and customer satisfaction). The data gathering tools were primary and secondary data which were questionnaire and focus group discussion from 110 respondents by using self administered question and 15 interviews. The target populations of the study were middle level, lower level and procurement department. To meet the purpose of the study the researcher was used purposive sampling technique and data was analyzed through correlation and multiple regressions. The finding of the study indicates that *Debre Markos* University is poor in plan implementation, staff competence ICT adoption, operational procedure and organizational culture these leads to less effective public procurement practice.

Getenet & Tilahun (2014) Conduct research on Public Procurement Reform in Ethiopia: Factors Leading to Effective Public Procurement Implementation, The Case of *Amhara* Regional bureau and government institution exist *Bahir dar* town. The data was collect from a survey of 42 public procurement officers. They analyze the effect of familiarity, ethics, efficiency, accountability and transparency on effective implementation of procurement. The study has followed causal research design and the data had been analyzed using multiple linear regressions. The findings indicate that familiarity in Public procurement rules and regulations, transparency, ethics in and efficiency in public procurement processes have a positive and statistically significant impact on effective public procurement implementation. The accountability in public procurement has positive associations with effective public procurement implementation, but did not have a significant impact on effective public procurement implementation.

Abebe(n.d.) study on efficiency, accountability and transparency in public procurement: the level of compliance in Africa in Ethiopian case.

The research emphasizes that the actual practice of transparency, accountability and efficiency in procurement. The research was conducted in Ethiopian cases and data was collected from primary and secondary sources. Primary data collected through questionnaires and semi structured for assurance of questionnaires. Questionnaires were collected from five, FPPA officials, ten regional procurement officer and 50 federal procurement agencies.

The interview was conducted with four FPPA officials and two procurement senior officers all at the middle management positions. He indicates that modern public procurement system requires high standards of efficiency, accountability and transparency because public procurement serves public interests. The findings of the study indicates that the level of efficiency, accountability and transparency observed in public procurement have effect on public procurement. The researcher suggests that the practice is low, although the legal and institutional frameworks including detailed procedures of public procurements are more or less laid down. There was another research conducted by Bekele (2015). It was entitled with “procurement performance in public higher institutions a case of *Jimma University*’ with basic research objectives having better insight about the factors i.e. procurement planning, resource allocations, staff competency, information technology, and procurement process that hinder public procurement performance. The study was conducted through a descriptive research design having its own analysis of descriptive statistics and narrative summary analyses. His findings indicate that: Firstly, the culture of preparing an annual procurement plan among users of the University was very poor. This directly affects the performance of the procurement. The results further revealed that the department’s prepared annual procurement plans and that the procurement plans were prepared and the goals set participatory. Secondly, staff competencies at the procurement unit affect greatly the efficiency of the procurement function. The main problem of having unskilled and inexperienced staff is that the turnover rate of skilled and experienced staff is high in a public institution due to low salaries and benefits. Thirdly, the level of ICT skills among staff influences procurement performance to a very high extent. Fourthly, there is no way of procurement to follow up mechanisms. As a result, delay in delivery of items and will yield customer dissatisfaction or users of the procurement unit.

2.7. Conceptual frame work

A well-designed conceptual framework helps as a guide to effectively conduct the research; the frame work provides a lens to the concepts, assumptions, research problem, and structuring of the literature review. A conceptual framework can be either graphic or narrative, or a combination of the two; which is developed based on theoretical and empirical review of related literatures. The frame work mainly shows the relationship between independent variables (staff competence, procurement planning, procurement procedure, accountability, transparency, internal control and ICT utilization) with dependent variable public procurement performance. The relationship between the two variables is shown below:-

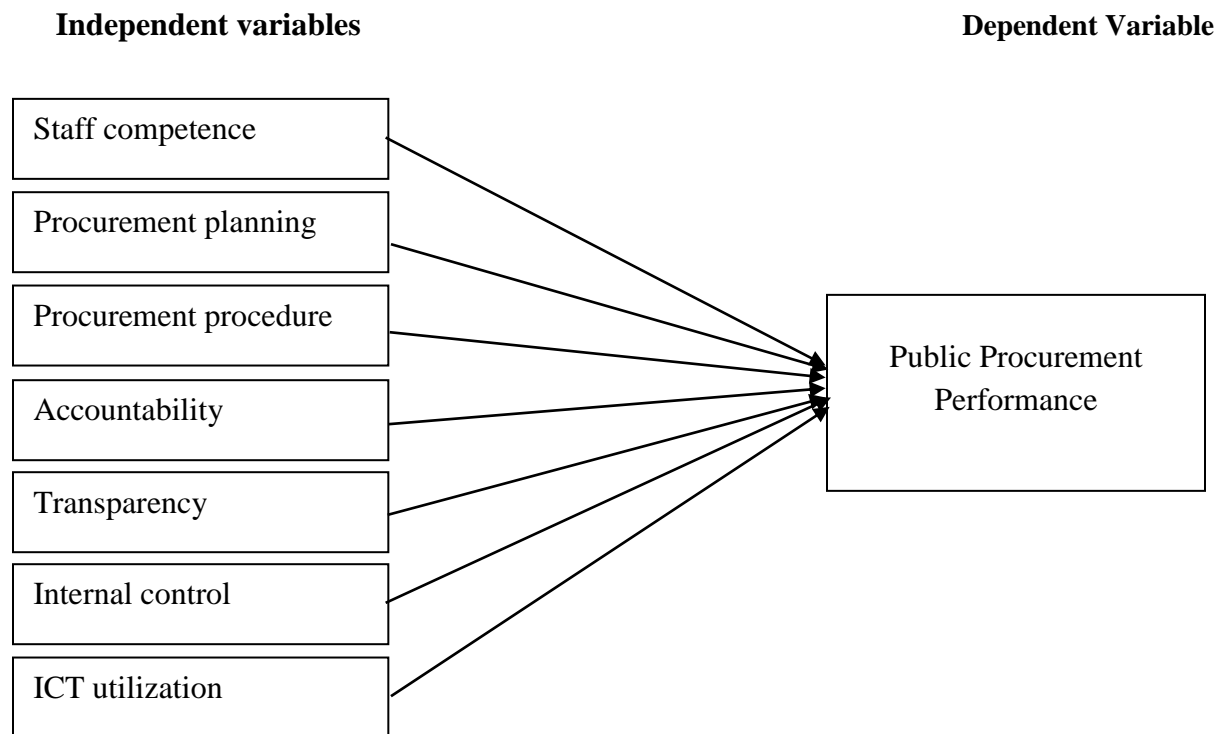


Figure 2.1. Conceptual Framework

Source:- Adapted from literature

From the diagram above, there are four independent variables and one dependent Variable. The variables are essential in determining the successful factor affecting public procurement performance in the East Gojjam zone administration which is dependent variable.

The following hypotheses were formulated:

- H1: Staff competence has a positive and significant effect on public procurement performance
- H2: Procurement planning has a positive & significant effect on public procurement performance
- H3: Procurement procedure has a positive & significant effect on public procurement performance
- H4: Accountability has a positive and significant effect on public procurement performance
- H5: Transparency has a positive and significant effect on public procurement performance
- H6: Internal control has a positive and significant effect on public procurement performance
- H6: ICT utilization has a positive and significant effect on public procurement performance

CHAPTER THREE

3. RESEARCH DESIGN AND METHODOLOGY

3.1. Brief Description of the Study

This study has been conducted in East Gojjam zone administration, which is found on Amhara National, regional state in. The study mainly focuses to assess the public procurement performance in 17 wereda offices and tried to address the expected drawbacks and best practices with the appropriate solution for those gaps.

3.2. Research approach and Design

Qualitative and quantitative methodology was used to gather the most appropriate data to answer the research questions. Quantitative research is based on the measurement of quantity or amount. It applies to phenomena that can be expressed in terms of quantity. Qualitative research is concerned with qualitative phenomena. For example, study what makes people hard work or be lazy will lead to arriving at qualitative causes such as whether the jobs are challenging or not, whether the salary is attractive or not, and whether there is an opportunity to grow within the organization. Qualitative research is especially in the behavioral sciences where the aim is to discover the underlying motive, interest, personality, and attitude of human beings (S.Shajahan, 2004).

The research design opted for this study is a descriptive and explanatory type of research. According to (Cooper and Schindler, 2003) this method tries to answer the questions who, what, when, where, and how and the researcher attempts to describe or define a subject, often by creating a profile of a group of problems, people, or events. Hence, the researcher used this method to assess the factors affect public procurement performance in the east gojjam zone because this method describes the characteristics of objects, people, groups, or the environment. Explanatory research design is opted for the reason it examines the relationship between variables.

