



DETERMINANTS OF PROCUREMENT FUNCTIONS IMPLEMENTATION AT EAST AFRICA COMMUNITY INSTITUTIONS AT HEADQUARTERS IN ARUSHA, TANZANIA

¹ Jerono Beatrice, ² Dr. Nyang'au Samson Paul, ³ Nyamwaro Lorna Kerubo

¹Masters Student, Jomo Kenyatta University of Agriculture and Technology

²Lecturer, Jomo Kenyatta University of Agriculture and Technology

ABSTRACT

The successful implementation of the procurement function at EAC (East African Community) Organs and Institutions is generally playing a critical role in the strategic integration of projects. Procurement function, being one of the key input facilitator, is undisputed in that if management of the processes are not performed with utmost professionalism and scrutiny, it will have negative implications on the core integration agenda. Therefore this study sought to establish the determinants of implementation of procurement functions and consequently establishing the influence of existing regulatory framework and organizational culture on the implementation of procurement functions at East Africa Community. The study has been linked to the Institutional Theory and The Nortel Network External Environment Theory. A descriptive case study design was adopted by the study. The population targeted comprised of 237 staff members of organs and institutions at headquarters. The findings rose from a sample size of 148 . A descriptive approach was used in the study whereby a structured questionnaire was adopted to collect quantitative data. The data collected was analysed through descriptive, correlation and regression approaches. The tool used was statistical package for social sciences version 22 and presented using tables and figures. The study findings revealed that the existing regulatory framework and organizational culture has a positive and significant influence on the implementation of procurement functions at EAC. The study concludes that the existence of procurement regulatory framework such as procurement regulations, procurement policies and oversight authority can improve implementation of procurement functions at EAC significantly. Also having an organizational culture engrained in leadership style/symbolic management that produces work ethics, corporate identity that underscores work values and customer focus that cords team work is a significant determinant of implementation of procurement functions at EAC. The study recommended strengthening of legal framework, timely avail of resources, an operating environment with the goodwill of member states and leadership structures that foster strong organization culture to improve procurement function at EAC organs and Institution.

Key Words: Determinants of Procurement Functions, Existing Regulatory Framework, Organizational Culture

Background to the Study

There is a picture of great complexity in a world of multiple dimensions and powers, lack of appropriate governance and accountability frameworks for the implementation of public procurement function in multiple power organization presents a major challenge (Anwar,2005). However imperfect this governmental layers may be , there are governance and accountability in procurement frameworks that have been developed for the layered governments and classical international organizations. Despite having the tenets of public procurement which are value for money, accountability, transparency and equity existing, it is still a mirage for many public organizations (KPMG, 2008).

Today in most countries public procurement has become an issue of public attention and debate and has been subjected to reforms, restructuring rules and regulations (World Bank, 2010). The acquisition of goods and services has been shrouded in myriad of malpractices in the procurement processess. It is argued that engaging in public procurement has become the biggest earner for corrupt politicians, vendors, civil servants and other stakeholders who get involved in the tendering process for procurement of goods and services (Manyenze, 2013). Ngongo (2009) observed that millions of dollars gets wasted due to inefficient and ineffective procurement structures, policies and procedures as well as failure to impose sanctions for violation of procurement rules thus resulting in poor service delivery.

In Africa it is notable that procurement function happens in a complex political, economic, social, cultural and technological environments. EAC as an institution cannot be an exception. There is no much doubt that there has been growing interest on procurement processes of mega projects linking EAC member states.EAC procurement is an essential component to achieve integration mandates and speaks to attainment of full integration pillars infrastructures by effeciently taking some leads in procuring certain goods, works or services as well as supplier selections. (South Centre, 2016).

An example is a recent case where Kenya pulled out of an EAC capital markets infrastructure project meant to connect all the EAC stock markets electronically citing issues with the tender for the procurement of the software that have not been addressed by the EAC headquarters (Basheka, 2017). This places the integration of the regional infrustructures facilitated by EAC headquarters in jeopardy and a solution stems from establishing the causes of poor procurement functions at the EAC institution in order to provide a solution.

