**PROCUREMENT PRACTICES AND THE PERFORMANCE OF THE AVIATION INDUSTRY IN SOUTH SUDAN**

 **A CASE STUDY OF MISSION AVIATION FELLOWSHIP (MAF)**

**BY**

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# DECLARATION

I ***Awi Lawrence Dominic*** declare that this dissertation under the topic “***Procurement practices and the performance in aviation industry focusing on a case study of at Mission Aviation Fellowship”*** is my original work and is presented for approval for field study.

**Signature……………………….…….**

**Awi Lawrence Dominic**

**Date ………………………………….**

# APPROVAL

This dissertation has been approved for the award of the Degree of Master of Procurement and Logistics Management of Nkumba University.

**Signature ……………………….**

**DR. LUTAAYA SADAT**

**Date:.……………………………**

# DEDICATION

I would like to dedicate this work to my family. This work is dedicated to my family members, my wife, son (Andzo Godwill) and daughters without whose caring support it would not have been possible, and have been my constant source of inspiration and passed on a love of reading and respect for Education and not forgetting my academic supervisor Dr. Lutaaya Saidat.

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**LIST OF ACRONYMS / ABBREVIATIONS**

COMESA: Common Market for Eastern and Southern Africa

CVI: Content Validity Index

IAPWG: Interagency Procurement Working Group

IDASA: Institute for a Democratic Alternative for South Africa

KPIs: Key Performance Indicators

LT: Legitimacy Theory

MAF: Mission Aviation Fellowship

PAT: Principal –Agency Theory

PM: Performance Management

PPOA: Public Procurement Oversight Authority

SC: Supply Chain

SCM: Supply Chain Management

# ABSTRACT

The study examined the relationship between procurement practices and the performance in aviation industry at Mission Aviation Fellowship. It was guided by three objectives; i) To establish the role of procurement planning on the performance of Mission Aviation Fellowship-South Sudan, ii) To establish the role of procurement monitoring and control on the performance of Mission Aviation Fellowship-South Sudan and iii) To determine the role of ethical procurement practices on the performance of Mission Aviation Fellowship-South Sudan.

The study adopted a case study design divided in section of research approach, research strategy, research duration and the research classification. The study population was 195 and a sample size of 153 respondents of which all participated.

Results revealed that suppliers are evaluated before contract awarding, procurement bids are opened by an independent committee, The results revealed that there exists fair and equal treatment of providers and integrity in the firm’s procurement process and there exist no preference to any group of suppliers, in the firms’ procurement process, the criteria for assessing the suitability of bidders and for assessing the tenders in order to award a contract forms part of the minimum information contained in the letter of invitation or contract notice.

In conclusion, application of the practices of procurement in the organization is founded on proper planning. Through proper procurement planning, a firm can be sure of increasing its performance level in form of productivity, cost cutting, quality of goods and services delivered as well as deliveries being made on time and that performance is largely influenced by accountability practices in procurement. The study therefore recommends that all suppliers should be treated fairly and even-handedly at all stages of the procurement process, supplier confidentiality should be safe-guarded, and unsuccessful suppliers should be debriefed with as much transparency about the procurement process as can be provided. The study also recommends that procurement teams in the MAF should adopt transparency procurement practices, accountability practices in procurement, integrity practices in procurement, confidentiality practices in procurement and procurement professionalism practices so as to effectively and efficiently improve on the performance.

# CHAPTER ONE

# INTRODUCTION

# 1.0 Introduction

The study examined the relationship between procurement practices and the performance of aviation industry in South Sudan with Mission Aviation Fellowship as the case study. This chapter covers the background to the study, problem statement, purpose of the study, objectives of the study, research questions, research hypothesis scope of study and significance of the study**.**

# 1.1 Background of the Study

The present day business environment is characterized by an expanding number of business competitors, both in local and global trades. Supply Chain Management (SCM) have been touted as improving the performance of organizations who participate in them (Giunipero et al., 2008). As a result, managers not only have to re-establish their companies to produce higher-quality products and services, decrease waste, respond rapidly to the market, but also to handle their SCM efficiently. Carter and Narasimhan (2006) suggest that SCM and purchasing practices, associated with competition capabilities of the firm, may have more significant effects on firm performance. Chong and Ooi, (2008) observe that a good organized and executed procurement process will make it possible for companies to decrease their inventories, have better customer service, diminish costs as well as aid fast inventory turns. From the long-term perspective, a procurement process has been found to significantly increase a company’s market share (Li et al., 2006).