3.3. Source and type of data

This study was used both primary and secondary sources of data. The primary data were obtained through the designed Questionnaires. The secondary data were gathered from different annual district's published and unpublished research documents, web sites.

3.4. Data Source

The main emphasis of this research was to investigate the factors affecting public procurement performance in East Gojjam zone administration. This study was used both primary and secondary sources of data. The principal source of data for this study was primary data, which is the main source of information for the study will be collected from sample target process owners, head officers and performers. Close-ended types Questionnaires are used. All the items, except background and demographic information, are measured in five point Likert scale, such as strongly disagree (SD) =1 disagree (D) = 2; Neutral (N) = 3; Agree (A) = 4; strongly agree (SA) =5. The use of Likert scale is to make it easier for respondents to answer question. The secondary data were collected from journals, books, websites, brochures, articles, and the organization recorded documents that are related to the study area.

3.5. The Study Population

This study incorporated the employees of civil servants in East gojjam zone administration of 22 wereda, under these sectors there are 22 heads, 44 process owners and 209 employers. The total population of this research is 275.

3.5.1. Sample Size

The researcher was used the formula derived by Taro Yemane, (1967) developed the Equation 1 to yield a representative sample proportion as shown below:

$$n = \frac{N}{1 + N(e)^2}$$

Where;

n =sample size, N =population size, e= sampling error (usually. 10, .07, .05 and .01 acceptable errors, the researcher was used 0.05 sampling error)

$$n = 1 + 275(0.05)^2$$

$$n = 162$$

Then, 162 sample employees, process owners and heads of East gojjam zone administration offices which are selected from office. Hence the proportion of the sample size was 162 sample employees, process owners and heads of East gojjam zone administration offices which were Selected from office, Hence the proportion of the sample size could be:-

Table 3.1 Sample frame of offices Population

No	Name of woreda and town	Number of population	Sample size
1	Enebise	12	7
2	Aneded	15	9
3	Enemay	13	8
4	Enarji	12	7
5	Awabel	17	10
6	Bibugn	11	6
7	Baso liben	11	6
8	Debay tilat	10	6
9	Debre elias	14	8
10	Dejen	18	11
11	Goncha	13	8
12	Gozamen	12	7
13	Hulet eju	12	7
14	Sede	12	7
15	Machakel	16	10
16	Sinan	16	10
17	Shebel	11	6
18	Mota town	8	5
19	D/markos town	13	8
20	Bichena town	7	4
21	Dejen town	11	6
22	Zone administration	11	6
	Total	275	162

Source; East *Gojjam* zone administrative office, 2025.

3.6. Sampling Techniques

Sampling is usually to select representatives from the entire population, which is powerful and determinative mechanism of the total study because the information to be gained from the sample could be considered as the representative of the total population. It's also very important

that sampling frame has to be as comprehensive as possible; to minimize information distortion. The study was applied probability sampling techniques in order to give equal opportunities for the target population. According to (Kothari, 2004), ‘probability sampling is also known as ‘random sampling or chance sampling. Under this sampling design, every item of the universe has an equal chance of inclusion in the sample. It is, so to say, a lottery method is used. After having the representative sample size from each office, the researcher applied simple random sampling techniques.

3.7. Method of Data Analysis

The researcher was employed both descriptive and inferential data analysis methods to analyze the collected data. Data were collected through questionnaires regarding respondent's profile, the contribution of factor affecting procurement performance under four perspectives and its challenges were analyzed by SPSS version 25 and also the data which were generated from SPSS is going to be presented by using tables. This was also being demonstrated in the form of frequencies such as percentages, mean and standard deviation for all variables, including age, sex, working experience; years at current job/position and educational level are analyzed. Besides to descriptive analysis, Pearson correlation and simple regression analysis also undertaken to examine the relationship between dependent and independent variables.

The data were also presented based on the results of measurements of the mean value of the variable of the factor affecting procurement performance in East Gojja zone Administration. The scale used to measure the mean value was the Likert scale 1-5. The result of the calculation of the mean values of each group of samples were then interpreted based on the opinions of (Moidunny, 2009) where there are five levels of the range of the mean value are very low, low, medium, high, and very high

Table 3.2: Mean Score Interpretation Table (Moidunny, 2009)

Mean scale	Level
1.00 to 1.80	Very Low
1.81 to 2.60	Low
2.61 to 3.20	Medium
3.21 to 4.20	High
4.21 to 5.00	Very High

Source: - Moidunny (2009)

On the other hand, qualitative data which were gathered from closed ended questionnaire, and secondary sources were analyzed through narrative (qualitative) analysis in a brief and meaningful way. The regression model was used for quantitative procedures examining the relationship between independent and dependent variables;

$$y = \alpha + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4 + \varepsilon$$

Where;

- Y = procurement performance
- α =constant
- β_1, \dots, β_4 = Regression Coefficients
- X1= procurement planning
- X2= procurement procedure
- X3= transparency
- X4= accountability
- ε = the error of term.

The results presented in terms of table.

3.8. Reliability and Validity Test

3.8.1. Reliability Test

Reliability analysis refers trustworthiness, consistency and dependability of a measuring instrument to improve the reliability of the data. Cronbach Alpha the most commonly applied estimate of a multiple item scales reliability. Test reliability of data was checked by calculating the Cronbach alpha value for all corresponding variables. As described by Wallach and Wells, (2003) the values of Cronbach alpha between 0.80 and 0.95 are considered is good. Thus, as per the analysis had made through using SPSS software.

Table 3.3: Reliability Statistics

No	Variables	Cronbach's Alpha	No of Items
1	Staff competency related	0.888	9
2	Planning and its procedure, accountability and transparency related	0.970	5
3	Procedural related	0.989	5
4	Accountability related	0.995	5

5	Transparency related	0.947	7
6	Internal control related	0.936	3
7	ICT utilization related	0.962	5
8	Procurement performance related	0.982	5
9	Total result of Cronbach's Alpha	0.959	44

Source: -own survey (2025)

Whenever attributes of people are measured, it is necessary to consider the validity and reliability of the measuring instrument. Validity means ‘Does the test measure what it claims to measure?’ and is assessed by comparing the test with a ‘true’ measure of the attribute (Jeremy, 2001). It is the accuracy and meaningfulness of inferences, which is based on research results. It is the degree to which results obtained from the analysis of the data actually represent the phenomenon under study and, reliability refers to the consistency or dependability of a measurement technique and it is concerned with the consistency or stability of the core obtained from a measurement technique over time and across settings or conditions. The reliability test has been done to check whether the consistency or stability of the score obtained from a scale used on the questionnaire is measuring as it needed to measure (Cronbach, 1951). Cronbach's alpha a coefficient of reliability that gives an unbiased estimate of data was used to test the reliability of the answered questionnaires. Similarly, factor analysis was used to test the validity of the data.

In order to reduce the likelihood of getting the response erroneous, attention need to be paid on validity and reliability. Accordingly, to check the validity and reliability of the questionnaire the researcher employed different techniques as mentioned below.

3.8.2. Validity

As Cooper and Schindler (2008) validity refers to the extent to which a test measures what we actually wish to measure. There are two major forms: external and internal validity. The external validity of research findings refers to the data’s ability generalized across persons, settings, and times. Internal validity is the ability of a research instrument to measure what purposed to measure.

3.8.2. Reliability

Reliability is the degree to which data collection method or methods yield consistent findings, similar observations would be made or conclusions reached by other researchers or there is

transparency in how sense was made from the raw data (Saunders *et al.*, 2009). Thus, to check the reliability of the instruments Cronbach alpha pre-and post test reliability coefficient will be used.

3.9. Research Ethics

According to Saunders *et al* (2009), research ethics deal with how we treat those who participate in our studies and how we handle the data after we collect them. The researcher will keep privacy (that left any personal questions), anonymity (protecting the identity of specific individuals from being known) and confidentiality or keeps the information confidential. Before writing the thesis, the researcher will consider all the ethical issues that could be anticipated and described in the study.