European Union Chamber of Commerce in China (2010) established the competition in public contracts in China and what determines effectiveness of the procurement process. It was established that the regulatory framework governing procurement was fragmented, inconsistent and unevenly implemented and that it was a drag on efficiency and innovation for the Chinese economy as a whole. Belisario *et al.* (2011) focused on Asia Pacific Economic Cooperation procurement transparency standards in the Philippines and determined some of the factors that ensured procurement efficiency. It was established that laws and regulations, availability of resources and organizational culture are some of the critical factors.

In Egypt, Kaspar and Puddephatt (2012), indicated that among the determinants of procurement functions implementation was enforcement and effective right to freedom of information; regular and open publication of information; effective audit and regulation bodies with real independence; and an active and engaged civil society and media capable of challenging corruption. Etse and Asenso-Boakye (2014) determined the deterinants of effective performance of public audit in Ghana and reported poor records management; habitual violation of procurement laws and regulations; incompetent procurement and audit personnel; and inadequate supply of resources as the main determinants of performance of procurement audit.

Shiundu and Rotich, (2014) established the determinants of efficiency of procurement systems at the City Council of Nairobi and indicated that employee competence, information

technology, records management and management style influenced procurement efficiency at the council. Sang and Mugambi (2014) established the determinants of procurement functions implementation in public entities in Mombasa and indicated staff awareness of rules and regulations, personnel skills and competence as the main determinants.

Nzau and Njeru (2014) established the determinants of procurement performance in public entities and established that procurement planning, procurement staff competency, procurement regulations and organizational. Enock (2015) established the determinants of procurement functions at Moi Teaching and Referral hospital in Uasin Gishu county and indicated that the policies to aid in procurement function are Consistence and full compliances with the public procurement and disposal act, Promotion of economy, efficiency and value for money practices, good practices and linkages with larger public finance management, enactment of applicable ethics in procurement and government guidance on procurement procedures. He further concludes that the determinants of procurement function included the availability of enough financial resources, type of management, the nature of services offered by organizations, and the market structure of the suppliers

The East Africa Community is a regional economic community (Reecs) which comprises of six countries Republic of Kenya, Uganda, Tanzania, Rwanda, Burundi and South Sudan. An Intergovernmental organization mandated by member states governments to spearhead the economic, social and political integration agenda. The Community has three arms (organs) the Executive, Legislative (EALA) and Judiciary (EACJ). The EAC Secretariat is the executive arm of the East African Community which has seven institutions implementing various mandates as per protocols establishing them. (EAC, 2019).

Statement of the Problem

Intergovernmental organizations are the stewards of all public funds which have been provided in trust by people and their governments to fulfil the mandate of their treaty. A significant proportion of these funds are used through formal procurement processes, for which there are many stakeholders whether citizens, suppliers or beneficiaries. These stakeholders need to be assured that the funds are being used correctly.(Handbook,2006)

The Organisation for Economic Co-operation and Development (OECD)(2007), regards public procurement as a strategic profession that plays a central role in preventing mismanagement and minimising the potential of corruption in the use of public funds Whereas World Bank (2010) indicates that many countries are yet to develop procedural frameworks that ensures the procedures of public procurement are transparent and promote fair and equal treatment; the linkages of the public resources with the public procurement usage in accordance with intended purposes; procurement officials' ethical orientation are in line with the public purposes of their organisation and systems are in place to challenge public procurement decisions, ensure accountability and promote public scrutiny.

A South Centre (2016) report indicates the challenges to shortfall of development projects in EAC bloc was due to poor procurement functions arising from among other factors, lack of harmonized procurement laws and political interference from the member states. Basheka (2017) also emphasized that procurement functions at the EAC has not been impressive despite efforts by the regional institution due to unharmonized legal regimes in member states. Hence the implementation of EAC integration on monetary pillar is being threatened due to lack of harmonized and proper administration of procurement functions in the region. There has been a recent case of countries service providers and suppliers pulling out of major services and works citing poor procurement functions at the EAC and that is a worrying trend. This therefore called for an investigation into the determinants of implementation of procurement functions at East Africa Community headquarters institution and suggestion of policy recommendations for improvement.

A World Bank (2018) capacity and risk assessment at East African Community headquarters institutions, procurement unit on project procurement implementation indicated challenges on

contracts management and high procurement risks. Consequently Parliamentary report for 2018 by East Africa Legislative Assembly Accounts Committee indicated that there has been gaps and no value for money in procurement process in EAC headquarters institution. East African Community Audit Commission 2017 report indicated that a loss of Kshs. 53.7 Million has been incurred by EAC secretariat as a result of illegal contracts resulting from procurement related activities. The occurrence concurs with Odhiambo and Kamau (2016) that argued even though several African countries have taken steps to reform their public procurement systems, the process is still shrouded in secrecy, inefficiency, corruption and undercutting. In all these cases, huge amounts of resources are wasted.