Procurement practices cannot on their own improve efficiencies individually, since the efficiency can be achieved through the interaction of various supply chain practices. Dawe (2004) point that, for effective SCM, a comprehensive effort for improvement in all of supply chain functions within a firm should be made, and, first of all, the focus of supply chain practices should shift from functional and independent to general and integrative. This implies that the performance of each supply chain practice should be evaluated depending on how the practice has a significant effect on the efficient integration of entire supply chain processes, and thus, the successful achievement of SC integration can be possible by the systematic utilization of various supply chain practices.

Procurement practices are vital functions in the public sector, since procurement process is generally a critical part of open spending in organizations. Carr and Smeltzer (1997) states that

The aviation sector in South Sudan and Mission Aviation Fellowship in particular are critical to this study because they embrace a high level of procurement practices in their operations to achieve organizational goals. Therefore, the need to assess the role of procurement practices in achieving performance in Mission Aviation Fellowship is of paramount importance. Procurement practices comprises of the actions taken by the purchasing organization to navigate and integrate its performance in order to increase productivity by reducing cost and time. Procurement is the practice of selecting vendors, strategic vetting, setting up payment terms, selection, negotiation of contracts and actual purchasing of goods (Weele, 2010). Lim (2014) describes procurement as a process which entails acquiring (procuring) goods, services and work that is vital to an organization. Worldwide, public procurement has become an issue of concern and debate, and has been subjected to reforms, restructuring, rules and regulations (Kabega, Kule & Mbera, 2016).

The linkage of procurement to organizational performance in particular, makes the embracing of best practices important to present organizational success. Procurement is found to be practiced in many industries around the world (Hussein & Shale, 2014). Kabega, et, al. (2016) reiterated that various public institutions both in developing and developed countries have instituted procurement reforms which involve laws and regulations but the main challenge has been inadequate regulatory compliance. Public institutions are found to be big spenders and that they deal with massive budgets (Roodhooft & Abbeele, 2006). In addition, Mahmood (2010) restates that public procurement was estimated to represent 18.42% of the world Gross Domestic Product (GDP). Public procurement is recognized as essential in service delivery and it accounted for a high proportion of total expenditure (Basheka & Bisangabasaija, 2010).

**1.1.1 Theoretical background**

The theories guiding the research are the principal-agency theory (PAT) and the legitimacy theory (LT). The PAT concerns with the understanding that is put in place for an individual or entity (agent) to act in another’s interest (principal). The legitimacy theory asserts that an organization has the mandate to explain its activities to the stakeholders, especially, if it is a public entity and should state how society will benefit from it.

The existence of integration of procurement practices in various organizational operations and support functions, harmonizing production with new orders, purchasing with demand, scheduling and shipping with customer requirements, has contributed significantly to the performance of many public organizations (Baily, 2011). Application of appropriate procurement practices strategically, has the potential impact to the performance of organizations and national economies in general (Keith, Vitasek, Manrodt, & Kling, 2016). However, Singhal (2011) observed that disruptions in procurement practices at any level devastate organizational performance. Poorly coordinated procurement practices do long-lasting damage to organizations’ stock prices and profitability and need to be more thoroughly addressed by supply chain continuity planners (Thai, 2010). For leading aviation organizations like the Mission aviation fellowship to respond to the current dynamic purchasing environment, it is required to embrace procurement. Since the entire procurement, processes can work well in the improvement of the responsiveness of the Mission aviation fellowship procurement systems.