CHAPTER FOUR

4. DATA PRESENTATION AND ANALYSIS

4.1. Introduction

This chapter presents the findings of the study on factors affecting public procurement performance in the East Gojjam Zone Administration, drawing from the data collected through questionnaires distributed to procurement staff and employees. The analysis covers the demographic characteristics of the respondents and the responses to questions related to staff competence, procurement planning and procedures, accountability, transparency, internal control through technology, and public procurement performance. The data is presented using frequencies and percentages, reflecting the methodology outlined in Chapter Three

4.2. Demographic Characteristics of Respondents

Table4.1. Demographic Characteristics of Respondents

Variables	Categories	Frequency	Percentage
Gender	Male	89	57
	Female	66	43
	Total	155	100
Age	18-25	4	3
	26-30	23	15
	31-35	50	32
	36-40	55	35
	Above 40 years	23	15
	Total	155	100
Level of education	Diploma	35	23
	Degree	106	68
	Masters	14	9
	Total	155	100
Work experience	Below 5 years	7	5
	6-10 years	33	21
	11-15 years	50	32
	16 years and above	65	42
	Total	155	100

Source: - own survey (2025)

The demographic profile of the respondents provides context for the study's findings. A total of 155 employees participated in filling the questionnaires, though 162 were sampled, indicating a response rate of approximately 95.6%.

Gender:

Male respondents constituted the majority at 57% (89 individuals). Female respondents accounted for 43% (66 individuals).

Age:

The largest age group was 36-40 years, representing 35% (55 individuals). This was closely followed by the 31-35 years age group at 32% (50 individuals). Respondents aged 26-30 years and 41 years and above each accounted for 15% (23 individuals each). The youngest group, 20-25 years, was the smallest at 3% (4 individuals). This distribution suggests a workforce with a significant proportion of middle-aged and experienced individuals.

Level of Education:

A significant majority of respondents, 68% (106 individuals), held a Degree. Diploma holders made up 23% (35 individuals). Masters degree holders were 9% (14 individuals). This indicates a relatively well-educated workforce within the administration.

Work Experience:

The largest group, 42% (65 individuals), had 16 years and above of work experience, suggesting a highly experienced staff. Respondents with 11-15 years of experience accounted for 32% (50 individuals). Those with 6-10 years of experience were 21% (33 individuals). Only 5% (7 individuals) had 1-5 years of experience. The high level of work experience could imply a stable workforce, but also potentially a resistance to new methods if not properly managed

4.3. Causal Analysis

4.2.1 Factors Affecting Procurement Performance in

Table 4.2 Staff competency related questions

No	Statement	Scale					Total	Mean	St. deviations
		SD	D	N	A	SA			

1	The procurement activity of the administration is conducted by competent procurement staff.	Freq	12	20	4	89	30	155	3.68	1.156
		%	7.7	12.9	2.6	57.4	19.4	100		
2	Employees at procurement support processes have the relevant education background related to procurement.	Freq	11	27	6	66	45	155	3.69	1.257
		%	7.1	17.4	3.9	42.6	29.0	100		
3	Procurement principles in the procurement process.	Freq	15	50	9	41	40	155	3.26	1.396
		%	9.7	32.3	5.8	26.5	25.8	100		
4	The administration recruits competent staff to handle the procurement function.	Freq	13	20	11	90	21	155	3.55	1.135
		%	8.4	12.9	7.1	58.1	13.5	100		
5	Procurement staffs have the necessary skills and competence to handle complex and strategic procurement issues	Freq	7	25	5	85	33	155	3.72	1.108
		%	4.5	16.1	3.2	54.8	21.3	100		
6	Employees in the procurement unit understand procurement regulations and procedures	Freq	12	28	3	66	46	155	3.68	1.283
		%	7.7	18.1	1.9	42.6	29.7	100		
7	All procurement staffs have the ability to understand users need and suppliers' capacity.	Freq	20	26	11	55	43	155	3.48	1.388
		%	12.9	16.8	7.1	35.5	27.7	100		
8	Employees in the procurement unit have commitment to do their job	Freq	71	22	8	34	20	155	2.42	1.545
		%	45.8	14.2	5.2	21.9	12.9	100		
9	Trainings are offered for employees to improve their performance	Freq	7	29	12	72	35	155	3.64	1.156
		%	4.5	18.7	7.7	46.5	22.6	100		
Aggregate Score									3.46	

Source: -own survey (2025)

SD = Strongly Disagree, D =Disagree, N=Neutral, A= Agree, and SA = Strongly Agree

The above table 4.2 indicated that there are Staff competency related Factors Affecting Public Procurement Performance Measurement tool. The study found the mean of 3.68 that one of the Staff competency related as the performance scorecard is The procurement activity of the administration is conducted by competent procurement staff which implied there was a great relationship. The highest mean of 3.72 indicated that Procurement staffs have the necessary skills and competence to handle complex and strategic procurement issues while a mean of 3.68 indicated Employees in the procurement unit understand procurement regulations and procedures. The analysis further found from a mean of 3.64 Trainings are offered for employees to improve their performance is a Staff competency related while a mean of 3.55 indicated The administration recruits competent staff to handle the procurement function during Staff competency related.

All procurement staffs have affect Staff competency related as a measure of Performance measurement tool indicated with a mean of 3.48 was at a high level by referring to the mean

score and Procurement principles in the procurement process mean of 3.26 during the Staff competency related. Additionally, Employees in the procurement unit have commitment to do

No	Statement		Scale					Total	Mean	St. deviations
			SD	D	N	A	SA			
1	The procurement activities of the administration are guided by an annual procurement plan	Freq	12	39	5	56	46	155	3.51	1.336
		%	7.7	25.2	3.2	36.1	27.7			
2	Plans are prepared through the involvement of concerned employees and public sector offices	Freq	10	28	13	67	37	155	3.60	1.215
		%	6.5	18.1	8.4	43.2	23.9			
3	Offices submit their procurement need on time.	Freq	29	18	3	60	45	155	3.48	1.483
		%	18.7	11.6	1.9	38.7	29.0			
4	The procurement plan of the administration identifies materials as per the user departments need.	Freq	17	33	8	71	26	155	3.36	1.29
		%	11.0	21.3	5.2	45.8	16.8			
5	Public procurement and property administration support processes circulate approved/updated procurement plan to the concerned public sector offices.	Freq	16	38	6	73	22	155	3.30	1.271
		%	10.3	24.5	3.9	47.1	14.2			
Aggregate Score								3.45		

Table 4.3 Planning and its procedure, accountability and transparency

Source:-own survey (2025)

their job affect the Effect of staff Competency on Procurement Performance as a measure of Performance measurement tool indicated with a mean of 2.42 was at a high level by referring to the mean score interpretation from moidunny,(2009) as stated in table 3.2.

4.2.2 Planning and its procedure, accountability and transparency related questions In East Gojjam Zone Administration

The above table 4.3 illustrated that respondent's level of agreement on Planning and its procedure, accountability and transparency relateds . The Majority of the respondents were negatively responded on The procurement activities of the administration are guided by an annual procurement plan and an annual procurement plan 25.2% and 7.7% disagreed and strongly disagreed respectively, undecided 3.2% and the rest 36.1% and 27.7% agreed and strongly agreed, respectively with a mean score of 3.51 was at a medium level. With regards to Public procurement and property administration support processes circulate approved/updated

procurement plan to the concerned public sector offices the respondents were agreed 47.1% and strongly agreed 14.2%, undecided 3.9% and the rest 10.2% and 24.5% disagreed and strongly disagreed, respectively on with a maximum mean score of 3.30.

Similarly, as we can see in the above table, employees are (62.6%) agreed, neutral (5.2%) and the rest (32.2%) is disagreed The procurement plan of the administration identifies materials as per the user departments need the mean score of 3.36.

And then, in the above table item 2 Plans are prepared through the involvement of concerned employees and public sector offices the respondent were agreed. i.e. 43.2% strongly agreed 23.9%, neutral 8.4% and the rest 24.6% disagreed. With a mean score of 3.60.

Finally, the procurement activities of the administration are guided by an annual procurement plan the respondent were agreed. i.e. 36.1% strongly agreed 27.7%, neutral 3.2% and the rest 32.9% disagreed. With a mean score of 3.51. So the respondent reveal that the Plans are prepared through the involvement of concerned employees and public sector offices high mean scores in the Planning and its procedure, accountability & transparency that means 3.60.