The study was also motivated by scanty studies that have focused on procurement at the EAC Institutions. Among the existing studies, the main focus has been on specific member states of EAC for instance, Hassan (2012) focused on the determinants of implementation of procurement practices in Kenya's public corporations, Basheka (2017) focused on implementations of procurement functions in Uganda while Kembe (2014) focused on the procurement function in Tanzanian Public service institutions. These studies provide a contextual gap since the focus was not on EAC Institutions. Therefore this study sought to fill these contextual knowledge gaps by focusing on the determinants of implementation of procurement functions at East Africa Community Institutions at headquarters.

Research Objectives

This study was guided by a general objective and two specific objectives

General Objective

To establish the determinants of procurement functions implementation at East Africa Community institutions

Specific Objectives

- i. To establish the influence of existing regulatory framework on implementation of procurement functions at East Africa Community institutions.
- ii. To assess the influence of organizational culture on implementation of procurement functions at East Africa Community institutions

Theoretical Review

Institutional Theory

The theory was proposed by DiMaggio and Powell (1991). The theory identifies three pillars of institutions as regulatory, normative and cultural cognitive. The regulatory pillar emphasizes the use of rules, laws and sanctions as enforcement mechanism, with expedient

as basis for compliance. The normative pillar refers to norms (how things should be done) and values (the preferred or desirable), social obligation being the basis of compliance. The cultural-cognitive pillar rests on shared understanding (common beliefs, symbols, shared understanding).

Several recent studies have taken an institutional approach to procurement functions implementation in the public sector. Institutional theory argues that all organizations take the shape they do because they draw from the culture, rules, regulations and norms around them value-based notions of how things should be organized. As March and Oslen (1989) argue when individual are motivated by values of institution ,behaviors will be intentional but not willful .The conscious choices make individual remains within parameters established by dominant institutional values and these requires means to monitor behaviours and reinforcing dominant views about appropriateness.

The theory is relevant in explaining how existing regulatory framework can determine the implementation of procurement functions. It argues that all procurement functions can be determined by the existing culture, rules, regulations and norms around them.

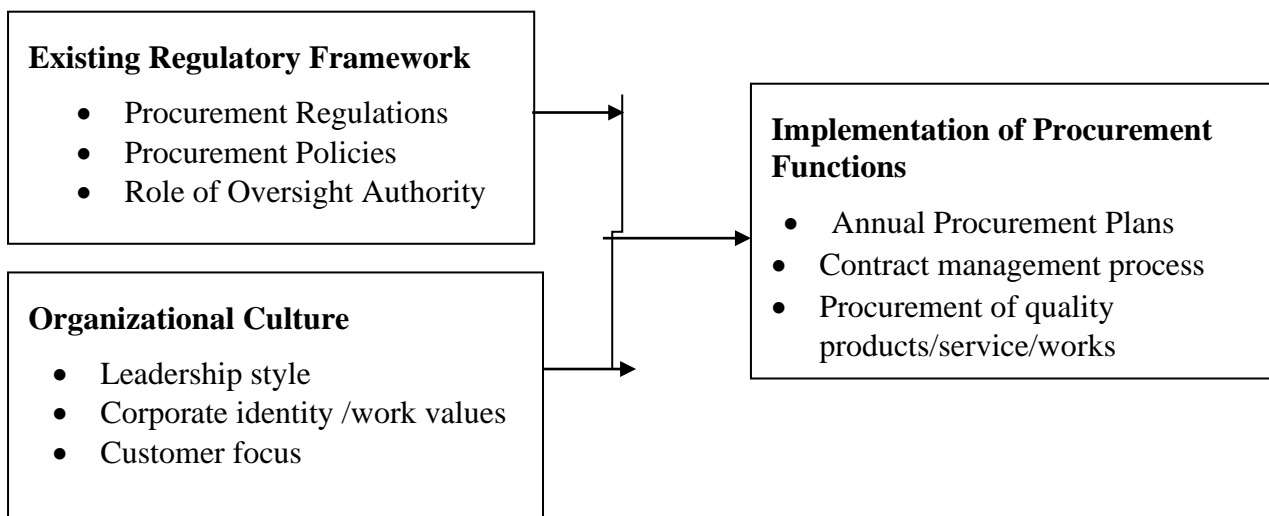
The Nortel Network External Environment Theory