**1.1.2 Conceptual Background**

Procurement practices can be described as activities which involve procurement planning, procurement controls, procurement monitoring and training workforce and this formed the basis of this study with addition of inventory management (Makabira & Waiganjo, 2014). An organization’s procurement functions are guided by practices and activities that are entirely different hence divided into strategic and operational processes (Kaufmann, 2009). The importance of procurement in an organization has made some organizations to improve procurement processes of new systems such as, e-procurement that relates well with the varied technologies of electronic commerce such as document imaging, workflow management, bulletin boards and e-mail enabling business process remodeling (Wanyama, 2012).

Buying of goods and services through various channels necessitates organizations procurement. Public or government organization sees procurement as a good opportunity to enbashehance process of procurement within the public sector bodies (Makabira & Waiganjo, 2014). Kierkegaard (2006) stated that government procurement procedures could be guided by three main principles: all parties interested have an equal opportunity to submit tenders, all enquiries must receive equal treatment in order to eliminate discrimination on the grounds of the nationality of the contractor or the origin of the goods/services, and all tendering and award procedures must involve the application of objective criteria. With these combinations, proper application of procurement practices give rise to a number of benefits to an organization and to the strategic plans of organizations that could lead to acceleration and flow of important information between the buyer and supplier, and also helps to respond quickly to highly competitive new market entrants (Dong, Xu & Zhu, 2009). On the other hand, improving financial control by making it easier to match orders, improving auditing and better security are the operational benefits of procurement practices (Ordanini & Rubera, 2008).

Organizational performance is the actual output or outcomes of an institution and its intended outputs or goals and objectives (Upadhaya, Munir & Blount, 2014). Organizational performance can be measured through reduction in cost, quality of goods/services delivered, productivity, lead time (Mchopa, Njau, Ruoja, Huka & Panga, 2014; and Richard, Devinney, Yip & Johnson, 2009). Hamon (2003) states that the most critical factor for effective management is Performance Measurement (PM) and that identifying and measuring the influence of Supply Chain Management (SCM) on it enhances the organizational performance. However, the subject of performance does not receive sufficient motivation in supply chain management research. The indicators of performance of an organization can be financial targets attained and satisfaction of labour force. On the same note, Ho (2008) observed that organization performance could also be estimated based on institutions effectiveness and efficiency.

According Venkatraman and Ramanujam (1986) the indicators of performance should be measured based on financial elements such as growth of sales, profit, return on investment, business performance and organization effectiveness. Delaney and Huselid (2006) emphasized that performance of an organization could be measured by observing quality of products and service, performance in the market, customer’s satisfaction, innovations of services, and labour force. Green and Inman (2007) further recognized essential elements which can be used to gauge performance of any given organization include: profit, sales and market growth as well as return on investment. Consequently, Masiko (2013) observed that organizational performance can be measured by productivity, cost saved, value of services and goods distributed on time, and client contentment.

**1.1.3 Contextual Background**

Mission Aviation Fellowship (MAF) is a [Christian](https://en.wikipedia.org/wiki/Christianity) organization that provides aviation, communications, and learning technology services to more than 1,000 Christian and humanitarian agencies, as well as thousands of isolated missionaries and indigenous villagers in the world's most remote areas (Young, 2006). There are three major operational centers – [Nampa, Idaho](https://en.wikipedia.org/wiki/Nampa%2C_Idaho), United States, [Ashford](https://en.wikipedia.org/wiki/Ashford%2C_Kent), United Kingdom, and [Cairns](https://en.wikipedia.org/wiki/Cairns), [Australia](https://en.wikipedia.org/wiki/Australia). These centres provide operational support to programs in the Americas, Africa and Asia Pacific regions. In 2010, MAF served in more than 55 countries, flying 201,710 passengers with a fleet of some 130 aircraft. Mission Aviation Fellowship provides transport services to missionaries, translators, support personnel, consultants, trainers and linguists; provides medical evacuations; and assists in disaster relief work. In some areas, support is also provided too many Christian mission organizations, hospitals, local people and governments. Since these services involve flying into steep, short, or otherwise difficult runways, Mission Aviation Fellowship provides its personnel with training in [STOL](https://en.wikipedia.org/wiki/STOL) and other specialized techniques.