4.2.3 Procedural related questions In East Gojjam Zone Administration

Table 4.4 Procedural related questions

No	Statement		Scale					Total	Mean	St. deviations
			SD	D	N	A	SA			
1	There are clear procurement procedures which are understandable	Freq	22	29	9	55	40	155	3.4	1.412
		%	14.2	18.7	5.8	35.5	25.8			
2	The procurement unit procured material compliance with procurement procedure	Freq	75	42	8	16	14	155	2.05	1.331
		%	48.4	27.1	5.2	10.3	9			
3	Tender evaluation conducted according to predetermined set criteria in the bid document	Freq	10	39	4	69	33	155	3.49	1.255
		%	6.5	25.2	2.6	44.5	21.3			
4	Procurement procedure has high bureaucracy level	Freq	10	16	7	71	51	155	3.88	1.167
		%	6.5	10.3	4.5	45.8	32.9			
5	The procedure is cost effective, fast in deliverance of purchase, qualified and transparent in servicing	Freq	9	19	2	73	52	155	3.9	1.166
		%	5.8	12.3	1.3	47.1	33.5			

Source:-own survey (2025)

SD = Strongly Disagree, D =Disagree, N=Neutral, A= Agree, and SA = Strongly Agree

Accordingly, to the above table 4.4, depicts that respondent's level of agreement on questions raised with regards to Procedural related. Thus, as it is shows in the above table 4.4 respondents are agreed on they are satisfied with The procedure is cost effective, fast in deliverance of purchase, qualified and transparent in servicing with scoring a mean value of 3.90 and 3.88 respectively. It can be concluded that the mean score was at a high level. This implies that as general, respondents agreed that public procurement is a useful tool to measure a performance.

Whereas, respondents expressed their strongly disagreement on the the procurement unit procured material compliance with procurement procedure with a mean score 2.05. It can be concluded that the mean score for the Procedural was at a low level by referring to the mean score interpretation from Moidunny, (2009) as stated in table 3.2.

Likewise, respondents positively replied on the tender evaluation conducted according to predetermined set criteria in the bid document with a mean score 3.49.

Finally, in the above table item 1 there was there are clear procurement procedures which are understandable the respondent were agreed that means mean score of 3.40. This result shows that the respondents good satisfied.

4.2.4 Accountability related In Public Procurement Performance

As indicated the above table 4.5, Shown with regard to Accountability related 70.3% of employees agreed and strongly agreed that means the system in place is adequate enough to prevent fraud and corruption with high valuation of money and, 19.4% of them were disagreed and strongly disagreed and 10.3% of them were neutral toward Accountability related. The mean score is also 3.55 which shows employees agreement. In terms of getting There is an adequate review of the conducts of employees and processes of accessible & secured bidders that report bribes 81.3% of employees agreed and strongly agreed, 11.6% of them were strongly disagreed and 7.1% of them are neutral. The mean score 3.98 which show employees agreed on the improvement.

Table 4.5 Accountability related questions

No	Statement		Scale					Total	Mean	St. deviat ions
			SD	D	N	A	SA			
1	Procurement units; able to justify the decisions made and actions taken	Freq	11	32	10	45	57	155	3.68	1.343
		%	7.1	20.6	6.5	29	36.8	100		
2	There are accurate documented records that demonstrate proper ethical standards and an audit trail of procurement process	Freq	41	61	11	17	25	155	2.51	1.407
		%	26.5	39.4	7.1	11	16.1	100		
3	There is an adequate review of the conducts of employees and processes of accessible & secured bidders that report bribes	Freq	7	11	11	75	51	155	3.98	1.047
		%	4.5	7.1	7.1	48.4	32.9	100		
4	There are transparent decisions making and professional committed employees	Freq	17	23	11	74	30	155	3.5	1.266
		%	11	14.8	7.1	47.7	19.4	100		
5	The system in place is adequate enough to prevent fraud and corruption with high valuation of money	Freq	13	17	16	89	20	155	3.55	1.112
		%	8.4	11	10.3	57.4	12.9	100		

Source:-own survey (2025)

SD = Strongly Disagree, D =Disagree, N=Neutral, A= Agree, and SA = Strongly Agree

According to the above table 4.5, 65.1% Accountability related that public procurement performance agreed Procurement units; able to justify the decisions made and actions taken, 27.7% of them were disagreed and 6.5% were neutral toward factor affecting according to the employee. The means score is 3.68 which show employees were agreed. It can be concluded that the mean score for There is an adequate review of the conducts of employees and processes of accessible & secured bidders that report bribes was at a high level.

Similarly, the There are transparent decisions making and professional committed employees. Of the total respondents, 11% and 14.8% disagreed and strongly disagreed respectively and the rest 7.1% neutral, 47.7% and 19.4% strongly agreed and agreed respectively with a mean score of 3.50. This implies that to minimize the dissatisfaction of employee factors affecting public procurement performance

Finally, in the above table item 2 there was There are accurate documented records that demonstrate proper ethical standards and an audit trail of procurement process the respondent

were disagreed that means mean score of 2.51.

To know the respondents' level of agreement on There are accurate documented records that demonstrate proper ethical standards and an audit trail of procurement process the under listed Parameters were asked to the respondents and analyzed and interpreted accordingly.

4.2.5 Transparency related questions

Table 4.6 Respondents Level of Agreement on Transparency

No	Statement		Scale					Total	Mean	St. deviations
			SD	D	N	A	SA			
1	The user department involved in purchasing process	Freq	66	46	17	16	10	155	2.08	1.238
		%	42.6	29.7	11	10	6.5	100		
2	Checking the quality of the product and publicity of laws and regulations	Freq	10	32	11	61	41	155	3.59	1.258
		%	6.5	20.6	7	39	27	100		
3	Regular meeting with businesses and publicity of adequate Bid/procurement opportunities	Freq	9	26	15	79	26	155	3.56	1.129
		%	5.8	16.8	10	51	17	100		
4	Standard Bidding Documents are used for both successful and unsuccessful procurements and bidders are promptly informed about the results of the bid at the same time through written notification	Freq	33	55	9	38	20	155	2.72	1.38
		%	21.3	35.5	6	25	13	100		
5	Clear and Comprehensive bidding documents are published in standard form and made available to the public	Freq	13	17	10	90	25	155	3.63	1.135
		%	8.4	11	7	58	16	100		
6	Biddings opened in front of concerned bodies	Freq	35	55	17	27	21	155	2.64	1.362
		%	22.6	35.5	11	17	14	100		
7	There is an appeal handling system with notices	Freq	14	25	6	65	45	155	3.66	1.297
		%	9	16.1	4	42	29	100		

Source:-own survey (2025)

SD = Strongly Disagree, D =Disagree, N=Neutral, A= Agree, and SA = Strongly Agree

The above table 4.6 summarizes that the improvement of Transparency related under seven parameters. As we can see in the result respondents replied positively regarding the statement “The There is an appeal handling system with notices with a maximum mean score of 3.66.Similarly,the Clear and Comprehensive bidding documents are published in standard form and made available to the public with a mean score of 3.63 and also respondents replied positively regarding to the statement “the Checking the quality of the product and publicity of laws and regulations “with a mean score of 3.59.

On the other hand, Regular meeting with businesses and publicity of adequate Bid/procurement opportunities with a mean score of 3.56. This implies that the respondents were replying positively regarding the factors affecting public procurement performance

Finally, Standard Bidding Documents are used for both successful and unsuccessful procurements and bidders are promptly with a mean score of 2.72 and Biddings opened in front of concerned bodies with a mean score of 2.64 and also The user department involved in purchasing process with a mean score 2.08 This implies that the purchase process, Standard Bidding and the respondents are negative understandings on the public procurement performance or Transparency.

4.2.6 Internal control related questions

Table 4.7 Respondents Level of Agreement on Internal control

No	Statement		Scale					Total	Mean	St. deviations
			SD	D	N	A	SA			
1	The administration effective internal control system is able to prevent/detect fraud and errors.	Freq	33	88	4	18	12	155	2.28	1.154
		%	21.3	56.8	2.6	11.6	7.7	100		
2	Internal Audit Unit conducts regular reviews, provides timely information to enhance performance and analyses of the departmental total procurement expenditure.	Freq	12	20	15	69	39	155	3.66	1.208
		%	7.7	12.9	9.7	44.5	25.2	100		
3	Procurement support processes assess and monitor its performance over time through evaluation and feedback whether they are working to perfection.	Freq	11	19	7	64	54	155	3.85	1.228
		%	7.1	12.3	4.5	41.3	34.8	100		

Source:-own survey (2025)

SD = Strongly Disagree, D =Disagree, N=Neutral, A= Agree, and SA = Strongly Agree

The above table 4.7 describes the respondent's opinion on the control related.

Respondents believed that there is Procurement support processes assess and monitor its performance over time through evaluation and feedback whether they are working to perfection. with a mean score of 3.85, similarly, respondents have a positive Internal Audit Unit conducts regular reviews, provides timely information to enhance performance and analyses of the departmental total procurement with a mean score of 3.66.