The theory was presented by Nortel (1999) to explain the elements of the external environment that impact organisations. The general environment consists of a number of important interacting sub-environments, namely the international-, technological-, economic-, legal-, political-, social-cultural- and natural environment. Within the external environment is also the task environment. The task or market environment comprises all those variables that have a direct working relationship with the organisation such as Customers (the market), with their specific characteristics, purchasing power and behaviour. As recipients of the organisation’s output, they determine the organisation’s success ; Competitors, who are already established in the market and intend to retain or improve their market share ; Labour market, the people available for recruitment and selection by the organisation and suppliers, who supply raw materials to the organisation to produce its output, products for further assembly, services and financing to the organisation. Changes in these environments can create challenges for organisations, especially when trying to perform.

The theory is relevant to the study in explaining the role of external environment on procurement functions in the organizations. The theory documents that among the external factors is international-, technological-, economic-, legal-, political-, social-cultural- and natural environment which can hinder effective organizational performance.

Conceptual Framework

A conceptual framework figuratively summarizes what constitutes the research questions (Silverman, 2016). In this study, the independent variables are determinants of implementation of procurement functions while the dependent variable is implementation of procurement functions.



Independent Variables

Dependent Variable

Figure 1 : Conceptual Framework

Existing Regulatory Framework

A regulatory framework encompasses the laws, regulations and policies that are put in place to govern an organization or an activity. The public procurement legal framework clearly covers the whole scope of public procurement, all stages of the procurement process, methods of procurement, ethics and transparency (Thai, 2009).

Robert (2003), states that a good procurement legal framework is based on the principles of openness and transparency, fair competition, impartiality, and integrity. According to American Bar Association (2000), a sound procurement legal system needs to have good procurement laws and regulations. In practice and theory, procurement laws and rules have

been considered as one of the most important pillars of a sound procurement system (Thai, 2009).

Procurement laws and rules lead to procurement efficiency or inefficiency depending on the type of government and environment within which the system is operated. In a country where no government democracy exists, the procurement system cannot be transparent and integral (Organization for Economic Corporation and Development (OECD, 2006).

Organizational Culture

Organizational culture is a system of shared assumptions, values, and beliefs, which governs how people behave in organizations. These shared values have a strong influence on the people in the organization and dictate how they act and perform their jobs. Organizational culture is argued to be unique to every organization and is widely agreed to compose of seven key characteristics commonly known as the organizational orientations. These include organizational orientations to risk, precision, achievement, fairness, collaboration, teamwork, competitiveness, and rules (Naranjo-Valencia, Jimenez-Jimenez & Sanz-Valle, 2016).

According to Boyce, Nieminen, Gillespie, Ryan and Denison (2015), an organizations culture is based on the systems that help to define how employees make decisions and think. Culture is based on a set of beliefs, values and assumptions and it generally helps to define ways in which an organization conducts its business. There are four roles that an organization's culture play, including: providing a sense of identity to members, enhancing the employee commitment, strengthening organizational values and shaping behaviour through a central mechanism (Valmohammadi & Roshanzamir, 2015).

(Barrret ,2006) states that leadership depends on the ability to project a positive image, or more specifically, a positive ethos, inside an organization and outside. Ethos refers to qualities of greater depth and substance. It embodies "image," in that a society makes judgments on superficial perceptions of manager but ethos ties more directly to character

The core values of an organization begin with its leadership, which will then evolve to a leadership style. Subordinates will be led by these values and the behaviour of leaders, such that the behaviour of both parties should become increasingly in line. When strong unified behaviour, values and beliefs have been developed, a strong organizational culture emerges. Leaders have to appreciate their function in maintaining an organization's culture (Tsai, 2011)

Empirical review

Existing Regulatory Framework

Naomi and Karanja (2016) conducted a study to establish the role of regulatory framework on implementation of e-procurement by state corporations in the ministry of agriculture in Kenya. The study conducted a survey on the ministry and revealed that Public procurement oversight authority, procurement laws, organizational culture, procurement procedures and regulatory framework were the pace setters in implementation of e-procurement practices at the ministry of agriculture. Favourable framework contributed towards successful implementation.