According to the 2016 Financial Policies and Procedures Manual of Mission Aviation Fellowship provides the purpose of the procurement policies and procedures is to: a) Ensure that goods and services procured are delivered in the correct quantity, quality and in a timely manner; b) Ensure that MAF obtains value for money on all goods and services procured; c) Achieve a high standard of ethics and integrity in dealings with the suppliers; d) Accord a fair opportunity to prospective suppliers to provide goods and services, e) Work towards a commitment to continuous improvement of supply of goods; f) Enable accountability and consistency in the procurement practices and process; g) Promote open, fair and effective competition among suppliers; and h) Provide a point of reference against which principles and practices can be evaluated.

# 1.2 Problem statement

Procurement is deemed to be part of principles of management of plans that focus on effective achievement of performance efficient in public institutions as well as growth of the nation. In practice, when procurement process is well planned and implemented, it can act as an economic instrument for guaranteeing national development (Keith et. al, 2016). Many of the third world countries are challenged by dynamic procurement revolution and this gives them difficulty on the functioning of procurement and performance together with the inside and outside dealings (Wambui, 2013). The procurement practices are fragile and predisposed to regular discontinuities (Jeppesen, 2010). Karanja and Kiare (2015) indicates that the vulnerabilities in the public and private sector evidenced in the erratic shedding and re-employment of staff when faced with downstream and upstream linkage discontinuities, affect organizational performance. Jibrin, Ejura and Augustine (2014) noted that the major problem in the current procurement industry is not on the limited regulation models but because of non- compliance and pitiable execution process.

Regardless of the effort by the private and public institutions in South Sudan mostly especially Mission Aviation to improve performance of the procurement function, poor implementation and non-compliance to procurement regulations still pose as key challenges (Hussein & Shale, 2014). They are burdened with delays and occasional inability to deliver the goods to the designated organizations (World Bank, 2010). This problem has precipitated to a decline of procurement/supply performance of enormous public organizations (Schiele, Horn &Vos, 2011). With the present estimated spending of about 70% in purchasing and the importance of functions of procurement in contribution of profitability of a firm by over 25%, it will be essential for institutions to come up with a decision on how practices of procurement could assist in meeting organizations goals (Jibrin, et al, 2014).

While there a number of studies carried out on procurement and performance, most of them were done in different countries and focus on different aspects other than procurement practices in relation to performance. Therefore, the aim of this study was to fill this knowledge gap in literature guided by the following research question: What effect does procurement practices have on the performance of the Mission Aviation fellowship.

# 1.3 Purpose of the study

The purpose of this study was to establish the relationship between procurement practices and the performance in aviation industry at Mission Aviation Fellowship.

# 1.4 Objectives of the study

1. To establish the role of procurement planning on the performance of Mission Aviation Fellowship-South Sudan.
2. To assess the role of procurement monitoring and control on the performance of Mission Aviation Fellowship-South Sudan.
3. To determine the role of ethical procurement practices on the performance of Mission Aviation Fellowship-South Sudan.

# 1.5 Research question

1. What is the role of procurement planning on the performance of Mission Aviation Fellowship-South Sudan?
2. What is the role of procurement monitoring and control on the performance of Mission Aviation Fellowship-South Sudan?
3. What is the role of ethical procurement practice on the performance of Mission Aviation Fellowship-South Sudan?

# 1.6 Research hypotheses

**Ho**: There is no statistically significant relationship between procurement practices and the performance of Mission Aviation Fellowship-South Sudan.

**H1**: There is a statistically significant relationship between procurement practices and the performance of Mission Aviation Fellowship-South Sudan.

# 1.7 The scope of the study

The scope of the study included conceptual scope, geographical scope and time scope. These provided the limits within which the study operated.

# 1.7.1 Subject/ Content scope

The study focused on procurement practices as the independent variable and the performance in aviation industry as the dependent variable. Procurement practices in this study focused on the procurement planning, procurement monitoring and control and procurement ethical practices and how these impact on the performance in Mission Aviation Fellowship-South Sudan. While organizational performance in Mission Aviation Fellowship-South Sudan focused on reduction in cost, quality of goods/services delivered, productivity, lead time and efficiency and effectiveness of goods and services. These constructs were considered because they were more strongly linked as predictors and measures to the performance and procurement practices that adequately examined the relationship between procurement practices and the performance in Mission Aviation Fellowship-South Sudan.