On the other hand, 56.8% and 21.3% of respondents disagreed and strongly disagreed respectively, 2.6 % remained neutral and the rest 11.6% and 7.7% agreed and strongly agreed respectively on The administration effective internal control system is able to prevent/detect fraud and errors. with a mean score of 2.28. Thus, we can infer that the level of interface customer expectation among effective internal control system in Gojjam zone administration is very low.

4.2.7 ICT utilization related questions

Table 4.8 Respondents Level of Agreement on ICT utilization related questions

No	Statement		Scale					Total	Mean	St. deviation
			SD	D	N	A	SA			
1	The administration has embraced ICT in its procurement processes.	Freq.	6	27	13	64	45	155	3.74	1.167
		%	1.9	17.4	8.4	41.3	29	100		
2	All employees at the procurement unit effectively use the IT platforms.	Freq.	47	78	8	7	15	155	2.13	1.183
		%	30.3	50.3	5.2	4.5	9.7	100		
3	The administration ICT infrastructure gets better information flow between the procurement department and user departments/ suppliers.	Freq.	35	56	9	36	19	155	2.66	1.374
		%	22.6	36.1	5.8	23.2	12.3	100		
4	The use of ICT has supported reduced paperwork in procurement support processes.	Freq.	35	62	20	21	17	155	2.5	1.281
		%	22.6	40	12.9	13.5	11	100		
5	The use of ICT has eased the procurement process of the administration by lowering costs and increasing productivity.	Freq.	24	71	22	25	13	155	2.56	1.179
		%	15.5	45.8	14.2	16.1	8.4	100		

Source:-own survey (2025)

SD = Strongly Disagree, D =Disagree, N=Neutral, A= Agree, and SA = Strongly Agree

The above table illustrated that respondent's From the above result we understand that a larger number of the respondents have disagreed that the administration ICT infrastructure gets better information flow between the procurement department and user departments/ suppliers. with a mean score of 2.76.And also, respondents have disagreed on the use of ICT has eased the procurement process of the administration by lowering costs and increasing productivity. and The use of ICT has supported reduced paperwork in procurement support processes. with a mean

score of 2.56 and 2.50 respectively. These can be concluded that the mean score were at a low level.

It was also observed that majority of respondents replied negatively on the All employees at the procurement unit effectively use the IT platforms. with the mean score of 2.13. Whereas, a large number of the respondent replied positivity on the administration has embraced ICT in its procurement processes. with a mean score of 3.74. It can be concluded that the mean score for ICT utilization was at a high level.

Moreover, majority of the respondents replied negatively on the. Except the administration has embraced ICT in its procurement processes, the percentage of all the parameters of ICT utilization related questions on the disagreement level with the average a mean score of 2.46.

Thus, as it shown from the result of the mean scores, the Gojjam zone administration “did not give IT platforms to gets better information flow between the procurement department and user departments.

From the above interpretation, the researcher can concluded that the Gojjam zone administration fail to the use of ICT has supported reduced paperwork in procurement support processes.

4.2.8 Procurement performance related questions

Table 4.9 Respondents Level of Agreement on Procurement performance

No	Statement		Scale					Total	Mean	St. deviation
			SD	D	N	A	SA			
1	The organization offers timely deliveries of requisitions	Freq.	13	30	7	72	33	155	3.53	1.255
		%	8.4	19	5	47	21	100		
2	Procurement staff deliver the required quantity of purchase	Freq.	15	17	9	69	45	155	3.72	1.261
		%	9.7	11	6	45	29	100		
3	The organization deliver quality purchases for user sectors	Freq.	6	11	4	79	55	155	4.07	1.007
		%	3.9	7.1	3	51	36	100		
4	There are minimal complaints from user sectors on procurement matters/ sources	Freq.	25	81	11	26	12	155	2.48	1.175
		%	16.1	52	7	17	7.7	100		
5	The procurement process has led to cost reduction in the organization/ Right priced.	Freq.	12	21	12	85	25	155	3.58	1.145
		%	7.7	14	8	55	16	100		

Source:-own survey (2025)

SD = Strongly Disagree, D =Disagree, N=Neutral, A= Agree, and SA = Strongly Agree

As indicated the above table 51.% and 35.5% of the respondent were agreed and strongly agreed, respectively that The organization deliver quality purchases for user sectors. While 11.% of respondent were disagreed and the rest 2.6% were undecided with a maximum mean score of 4.07. This indicated that quality is essential to link purchases with the for user sectors. With regard to Procurement staff deliver the required quantity of purchase as indicated in table 4.9 above respondents agreed and strongly agreed by 73.5%, while 5.8% respondents were undecided.

The majority of the respondents indicated in the above table agreed and strongly agreed by 54.8% and 16.1.8% of the respondents decide that The procurement process has led to cost reduction in the organization/ Right priced. with a mean score of 3.58. It can be concluded that the mean score was at a high level.

Similarly, the respondent was asked about The organization offers timely deliveries of requisitions. The majority of the respondents, 67.8% said agreed and strongly agreed, while 4.5% of respondent's undecided and the rest 27.8% disagreed with a mean score of 3.53.

With regard to the There are minimal complaints from user sectors on procurement matters/ sources, the majority of the respondents indicated disagreed and strongly disagreed by 68.4% while, 7.1% of respondents were not decided and the remaining 24.5% of respondents were agreed. With a minimum mean score of 2.48. Thus, we can infer that the level of interface customer expectation among quality, quantity, Right priced and timely in Gojjam zone administration is very high or very high employee satisfaction .

4.4. Inferential Statistics

Inferential statistics was conducted through the use of correlation analysis to determine the relationship between the independent and the dependent variables.

Table 4.10: Pearson correlation analysis for independent and dependent variable

Correlations									
		Staff competency	Planning and its procedure, accountability and transparency	Procedural related	Accountability related	Transparency related	Internal control	ICT utilization	Procurement performance related
Staff competency	Pearson Correlation	1	.975**	.986**	.992**	.987**	.979**	.935**	.986**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.000
Planning and its procedure, accountability and transparency	Pearson Correlation	.975**	1	.971**	.973**	.961**	.938**	.894**	.955**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000	.000
Procedural related	Pearson Correlation	.986**	.971**	1	.987**	.984**	.978**	.948**	.981**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000	.000
Accountability related	Pearson Correlation	.992**	.973**	.987**	1	.986**	.979**	.938**	.991**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000	.000
Transparency related	Pearson Correlation	.987**	.961**	.984**	.986**	1	.976**	.972**	.975**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000	.000
Internal control	Pearson Correlation	.979**	.938**	.978**	.979**	.976**	1	.947**	.985**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000	.000
ICT utilization	Pearson Correlation	.935**	.894**	.948**	.938**	.972**	.947**	1	.930**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		.000
Procurement performance related	Pearson Correlation	.986**	.955**	.981**	.991**	.975**	.985**	.930**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	

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

Source:-own survey (2025)

4.3.1 Correlation Analysis

Correlation describes the strength of association between variables. According to Brooks, (2008) correlation analysis measures the degree of linear association between dependant and independent variable. The value of correlation coefficient ranges from -1 to 1. A correlation coefficient of 1 indicates that there is perfect positive relationship between two variables; while -1 indicates that there is perfect negative relationship between two variables. On the other hand, a correlation coefficient of zero indicates no relationship between variables.

The researcher tried to observe if there exists any relationship between the independent variables and the dependent variable using Pearson correlation coefficient analysis model.

As illustrated in the table, there is a strong positive correlation between Staff competency and Procurement performance with an r- value of 0.986 and a p-value of 0.000 which is smaller than 0.05. Therefore, Staff competency significantly influences the Procurement performance. The findings indicate that improving the Staff competency significantly enhances the Procurement performance related.

As illustrated in the above table, there is a strong positive correlation between between Planning and its procedure, accountability and transparency and Procurement performance with an r- value of 0.955 and a p-value of 0.000 which is smaller than 0.05. Thus, it was observed that Planning and its procedure, accountability and transparency has a crucial role in determining Procurement performance. As such the researcher observed that the Planning and its procedure, accountability significantly influence on the Procurement performance.

The output in table 4.13 indicated that there is strong positive correlation between Procedural related and Procurement performance related with an r- value of 0.981 and a p-value of 0.000 which is smaller than 0.05. Thus, it was observed that Procedural related has a crucial role in determining Procurement performance related. As such the researcher observed that internal process perspective significantly influence public Procurement performance related.