Marendi (2015) conducted a study to establish the effect of public procurement legal framework implementation on performance of state corporations in Kenya. The study conducted a cross sectional survey design on a target of 187 state corporations. The findings indicated a significant effect of the procurement legal framework implementation on organizational performance.

Ogot, Mulinge and Muriuki (2010) conducted a study on the impact of the procurement regulations on fifty four (54) profit oriented public entities in Kenya. The study was a descriptive survey. It established that regulating procurement had significantly promoted transparency, quality and value for money.

Organizational Culture

Muya and Nasaireh (2012) conducted a survey of Kenyan State Corporations on the relationship between corporation culture and organizational performance. Using a Pearson-product moment correlation analysis, the findings revealed that an organization's values and the resultant performance were strongly related. They concluded that an institution's culture could be made very strong and cohesive by sticking to an explicit and clearly set-out principles and values.

Ikumu *et al.* (2014) conducted a study to determine the factors influencing procurement performance in the Kenyan public sector taking a case study of the state law office. The findings indicated that overall records management is most significant driver in procurement performance followed by procurement procedures, procurement staff qualifications, organizational culture and ICT in that order.

Hossain (2017) focused on the determinants of procurement process efficiency of British American Tobacco in Bangladesh. The study conducted a case study using quantitative methods and revealed that organizational culture, resources and technology are some of the determinants of procurement process efficiency.

RESEARCH METHODOLOGY

Research Design

The study used a descriptive case study design for the purposes of data collection. A case study design is used in order to facilitate the collection of information from employees in various departments from the unit of analysis.

Target Population

In this research the unit of analysis was the EAC headquarters institutions. The unit of observation was the all staff from the finance and administration, planning and infrastructure, productive and social services, customs and trade offices, political federation, departments under secretary general office as well as institutions and organs (EALA / EACA/EACJ). In total, 237 respondents were targeted.

Table 3.1 Target Population

Office	Population	Percentage
Finance and Administration	42	18
Planning and Infrastructure	24	10
Customs and Trade Offices	29	12
Productive and Social Services & Political Federation	49	21
Secretary General and Executives Administration	18	8
EALA / EACA/EACJ	75	32
Total	237	100

Source : EAC Secretariat Human Resource Department (2019)

Sampling Frame

The sampling frame of the study was a list of 237 staff from the finance and administration, productive and social services, planning and infrastructure, customs and trade offices, political federation, the departments under secretary general office as well as EALA, EACJ and EACA at the EAC headquarters in Arusha Tanzania.

Sample Size and Sampling Technique

To determine the sample size of the study, Yamane (1957) formula was adopted as shown below. Taylor, Bogdan and DeVault (2015) and Vairoletti (2016) indicated that a formula can be used to determine the sample size when larger than 200.

$$n = N / (1 + Ne^2)$$

Where

n is the sample size

N is the population of the study which is 237

e is the error term set 5% in this study

Substituting the values in the formula as shown below

$$n = 237 / (1 + 237 (0.1)^2)$$

$$n = 148$$

The study hence targeted 148 respondents selected as shown in Table 3.2 below.

Table 3.2 Sample Size

Office	Population	Sample Size	Percentage
Finance and Administration	42	26	18
Planning and Infrastructure	24	15	10
Customs and Trade Offices	29	18	12
Productive and Social Services & Political Federation	49	31	21
Secretary General and Executives Administration	18	11	8
EALA / EACA/EACJ	75	47	32
Total	237	148	100

Data Collection Instruments

The study used primary data obtained from the study respondents. The primary data was gathered by use of structured questionnaires and captured through a 5-point likert scale type. Likert scale with closed-ended questions guide was distributed to respondents, after approval to collect data was obtained.

Pilot Study

According to Quinlan *et al.* (2019), pilot testing refines the questionnaire so that respondents will not have problems in answering the questions. Pre-testing enabled the study to correct and improve the research instruments thus performance of data collection. To enhance reliability of research instruments, a pilot test on 6 percent (9 respondents) of the population frame who qualifies was used. These was sampled from other departments. These respondents were not included in the final survey. For high precision pilot studies, 1% to 10% of the sample should constitute the pilot test size (Mackey & Gass, 2015).