# 1.7.2 Geographical scope

The study was conducted at Mission Aviation Fellowship in Juba South Sudan. South Sudan is a land of expansive grassland, swamps and tropical rain forest straddling both banks of the White Nile. MAF services were extended in South Sudan to continue serving isolated and underprivileged men and women and children, by providing a regular flight and freight services bringing the essentials of life into these communities as well as medical care and emergency food. The fellowship's [head offices](https://en.wikipedia.org/wiki/Office) are at Hai, Cinema, and Juba South Sudan and its grounds are at Cnr UNMISS and Theo Road, Thongpiny in Juba, South Sudan.

# 1.7.3 Time scope

The study covered a period of five years that is, from 2015 to 2019. This is because, during this period there were procurement practices noted to have a significant negative impact on performance in Mission Aviation Fellowship. And the actual research activity for this study ran from January to August, 2020

# 1.8 Significance of the study

*To the Aviation Sector and* *Mission Aviation Fellowship*: The study may help provide useful reference for stake holders in the Aviation Industry and MAF in their endeavors to formulate and select feasible procurement practices may optimize effectiveness in performance and other operations.

To *knowledge*: The findings of the study may particularly be useful in providing additional knowledge to existing and future organizations on the impact of procurement practices on the performance in the aviation sector.

*To the private sector:* This study may also be beneficial to all, private manufacturing and service providing companies since they may enhance the realization on the impact of procurement practices on the performance of aviation industry.

To *Government*: The study may help the Government of South Sudan being the main stakeholder in the aviation industry of South Sudan to draw up clear national information systems policies for the aviation industry in South Sudan and provide a model to guide systems policy in other agencies of government.

To *the Researcher*: The study may be a fulfillment of the requirements for the award of the degree of Master of Procurement and Logistics Management of Nkumba University-Entebbe.

# CHAPTER TWO

# LITERATURE REVIEW

# 2.1 Introduction

This chapter reviews the literature related to the concepts, theories, views and models of study on procurement practices and the performance of the Mission Aviation Fellowship. Literature review is a critical discussion of all significant, publicly available literature that contributes to the understanding of a subject (Zikmund and William, 2002). The study will come up with an in-built body of the literature and also establish the gaps left previous research work on the main variables. To yield a clear path and context for the study, a conceptual framework is generated. Sources for this body of literature are already done research works, library text books, the online journals and text books, newspapers and finally the magazines concerning procurement practices and performance of the aviation industry. The information extracted from these sources relates to the problem situation on procurement practices and performance of the Mission Aviation Fellowship.

# 2.2 Literature Survey

Kabega, Kule and Mbera (2016) conducted a research on Effect of procurement practices on performance of public projects in Rwanda. The study adopted a descriptive survey research design. Primary data was collected using a questionnaire. The completed questionnaires were edited for completeness and consistency. Quantitative data collected was analyzed by the use of descriptive statistical package for social sciences (SPSS V.21). The information collected was presented using frequency tables, graphs and pie charts. There was significant relationship between public procurement planning and performance and that the positive organizational performance in Rwanda was attributed by proper public procurement planning. This study investigated practices such as procurement planning, tendering system, and contract administration. Their study did not outline how the government should monitor, control, and train their employees. Also research shows a geographical gap i.e. it was carried out in Rwanda while this research was conducted in South Sudan.

Karanja and Kiarie (2015) conducted research on Guaranty Trust Bank to indicate the impact of procurement practices on organizational performance in private scope. Their purpose was to demonstrate the effect of procurement practices on an organization performance in the private scope in Kenya. The study concluded that procurement practices had a great influence on the performance of the organizations in private sector and help in saving money that would have been lost. Hence it is not a waste of time for the private sector. The study also noted that procurement planning was a Major contributor to organizational performance. The study was carried out in Kenya while this research was conducted in South Sudan.