The correlation indicated that there is a strong positive correlation between Accountability and Procurement performance related with an r- value of 0.991. The output also indicated that there is strong positive correlation between transparency and Procurement performance related with an r- value of 0.975 and a p-value of 0.000 which is smaller than 0.05. Thus, it was observed that transparency related has a crucial role in determining Procurement performance related. As such

the researcher observed that transparency significantly influence public Procurement performance related.

The output indicated that there is strong positive correlation between Internal control and Procurement performance related with an r- value of 0.985 and a p-value of 0.000 which is smaller than 0.05. Thus, it was observed that Internal control related has a crucial role in determining Procurement performance related. As such the researcher observed that Internal control significantly influence public Procurement performance related.

There is strong positive correlation between ICT utilization and Procurement performance related with an r- value of 0.930 and a p-value of 0.000 which is smaller than 0.05. Thus, it was observed that ICT utilization related has a crucial role in determining Procurement performance related. As such the researcher observed that Internal ICT utilization significantly influence public Procurement performance related.

4.3.2 Regression Analysis

4.3.2.1 Simple Regression Analysis

The simple regression analysis was undertaken to examine the influence of individual parameters of Procurement performance related. The findings of the analysis were presented and discussed hereunder.

Table 4.18: model summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.995 ^a	.990	.990	.556
a. Predictors: (Constant), ICT utilization , Planning and its procedure, accountability and transparency , Internal control , Accountability related , Procedural related , Staff competency , Transparency related				

Source:-own survey (2025)

The R - square is a statistical measure that tells the proportion of the variance for a dependent variable that's explained by an independent variable or variable included in the regression model. R –square also explains to what extent the variance of one variable explains the variance of other variables. R-squared value range from 0 to 1 and commonly stated as a percentage from 0% to

100%. An R-square of 100% indicates that, dependent variable is completely explained by the independent variables of the model.

According to the table R- square value of 0.990 was obtained that indicates when all independent variables are taken together they account for up to 90.% of the total variance on public procurement performance. The remaining 10% variation on the public procurement performance. could be explained by factors not included in the model.

Table 4.19: analysis of variance (ANOVA)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4565.159	7	652.166	2112.444	.000 ^b
	Residual	45.383	147	.309		
	Total	4610.542	154			

a. Dependent Variable: Procurement performance related
 b. Predictors: (Constant), ICT utilization , Planning and its procedure, accountability and transparency , Internal control , Accountability related , Procedural related , Staff competency , Transparency related

Source:-own survey (2025)

Analysis of variance was also done to establish the overall significance of the model. ANOVA also tells whether the overall effect of the all independent variables on Procurement performance is significant.

The ANOVA (Analysis of Variance) as depicted in table 4.19 shows that the overall significance /acceptability of the model from a statistical perspective. As the significance value of F statistics a value (.000), at 95% confidence interval, significant P-value of which is less than $p < 0.05$, the model is significant. Therefore, the significant level of ANOVA in table 4.19 is 0.000 which shows that the model is fit for the research.

Table 4 .20 Regression coefficients

Coefficients ^a								
Model		Unstandardized Coefficients	Standardized Coefficients		t	Collinearity Statistics		Sig.
			B	Std. Error		Beta	Tolerance	
1	(Constant)	.757	.168		4.495			.000
	Staff competency	.080	.048	.156	1.672		.008	.097
	Planning and procedure	-.130	.042	-.154	-3.082		.027	.002
	Procedural related	.108	.064	.115	1.683		.014	.094
	Accountability related	.738	.071	.782	10.404		.012	.000
	Transparency related	-.115	.072	-.174	-1.602		.006	.111
	Internal control	.528	.088	.325	6.023		.023	.000
	ICT utilization	-.056	.050	-.060	-1.117		.023	.266

a. Dependent Variable: Procurement performance related

Source:-own survey (2025)

As the information in table 4-20 confirms that $\beta_1=0.080$, $\beta_2 = -0.130$ $\beta_3, =0.108$ $\beta_4=0.738$, $\beta_5=-0.115$, $\beta_6=0.528$, $\beta_7=-0.56$ were the constant, coefficients of Staff competency, Planning and its procedure, accountability and transparency, Procedural, Accountability, Transparency, Internal control and ICT utilization. Their significant effect of $p=0.97 > 0.05$, $p=0.02 < 0.05$, $p=0.094 > 0.05$, $p=0.000 < 0.05$, $p=0.111 > 0.05$, $p=0.000 < 0.05$ and $p=0.0266 > 0.05$ respectively. These show us that apart from the Staff competency, Procedural, Transparency, and ICT utilization has a negative coefficient; the other perspectives have a positive effect on the public procurement performance with the rest of the variables being kept constant. The multiple regression model was therefore; $Y= 0.757 +0.080X_1-0.130X_2+0.108X_3+0.738X_4-0.115 X_5+0.528 X_6-0.056+ \epsilon$

Hence, Accountability has positive significant effect on Procurement performance by variance of 0.738(73.8%). Similarly, Internal control has positive significant influence on Procurement performance by variance of 0.528(52.8%).Lastly, Staff competency and Procedural has positive

significant effect on Procurement performance on the east gojjam zone administration with a variance level of 0.108 (10.8%) and 0.080 (8.0%). From these we Accountability perspective has most important, Internal control perspective has more important, and Procedural and Staff competency has relatively least important in fulfilling in Procurement performance in the institution.

To see separate effect estimate of public Procurement performance perspectives in the east gojjam zone administration office standardized multiple linear regression coefficient $\beta_2= 0.782$ (78.2%) $\beta_3=0.325$ (32.5%) and $\beta_4=0.156$ (15.6%) $\beta_5=0.115$ (11.5%).Which implies that Accountability has separate influence on public Procurement performance with 78.2% variance, Internal control perspective has separate influence on public Procurement performance with 32.5% of the variance and Staff competency has a separate influence public Procurement performance with 15.6% of the variance and Procedural has a separate influence public Procurement performance with 11.5% of the variance in the east gojjame administration procurement sector. This result depicts that separate effect of independent variables on dependent variable.

CHAPTER FIVE

5. SUMMARY, CONCLUSION AND RECOMMENDATION

5.1. SUMMARY OF MAJOR FINDINGS

The study was conducted to investigate Factors affecting public procurement performance in East Gojjam Zone Administration. The main objective of the study was to assess the factors that affect public procurement performance in east *Gojjam* Administration zone., major achievements, and factors to suggest ways to improve the affect public procurement performance outcomes in the east *Gojjam* Administration procurement office. Data was collected from both secondary and primary sources using document review and a questionnaire.44 questions organized in five-point Likert scale were prepared and distributed to162 respondents of the east *Gojjam* Administration. Of the total 162 questionnaire, it was managed to collect 155 of them, i.e. 95.7% response rate.

As the study illustrated regard to Staff competency, majority of the respondent agreed that 71.6% employees have the administration recruits competent staff to handle the procurement function,76.1.2% respondents agreed that Procurement staffs have the necessary skills and competence to handle complex and strategic procurement issues ,72.3% respondents agreed that Employees in the procurement unit understand procurement regulations and procedures to the procurement performance ,76.8% the respondent The procurement activity of the administration is conducted by competent procurement staff.,similarly,71.6% of the respondent agreed that Employees at procurement support processes have the relevant education background related to procurement,69.1 respondents agreed that trainings are offered for employees to improve their performance,63.2 were agreed that all procurement staffs have the ability to understand users need and suppliers,52.3 the respondent agreed that Procurement principles in the procurement process. Finally 34.2% were agreed that Employees in the procurement unit have commitment to do their job. So the researcher found the East gojjam zone has several staff competency to public procurement performance successfully. The aggregate mean score of 3.46

When we come ICT utilization to planning and its procedure, accountability and transparency, all parameter that is public procurements horizontal to show the connectivity of the organization Strategy. at Aggregate Score all level mean value of (3.45) it reflect that the designed

procurement performance in the organization level shows very clearly the connectivity of the organization Strategy at all level.

All characteristics of this variable represent a significant level of agreement. Whereas, the respondents positively responded more on Plans are prepared through the involvement of concerned employees and public sector offices and the procurement activities of the administration are guided by an annual procurement plan. with a mean score of 3.60 and 3.51.

Similarly , in the Procedural majority of respondents shows that they are The procedure is cost effective, fast in deliverance of purchase, qualified and transparent in servicing and majority of respondent also replied that the.