Data Analysis and Presentation

The data collected in the research was edited, coded, classified on the basis of similarity and then tabulated. Being a descriptive study, descriptive statistics such frequency distributions, percentages, frequency tables and pie charts were used to summarize and relate variables obtained from the administered questionnaires.

The study used SPSS version 22 tool to analyze the data and further refine the data using regression analysis which shows the relationship between the independent and dependent variables. According to Attia and Edge (2017), regression analysis is a type of analysis used when a researcher is interested in finding out whether an independent variable predicts a given independent variable. The study findings were presented in form of tables, charts and graphs. The multivariate regression model that was used in this study

RESEARCH FINDINGS AND DISCUSSIONS

Descriptive Findings

Existing Regulatory Framework

The likert scale responses on the statements regarding existing regulatory framework were established and summarised into mean and standard deviation as shown in Table 4.1. The results indicated that the respondents agreed that the existing procurement regulations sufficiently guide the procurement function (Mean = 4.05), the existing procurement policies sufficiently guide the procurement function (Mean = 4.25) and that the available oversight authority administers its mandate effectively (Mean = 3.91).

The respondents also agreed that there is no overlapping in the existing procurement laws (policies) (Mean = 4.17) and that no contradiction exists between the procurement laws at EAC and that of member states (Mean = 4.05). The results generally imply that the existing regulatory framework is satisfactory (Average Mean = 4.09). There was also a small variation in the responses which implies that most of the respondents had similar opinions (Standard Deviation = 1.05).

Table 4.1 Existing Regulatory Framework

Statement	Mean	Standard Deviation
The existing procurement regulations sufficiently guide the procurement function	4.05	0.96
The existing procurement policies sufficiently guide the procurement function	4.25	1.20
The available oversight authority administers its mandate effectively	3.91	0.97
There is no overlapping in the existing procurement laws (policies)	4.17	0.98
No contradiction exists between the procurement laws at EAC and that of member states	4.05	1.14
Average	4.09	1.05

Organizational Culture

The likert scale responses on the statements regarding organizational culture were also established and summarised into mean and standard deviation as shown in Table 4.2. It was established that the respondents agreed that the procurement staff are professionals in the way they conduct their mandate (Mean = 3.76), the corporate identity is visible through work values and service charter pronounce itself in EAC. (Mean = 4.40) and that corporate governance responsibilities highly entrenched in EAC leadership style. (Mean = 4.32).

The study also established that there exist ethical practices in EACS centres on ethical behaviours and ethical issues in supply chain (Mean = 4.32), there exists well defined policies defining the conduct of the employees dealing with procurement processes (Mean = 3.93) and that directorates work together to solve mutual problems without political/personal or commercial competition (Mean = 4.07). On average, the respondents agreed on the statements on organizational culture as that characterised by work ethics, better work values and team work (Average Mean = 4.10). A standard deviation of 1.03 was small to imply that there was a small variation in the responses meaning that the respondents were of similar opinions.

Table 4.2 Organizational Culture

Statement	Mean	Standard Deviation
The procurement staff are professionals in the way they conduct their mandate	3.76	1.32
The corporate identity is visible through work values and service charter pronounce itself in EAC.	4.12	0.96
Corporate governance responsibilities highly entrenched in EAC leadership style.	4.40	0.68
The ethical practices in EACS centres on ethical behaviours and ethical issues in supply chain.	4.32	0.95
There exists well defined policies defining the conduct of the employees dealing with procurement processes	3.93	1.14
Directorates work together to solve mutual problems without political/personal or commercial competition	4.07	1.11
Average	4.10	1.03

Correlation Results

The study conducted correlation tests to determine the nature of the relationship between the study variables. The results of the correlation analysis are shown in Table 4.3. The results indicate that existing regulatory framework is positively and significantly associated with implementation of procurement functions at EAC institutions ($r = 0.569$; $P < 0.05$). The results imply that existence of procurement regulatory framework such as procurement regulations, procurement policies and oversight authority can improve implementation of procurement functions at EAC Institutions significantly. The study confirms the results by Naomi and Karanja (2016) which indicated that favourable framework contributed towards successful implementation of procurement functions.