Mokogi, Mairura, and Ombui (2015) surveyed the state-owned businesses in Nairobi to demonstrate the impact of procurement practices on performance. Their main objective was to ascertain the significance of procurement practices on the government-owned enterprises performance in Nairobi. They concluded that various enterprises employed procurement practices. The study confirmed that procurement practices are very significant in enhancing the performance of Profitable enterprises in Nairobi County. Therefore, those practices enhanced the performance of these enterprises. The study showed that there was a substantial liaison between procurement practices and the overall performance in the organizations. The study was carried out in Kenya while this research was conducted in South Sudan.

Makabira and Waiganjo (2014) conducted a research on the role of procurement practices on performance of Kenya National Police Service in Makueni County. The study adopted descriptive research design. Primary data was collected using a questionnaire. The completed questionnaires were edited for completeness and consistency. The study found out that Procurement practices such as development, controlling, monitoring and training workforce played a great responsibility in the performance within the Kenya National Police Service. The existing procurement practices in this study did not include inventory management of which if applied well, can improve organizational performance. The study was carried out in Kenya while this research was conducted in South Sudan.

# 2.3 Theoretical Review

# 2.3.1 Legitimacy theory

Legitimacy theory derived from the concept of organizational legitimacy was defined by Dowling and Pfeffer, (1975) in Heinrich. (2007), as a condition or status which exists when an entity’s value system is congruent with the value system of the larger social system of which the entity is a part (Guthrie, Cuganesan & Ward, 2006). When a disparity, actual or potential, exists between the two value systems, there is a threat to the entity’s legitimacy. The Legitimacy theory posits that organizations continually seek to ensure that they operate within the bounds and norms of their respective societies. The legitimacy of the procurement function of Mission Aviation Felllowsip is viewed as working in cohesion with other departments and existing organizational structures. This justifies the importance of procurement practices to facilitate the exchanges and sought cohesion.

According to Wilmshurst and Frost (2000), the legitimacy theory postulates that the organization is responsible to disclose its practices to the stakeholders, especially to the public and justify its existence within the boundaries of society. This theory, which focuses on the relationship and interaction between an organization and the society, provides a sufficient and superior way for understanding state corporations procurement practices (Hui et al., 2011). The legitimacy theory therefore, will guide the understanding of the effectiveness of procurement practices in Mission Aviation Fellowship as shall be evaluated by the benefiting society and stakeholders through the integration of performance of the aviation sector.

# 2.3.2 Principal-Agency Theory

This theory is the foundation model employed to ascertain the formation of this study. The economists founded this model to confront the issue related to principal and agents, where agents are persuaded to carry out some task on behalf of the principal (Health & Norman, 2004). The Principal-Agency Theory (PAT) concerns with the understanding that is put in place for an individual or entity (agent) to act in another’s interest (principal). The postulations and proposition of PAT fit obviously with the issues concerning procurement and performance. For instance, the MAF which is in this case the principal/shareholder of the MAF chooses management (agents) to act on its behalf. For that reason, the procurement management is given power to make decisions on behalf of the MAF. In the process of managing supplier quality, buyers in agency relations are likely to be faced by possible risks. By nature, it is the expectation of buyers to get good and improved quality goods and services from suppliers, however, suppliers might be hesitant to spend considerably in quality. Zu and Kaynak (2012) observed that the difference between buyers and suppliers always result in the two parties concerning themselves only with their self-interests. PAT establishes the way procurement managers carry out the procurement practices on behalf of MAF.

According to Kauta (2017) an organisation’s procurement functions are guided by practices and activities that are entirely different though proper execution of such procurement practices leads to high value for money and timely service delivery, in view of this study the PAT postulated that if there is existence of poor relationship between the principle and agent, then this could affect service delivery particularly in organizations whose performance is dependent on external funding.