The above finding ensures that the respondents are a reluctant on the concept of procurement performance. However, the majority of respondents expressed their opinion on the tender evaluation conducted according to predetermined set criteria in the bid document as a result the there are clear procurement procedures which are understandable. With aggregate mean score of 3.34.

The contribution of four related questions in public Procurement performance discussed under below;

In Accountability related 80.3% employees related there is an adequate review of the conducts of employees and processes of accessible & secured bidders that report bribes,70.3% of employees agreed the system in place is adequate enough to prevent fraud and corruption with high valuation of money, though there is 67.3% of employee agreed that There are transparent decisions making and professional committed employees, 65.8 Procurement units; able to justify the decisions made and actions taken and 27.1% then there are accurate documented records that demonstrate proper ethical standards and an audit trail of procurement process.

The aggregate mean score 3.44 also reveal that the majority of the employees related that public procurement improve customer satisfaction through giving better service to customers. In transparency related, the majority of respondents agreed on all parameters. As a result, most the respondents have believed that the there is an appeal handling system with notices, Clear and Comprehensive bidding documents are published in standard form and made available to the public , checking the quality of the product and publicity of laws and regulations and also it

improves regular meeting with businesses and publicity of adequate Bid/procurement opportunities . With aggregate mean score of 3.12.

Regarding to Internal control related result shows that respondents have agreed almost all of the parameters except the administration effective internal control system is able to prevent/detect fraud and errors. This indicates that majority of respondents believed that there is Internal Audit Unit conducts regular reviews, provides timely information to enhance performance and analyses of the departmental total procurement, the Procurement support processes assess and monitor its performance over time through evaluation and feedback whether they are working to perfection, The administration effective internal control system is able to prevent/detect fraud and errors. With aggregate mean score of 3.26.

Likewise, from the table result revealed that the mean value of all the parameters of ICT utilization related lies on the disagreement level except the administration has embraced ICT in its procurement processes with a mean score of 3.74. This indicated that the respondent's reply negatively about the achievements of ICT utilization related.

5.2. Conclusion

Based on the summary of findings of this study, different affects and their contributing factors are identified regarding public procurement performance in East Gojjam Zone. Despite the fact that procurement performance in the Woreda as a change management tool is not less than ten years; the achievements are not to the desired level. The majority of respondents agreed that procurement performance is a useful tool to measure a employee. However, there are a number of factors encountered during the procurement performance.

The study also identified major factor encountered during the procurement affects in the Woreda offices. Concerning major factors in the procurements performance in the Woreda, The study is founded the mean of 3.66 that one of the transparency implementation of procurement as performed scorecard there is an appeal handling system with notices. According to the respondents, there were the administrations effective internal control system is able to not prevent/detect fraud and errors. In addition, all employees at the procurement unit effectively use not the IT platforms. And also the majority of the respondents were negatively responded on The use of ICT has supported reduced paperwork in procurement support processes. As per the study findings, the use of ICT has not eased the procurement process of the administration very

difficult lowering costs and increasing productivity.

The contribution of internal control for the procurement performance is effective to minimize the dissatisfaction of employee. The aggregate mean score is 3.2. The majority of respondents were replying positively regarding transparency improvements there is an adequate review of the conducts of employees and processes of accessible & secured bidders that report bribes. With the aggregate mean score of 3.4.

In addition to these, the analysis found that the respondent's opinion on the accountability relates. Respondents replied relatively positive on majority of parameters. This denotes that there is improvement in accountability related after the procurement performance. From the study result the impact of performance in the accountability related process of the Woreda was significant. With aggregate mean score of 3.4.

Apart from the ICT utilization which has a negative coefficient, the other perspectives have a positive effect on the public procurement performance.

Finally, most of the respondents' believed that, procurement encourages learning and continuous improvement in the Woreda positively. From this opinion, it can deduce that procurement performance in the Woreda office can be helpful in executing its strategies.

5.3. Recommendations

As discovered from the findings, the following recommendations are drawn to enhance the office's efficiency and effectiveness in the public procurement performance.

The East gojjame zone administration office should strength the commitment of employees by giving adequate training on how to staff competency and how to plan the high level public to individual level and the woreda head officer should work together to build and support the procurement performance. Besides the training, the Woreda should prepare supporting procedure on how to plan and distribute throughout the organization.

As the research finding predictable above the majority of the office staffs do not have adequate knowledge about performance. Therefore well structured, systematic and continuous training has to provide for employees and management bodies. Active communication helps every staff member reach common understanding of the organizational vision, strategies and goals.

The analysis found that, the existing challenges hinder the successful implementation of public procurement and the poor ICT support makes difficult getting reliable performance Information. Then the Woreda administrate should give Proper attention to information technology support in order to successfully implement performance. Similarly, to maintain public procurement performance with relevant information, the Woreda should strength IT support to automate all possible working systems and documentation which may enable to improve operational efficiency.

The Woreda procurement office should prepare adequately and continuous training should be provided to all employees to enable them to enhance their skill on how to design and implement performance. The woreda administrate body should avail required resources, time and also effectively communicate employees on a regular basis.

In addition to this, without creating awareness and understanding about the concepts and objectives of procurement, it will be difficult both to the management and employees to internalize the concept and successfully accomplish its desired objectives. Improving the awareness level of the performers and management members is critical in building positive attitude. To this point the Woreda procurement office should continuously and consistently improve the awareness level of the Woreda employees through training and orientation.

As the last, out of the all, staff of competency, plan, procedural, accountability, transparency, and internal control related questions showed improvements. Whereas, there are no considerable improvements on ICT utilization relates, therefore the East gojjame zone should design ICT utilization and development program for its employees through training and development programs. Beside this, the zone administrate body should work on creating a suitable working environment for career development.

Employees in the procurement unit have to not strong commitments to do their jobs that means in procurement unit not understanding their employees. The procurement unit procured material compliance with procurement procedure that means all employees shortage of creative's awareness procurement unit procured. There are accurate documented records that demonstrate proper ethical standards and an audit trail of procurement process not full accurate document records information, So to give trainings about procurement performance.

The study recommends well structured, systematic and continuous training has to provide for employees and management bodies. Active communication helps every staff member reach common understanding of the organizational vision, strategies and goals.

The study recommends the East gojjam zone administrate should give Proper attention to information technology support in order to employee performance.

The study also recommends the East gojjam zone institution should prepare adequately and continuous training should be provided to all employees to enable them to enhance their skill on how to design and effect of internal control.

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APPENDICES

DEBRE-MARKOS UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF MANAGEMENT OF BUSINESS ADMINISTRATION
Questionnaire filled by procurement staff

Dear respondents:

This questionnaire is prepared by a student in Debre-markos University, College of Business and Economics, Department of Management of Business administration. As part of the requirement, the thesis will be conducted entitled on “Factors affecting public procurement performance: the case of east Gojjam zone administration”. Your organization is the one selected for this study and questionnaires are prepared only for academic purpose. Please spend a few of your precious time to fill up this questionnaire, and try to answer as truthfully as you can. All the information you provided will remain strictly confidential and will be used for the intended purpose only.

There are no rights or wrong responses; I'M merely interested in your personal opinions. There is no need to write your name or any other personal identity. For all questions below, you may tick (✓) and choose where applicable or give a brief explanation when necessary. Your cooperation to fill this questionnaire is highly appreciated.

Part I= General information about respondents

1. Sex; Male;89 Female;66
2. Age;
3. Which public office are you working?
 - A. Public procurement and property management support core processes
 - B. Public service and human resource development office
 - C. Education office
4. Education level; certificate _____diploma_____Degreee____MA and Above__
5. Indicate your position/job title in the organization;
Manager____ officer _____
6. Work experience _____years

7. What is your profession? A. Management B. Accounting C. Economics D. Procurement & supply management , Other specify_____

PART II: Below are statements describing the effect of staff competency on procurement performance in “Factors affecting public procurement performance: in the case of east Gojjam zone administration”. Please indicate by ticking (✓) where 1=strongly agree, 2=agree, 3=neutral, 4= disagree and 5= strongly disagree to the extent to which you agree or disagree with each statement as applied to your organization as:

No-	Staff competency related questions	SD	D	N	A	SA
1	The procurement activity of the administration is conducted by competent procurement staff.					
2	Employees at procurement support processes have the relevant education background related to procurement.					
3	Procurement principles in the procurement process.					
4	The administration recruits competent staff to handle the procurement function.					
5	Procurement staffs have the necessary skills and competence to handle complex and strategic procurement issues					
6	Employees in the procurement unit understand procurement regulations and procedures					
7	All procurement staffs have the ability to understand users need and suppliers’ capacity.					
8	Employees in the procurement unit have commitment to do their job					
9	Trainings are offered for employees to improve their performance					

10. In your own opinion, how can the management increase the competency of the staff in your department? Please specify.....