It was also established that organizational culture is positively and significantly associated with implementation of procurement functions at EAC Institutions ($r = 0.381$; $P < 0.05$). The results imply that having an environment characterised by good leadership style , corporate identity emanating from work ethics, work values and team work is a significant determinant of implementation of procurement functions at EAC. Muya and Nasaireh (2012) also indicated that an organization’s culture could determine its operations.

Table 4.3 Correlation Results

		Existing Regulatory Framework	Organizational Culture	Implementation
Existing Regulatory Framework	Pearson Correlation	1		
Organizational Culture	Pearson Correlation	.196*	1	
Implementation	Pearson Correlation	.569**	.381**	1
	Sig. (2-tailed)	0.000	0.000	
	N	111	111	111

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

* Correlation is significant at the 0.05 level (2-tailed).

Regression Results

The study used a multivariate regression model to establish the determinants of procurement functions implementation at East Africa Community headquarters Institutions. The model has model summary results, Analysis of Variance (ANOVA) and model coefficients results. Table 4.10 indicates the model summary. The model summary results shows that the two investigated determinants (existing regulatory framework and organizational culture) explain up to 68.5% of the variation in implementation of procurement functions at the EAC headquarters. Other factors other than the four can be used to explain the remaining percentage of 31.5%.

Table 4.4 Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.827	0.685	0.673	0.191

Predictors: (Constant), existing regulatory framework and organizational culture

The analysis of variance results for regression coefficient were also determined and are presented in Table 4.4. It was shown that the multivariate regression model linking existing regulatory framework and organizational culture to implementation of procurement function at EAC headquarters Institution was significant ($F = 57.546$; $P < 0.05$). F is 0.000 which is less than 0.05 , implying that predictor coefficient is at least zero.

Table 4.5 ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Regression	8.399	2	4.200	57.546	.000
Residual	3.868	108	0.036		
Total	12.267	110			

Dependent Variable: Implementation of Procurement Function

Predictors: (Constant), existing regulatory framework and organizational culture

The regression model coefficients indicated in Table 4.5 shows that Existing Regulatory Framework has a positive and significant influence on implementation of procurement functions at EAC headquarters Institutions ($\beta = 0.143$; $P < 0.05$). An improvement in Existing Regulatory Framework would lead to a significant improvement in implementation of procurement functions at EAC. The findings of the study are consistent with that of Marendi (2015) who revealed a significant effect of the procurement legal framework on implementation on organizational performance.

It was also determined that organizational culture has a positive and significant influence on implementation of procurement functions at EAC secretariat ($\beta = 0.104$; $P < 0.05$). This implies that improving organizational culture would lead to a significant improvement in implementation of procurement functions at EAC. The results agree with that of a study by Hossain (2017) which indicated that organizational culture, resources and technology are some of the determinants of procurement process efficiency.

Table 4.6 Model Coefficients

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	0.920	0.231		3.989	0.000
Existing Regulatory Framework	0.143	0.049	0.190	2.930	0.004
Organizational Culture	0.104	0.043	0.140	2.434	0.017

Dependent Variable: Implementation of Procurement Functions

Regression Equation

The multiple regression analysis was used in this study to determine the relationship between the independent variables and dependent variable.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + e$$

Y is the implementation of procurement which is dependent variable, β_0 is regression intercept, $\beta_1 - \beta_2$ are regression coefficient. The independent variables are X_1 which is the existing regulatory framework, X_2 is the organizational culture, and e is the constant.

Therefore, the regression equation established that when all factors are taken in, the existing regulatory framework and organizational culture at constant zero, the implementation of the procurement function at EAC institution based at headquarters would be 0.920.

Conclusions

The study concludes that the existence of procurement regulatory framework such as procurement regulations, procurement policies and oversight authority can improve the implementation of procurement functions at EAC headquarters significantly.

The study also concludes that having an organization embedded on symbolic management and leadership style manifests positive work ethics, corporate identity that describes work values and customer focus projected by team work are a significant determinant of implementation of procurement functions at EAC institutions.

Recommendations

Since existing regulatory framework has a positive and significant influence on implementation of procurement functions at EAC institutions, the study recommends that the EAC regional organization should ensure that the legal frameworks are strengthened and supported as required in order to realise the intended effectiveness in procurement.