Although the PAT may not be universally accepted it can in the context of study be a valuable utility to managers at MAF as it points out that there are contextual factors at three levels influencing the nature of buying decisions (Johnson & Lewin, 1996). At the first level there are environmental or situational factors, for example suppliers, competitors, technology, regulation, politics and culture. Second, there are organisational factors such as the buying organisation’s size, structure, orientation, technology, reward systems and goals. Third, there are factors associated with the characteristics of different types of purchase or what Robinson *et al.*(1967) call ‘buy-classes’, such as product type, purchase novelty, purchase complexity and time pressure.

This study therefore, will use this model to determine the procurement practices’ role and the performance of aviation sector with focus on Mission aviation fellowship.

# 2.4 Related Literature

The procurement practices are concerned with acquisition of goods and services from reliable sources to ensure the organization meets their strategic goals in an efficient, effective and economic way. Chartered Institute of Procurement and Supply together with the Institute for Public Procurement, on procurement practice, hold that, firms have to devise comprehensive policy procedures and directions that highly defines the authority, responsibility and lay down the guidelines for the procurement professionals and associated parties to follow in executing their roles. Effective procurement practices give users the opportunity to dive into a wealth of meaningful data within the system to assess and compare vendor performance, recognize risks, hence allowing the managers to deal with issues that have the potential to lead blockages in the process (Meehan et. al., 2016).

Singhal (2011) notes that, disruptions in the procurement practices within the global scope ravage the organizational performance. In this case, poor procurement practices have implicit effect on company share prices and profitability hence the need to curb any loop hole that can affect business continuity (Christopher *et al*., 2008). These practices can be applied interchangeably based on the firm’s size and given that all the practices are linked. Therefore, the practices adopted must be a projection of the long term state of the organization. In light of these, the study focuses on procurement planning, procurement monitoring, procurement controls, supplier partnerships and use of information technology.

# 2.4.1 Procurement Planning and performance of aviation sector

Basis of work organization is provided through proper planning of projects as well as allocation of individuals’ responsibilities. According to Brown and Hyer (2010) planning is comprised of the identification of the main purpose, scope definition, requirements of customers, and identification of activities of procurement, time estimation which can be based on delivery of goods and services as per cost quoted and scheduled, responsibilities assignment among other many involvements. The element of planning could be used to answers the following questions: What organizational result is expected? And what does the organization hope to accomplish by successfully completing this project? For one to understand the essential planning role which is played in successful implementation of projects, planning preparations is therefore required to be excellent, and these could involve well elaborated process scheduling of implementation phases and task timeliness, milestones, re-planning as well as fallback positions (Frese et al 2003). An implication that planning in conception is not enough as Saunders (1997), observed that planning can also consist of forecasting which assist in the cost prediction process and financial statement. Eventually, the principle function of planning in procurement is to secure any delays in public projects implementation and avoidance of budgetary related situations which might be stumbling blocks to project success.

According to Ezeh, (2012) Procurement Planning entails the identification of what needs to be procured (which is the result of a Needs Assessment), how the organizations needs can best be met, the scope of the goods, works or services required, what procurement strategies or methods to be deployed, setting the time frames, and the accountability for the full procurement process. Needs Assessment is “a systematic process for determining and addressing the needs, or gaps between current conditions and desired conditions or wants. This is important in procurement; because it is an effective tool to identify appropriate interventions or solutions by clearly identifying the problem to ensure that finite resources (Prior Budget appropriations) are directed towards developing and implementing a feasible and applicable solution for identified projects.

The meaning of procurement and purchasing is very similar, but people have moved to a different wording to identify a change in the organization (Basheka, 2004). A few years ago, it was known as purchasing, but, consciously changed to procurement. One way of getting people’s attention to this was to change the name. But having done that, purchasing, by definition becomes the transactional piece and procurement becomes the strategic piece. Supply chain management is a procurement tool that was born out of necessity. Demands for newer and more innovative goods and services, limits on resources, and the increasingly complex, interrelated nature of the global market place have each created pressure on public managers to optimize new and innovative process methodologies to meet procurement needs (Basheka, 2004).