.....

PART III: Below are statements describing the effects of procurement planning and its procedures, accountability and Transparency on procurement performance in “Factors affecting public procurement performance: in the case of east Gojjam zone administration”. Please indicate by ticking (✓) the extent to which you agree or disagree with each statement as applied to your organization as:

“1” for Strongly Agree, “2” for Agree, “3” for Neutral, “4” for Disagree, “5” for strongly Disagree

No-	Planning and its procedure, accountability and transparency related questions	SD	DA	N	A	SA
1	The procurement activities of the administration are guided by an annual procurement plan					
2	Plans are prepared through the involvement of concerned employees and public sector offices					
3	Offices submit their procurement need on time.					
4	The procurement plan of the administration identifies materials as per the user departments need.					
5	Public procurement and property administration support processes circulate approved/updated procurement plan to the concerned public sector offices.					
	Procedural related questions					
6	There are clear procurement procedures which are understandable					
7	The procurement unit procured material compliance with procurement procedure					
8	Tender evaluation conducted according to					

	predetermined set criteria in the bid document					
9	Procurement procedure has high bureaucracy level					
10	The procedure is cost effective, fast in deliverance of purchase, qualified and transparent in servicing					
	Accountability related questions					
11	Procurement units; able to justify the decisions made and actions taken					
12	There are accurate documented records that demonstrate proper ethical standards and an audit trail of procurement process					
13	There is an adequate review of the conducts of employees and processes of accessible & secured bidders that report bribes					
14	There are transparent decisions making and professional committed employees					
15	The system in place is adequate enough to prevent fraud and corruption with high valuation of money					
	Transparency related questions					
16	The user department involved in purchasing process					
17	Checking the quality of the product and publicity of laws and regulations					
18	Regular meeting with businesses and publicity of adequate Bid/procurement opportunities					
19	Standard Bidding Documents are used for both					

	successful and unsuccessful procurements and bidders are promptly informed about the results of the bid at the same time through written notification					
20	Clear and Comprehensive bidding documents are published in standard form and made available to the public					
21	Biddings opened in front of concerned bodies					
22	There is an appeal handling system with notices					

23. What do you suggest/recommend to minimize the effect of procurement planning and implementation in the organization procurement performance?

.....
 .

Part V: Below are statements describing effect of internal control on public procurement performance in “Factors affecting public procurement performance: in the case of east Gojjam zone administration”. Please indicate by ticking(✓) the extent to which you agree or disagree with each statement as applied to your organization

as: “1” for Strongly Agree, “2” for Agree, “3” for Neutral, “4” for Disagree, “5” for strongly Disagree

No-	Internal control related questions	SD	D	N	A	SA
1	The administration effective internal control system is able to prevent/detect fraud and errors.					
2	Internal Audit Unit conducts regular reviews, provides timely information to enhance performance and analyses of the departmental total procurement expenditure.					
3	Procurement support processes assess and monitor its performance over time through evaluation and feedback whether they are working to perfection.					

6. In your own opinion, how can the management apply internal control system to increase procurement performance in your department? Please specify.

7. If you want to add other factors that affect the procurement performance of the administration? Please specify.

Part VI: Below are statements describing the effect of information communication technology utilization on public procurement performance in “Factors affecting public procurement performance: in the case of east Gojjam zone administration”. Please indicate by ticking (✓) the extent to which you agree or disagree with each statement as applied to your organization as: “1” for Strongly Agree, “2” for Agree, “3” for Neutral, “4” for Disagree, “5” for strongly Disagree

No-	ICT utilization related questions	SD	D	N	A	SA
1	The administration has embraced ICT in its procurement processes.	6	27	13	64	45
2	All employees at the procurement unit effectively use the IT platforms.	47	78	8	7	15
3	The administration ICT infrastructure gets better information flow between the procurement department and user departments/ suppliers.	35	56	9	36	19
4	The use of ICT has supported reduced paperwork in procurement support processes.	35	62	20	21	17
5	The use of ICT has eased the procurement process of the administration by lowering costs and increasing productivity.	24	71	22	25	13

6. In your own opinion, how can the management apply information technology to increase procurement performance in your department? Please specify.

Part VII: Below are statements describing on public procurement performance in “Factors affecting public procurement performance: in the case of east Gojjam zone administration”.

Please indicate by ticking(✓) the extent to which you agree or disagree with each statement as applied to your organization as: “1” for Strongly Agree, “2” for Agree, “3” for Neutral, “4” for Disagree, “5” for strongly Disagree

No-	Procurement performance related questions	SD	D	N	A	SA
1	The organization offers timely deliveries of requisitions					
2	Procurement staff deliver the required quantity of purchase					
3	The organization deliver quality purchases for user sectors					
4	There are minimal complaints from user sectors on procurement matters/ sources					
5	The procurement process has led to cost reduction in the organization/ Right priced.					

6. What is your recommendation to which the procurement and property administration support processes of your entity has fostered availability of the required goods, works, and services at the **right Time, Quality, Quantity, Price and source**

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.....*Thank you for valuable time*.....

INTERVIEW -I

Questionnaire filled by user sector managers

The purpose of this questionnaire is to get relevant data which can be used to investigate “Factors affecting public procurement performance” in the perspective of user sector managers in east Gojjam zone administration.

1. Are procurement rules and regulations are addressed to the public? If not, what would you think about its effect on public procurement performance?
2. Write about the use of ICT by procurement department and its effect on procurement performance?
3. What is the effect of internal control through ICT on procurement performance? Explain it briefly.
4. Does the public procurement activities of the organization are guided by annual procurement planning? If No, what are the common challenges?
5. Does your support process procurement plans prepared in a way that ensures prudent economic decision, open up market opportunities and avoid/reduce emergency procurement?
6. Do you think that all user departments have enough knowledge in procurement planning and cost estimation? If no what are the reasons?
7. How do you examine, the general communication system with user departments? Is there a written communication procedure? Do you think this communication is effective?
8. Does your support process delivered goods at the right time, right quality, with the right quantity, right price from the right source to user departments? If no what are the reasons?
9. Are your support process staffed with appropriate professions and capable individuals? If no what are the major reasons?
10. Does procurement staff get continues training with procurement laws and rules? If Yes explain
11. Does your support process efficiently equipped with all the necessary automated/computerized materials? If no what are the major reasons?
12. Is there any mechanism for evaluating supplier performance in relation to price, quality, and delivery?
13. Is there a regular procurement audit system to carry out procurement/contract management audits? Can you explain how it is done? By whom? If so what were the major findings?
14. Do you think the internal control system established by the organization is effective? If yes, state your reason?
15. What are the common complaints from user departments and suppliers concerning the functioning and procurement performance of the procurement department? (please explain)
16. Is your support process regularly evaluating the performance of its procurement process? If yes, in what way?

INTERVIEW -II

Interview guides for public sector offices/user departments

1. Does the public procurement activities of the organization are guided by annual procurement planning? Has your entity been able to implement its annual procurement planning fully? If No, what are the common challenges?
2. Do you think that your office has enough knowledge in procurement planning and cost estimation? If no what are the reasons?
3. Does the procurement support process circulate an approved/updated procurement plan for all public bodies/user departments?
4. Does the procurement support process procure goods at the right time, right quality, with the right quantity, right price from the right source and matches with your office plan and specification? If no what are the reasons?
5. Is there a close consultation mechanism with a procuring entity during procurement planning? If no what are the reasons?
6. Does your office ask urgent/unplanned requisition? If Yes, what are the reasons?
7. Does the procurement support process staffed with appropriate professions and equipped with all the necessary automated/computerized materials to process procurement activities? If no what are the major reasons?
8. Do you think the internal control system established by the organization is effective?
9. Does the procurement support process have any procurement complaint review system? If yes, do you think it is effective?
10. How do you observe the performance of the procurement support process in terms of efficiency, cost, time of delivery, quality and quantities of goods, services and works procured? Explain it briefly.
11. How do you examine, the general communication system with the procurement support process? Is there a written communication procedure? Do you think this communication is effective? If no what are the reasons?
12. What do you suggest for further improvement and ensure the public procurement performance of the organization? Explain it briefly.

THANK YOU FOR YOUR PRECOUSE TIME!