The findings shows that organizational culture has a positive and significant influence on implementation of procurement functions at EAC institutions, the study recommends EAC institution to come up with policies that foster symbolic management, the strong corporate identity anchored in promoting organizational ethos across all institutions for successful implementation of procurement functions. This can be achieved through good leadership style, customer focus orientation, work ethics, work values and team work in EAC Organs and Institutions.

REFERENCES

- Attia, M., & Edge, J. (2017). Being a reflexive researcher: a developmental approach to research methodology. *Open Review of Educational Research*, 4(1), 33-45.
- Barrett, D.J. (2006). Leadership Communication: "Effective leadership is still largely a matter of communication." Strategic Lessons from the Leader Who Built an Empire.
- Basheka, B. C. (2008). Procurement planning and accountability of local government procurement systems in developing countries: *International Journal of Procurement Management*, 8 (3), 379- 406.

- Basheka, K. (2017). Can East Africa Community Integration be achieved? Analysis of possibilities.
- Cuervo-Cazurra, A., Mudambi, R., Pedersen, T., & Piscitello, L. (2017). Research Methodology in Global Strategy Research. *Global Strategy Journal*, 7(3), 233-240.
- Emaru, J. (2016). Factors affecting performance of the procurement and disposal unit (pdu) in the Uganda National Agricultural Research Organisation (NARO).
- Etse, D. & Asenso-Boakye, M. (2014). Challenges of public procurement audit; A perspective of Ashanti regional office of Ghana audit services: *International Journal of Economics, Commerce and Management*, 2 (3).
- Hamza, S. B., Gerbi, A., & Ali, S. H. (2017). Factors Affecting Procurement Performance in the Case of Awassa Textile Share Company. *Global Journal of Management And Business Research*.
- Hossain, M. (2017). Factors affecting procurement process efficiency of British American Tobacco Bangladesh. *International Journal of Business and Commerce*, 8(5),12-34
- Marendi, P.M. (2015). Public Procurement Legal Framework Implementation and Performance of State Corporations in Kenya (PHD Thesis, COHRED, JKUAT, Kenya)
- Mayo, E. (2000). Human Relations Theory. An Analysis. *Academy of Management*, 6 (7), 45-78
- Meehan, J., & Bryde, D. (2011). Sustainable procurement practice. *Business Strategy and the Environment*, 20(2), 94-106.
- Mrope, N. P. (2018). *Determinants of performance of procurement departments in public entities in Tanzania* (Doctoral dissertation, JKUAT-COHRED).
- Naranjo-Valencia, J. C., Jiménez-Jiménez, D., & Sanz-Valle, R. (2016). Studying the links between organizational culture, innovation, and performance in Spanish companies. *Revista Latinoamericana de Psicología*, 48(1), 30-41.
- Ngogo E. N (2008). Design of ICT procurement process model for secondary schools in Tanzania University of Joensuu Department of computer science and statistics Master's thesis
- Ngulube, P. & Tafor, V.F. 2006.The management of public records and archives in the member countries of ESARBICA. *Journal of the Society of Archivists*
- Nzau, A. & Njeru, A. (2014). Factors affecting procurement performance of public universities in Nairobi County: *International Journal of Social Sciences and Project Planning Management*, 1 (3), 147-156.
- Ojo, E. A. & Gbadebo, A. M. (2014). An assessment of non-compliance with procurement proceedings in procurement of works in Nigeria: *International Journal of Economic and Business Management*, 2(3), 25-34.
- Ouma Danis and Jennifer M. Kilonzo (2014), Resource allocation planning: Impact on public Sector Procurement Performance in Kenya; *International Journal of Business and Social Science* 5, 7(1).
- Shantanu,B.,Sameer,H.,&L.V.,Wassenhove,(2012), Designing Efficient Resource Procurement and allocation mechanisms; Faculty and Research Working Paper, INSEAD, the business school for the world.
- South Centre (2014). Regional pooled procurement of medicines in the east african community, Lessons Learnt. A seminar Paper.
- Taylor, S. J., Bogdan, R., & DeVault, M. (2015). *Introduction to qualitative research methods: A guidebook and resource*. John Wiley & Sons.
- Tsai, Y. (2011) Relationship between Organizational Culture, Leadership Behavior and Job Satisfaction. *BMC Health Services Research* 2011 11:98.
- Vaioleti, T. M. (2016). Talanoa research methodology: A developing position on Pacific research. *Waikato Journal of Education*, 12(1).