Kabega et. Al., (2016) study was on effective of procurement practices on performance of public projects in Rwanda. They found out a significant relationship between procurement planning, and performance and that the positive organizational performance in Rwanda was attributed by proper public procurement planning. However, they did not include procurement practices like procurement planning, procurement monitoring and control and ethical procurement practices of which this study intends to examine. It is also important to establish the relationship between procurement planning and performance of MAF.

In a study conducted by Kibet & Njeru (2014), highlighted that the presence of procurement portfolio, logistics management and adherence to procurement plans positively affects procurement performance in institutions. The purpose of planning is to be able to utilize the available resources to achieve the overall objectives. They further assert that preparation of annual procurement plans, frequency of formulation of procurement plans and the evaluation of the same contributes to the corporation’s procurement performance. Therefore, good plans result to effectiveness and efficiency in attaining projected results. In fact, Namiro (2010) said that one of the major setbacks in public procurement is poor planning and management of the procurement process which include needs that are not well identified and estimated, unrealistic budgets, inadequacy of the skills of staff responsible for procurement, and lack of adherence to procurement plans. In regard to this study, analysis of procurement monitoring and control and ethical procurement practices within the organization should be paid attention to particularly in private organizations (i.e. MAF) where most of the above findings have not been contextually analysed.

In a study conducted by Emaru, (2016) on procurement planning and performance of procurement and Disposal unit in Uganda, he established that planning positively affect performance of public organizations. He further noted that the purpose of planning is to be able to utilize the available resources to achieve the overall 77 objectives. Planning explains about 27% of the variations in procurement performance while resource allocation, staff competence and contract management explain 17%, 20% and 23% respectively variations in procurement performance. While noting that that preparation of annual procurement plans, frequency of formulation of procurement plans and the evaluation of the same contributes to the good performance, the most important factor was found to be procurement planning. However, the existing elements in Emaru’s study did not reflect procurement practices like procurement monitoring and control and ethical procurement practices which forms a basis of this study and therefore a content gap that needs to be narrowed.

Onyango (2012) asserted that whereas previous studies have always looked at procurement planning and its effect on organizational performance, there have always been overlooked factors within institutions like the issue of public procurement regulations in public sectors. His findings were based on factors like fairness, accountability and procedures in procurement in public institutions with the main aim of ensuring efficient use of public funds. However, he mentioned that that even after the enactment of the Regulations there are losses of public funds that can be attributed to public procurement. Further, studies indicate dissatisfaction among stakeholders brought about by loopholes left by the Regulations which may be used by dishonest people to make the process inefficient. However, this study analysed the role of ethical procurement practices on performance of MAF, a factor that was relegated in the previous studies.

Basheka (2008) in Onyango (2012) urged that planning in procurement is a process that consists of many steps and the bottom line is that planning is not concerned with future decisions but rather with the future impact of decisions made today. They highlighted that procurement plans influence procurement performance in the sense that they provide focused and efficient utilization of available resources, help in budgeting and planning and therefore with adequate provision of funds due to procurement plans, performance is assured. In the context of this study, procurement planning was analysed looking at the level of budget approval for the required items, identification of procurement needs and delivery schedules.

# 2.4.2 Procurement Monitoring and control and performance of aviation sector

Brown and Hyer (2010), describe monitoring as the tracking aimed at identifying variances from the original plan using simple checklist to sophisticated dashboard style approaches. All contractors awarded tenders such as fiber trenching, WiMAX installations, resellers and support firms should all commit to the terms and conditions spelled out as well as also providing for termination conditions. User departments are tasked with an oversight duty to report any deviations from service level agreements to procurement department; to forward particulars of such deviations and inconsistencies, for example way leaves, new rates and addendums to contracts to the procurement unit for consideration and action; and last keep custody of the service level agreement. The user departments are also charged with the responsibility to undertake conformity inspection of delivered materials, works in process and services specified in the project contract documents. According to Meredith and Mantel (2012), cost (budget) and scope (performance) and time (schedule), are important things to be considered during planning, and should therefore be monitored and controlled effectively.

Brown and Hyer (2010) described controlling and monitoring the process of system tracking a checklist which is simple to that which is sophisticated, in order to identify changes in the novel plan. These researchers further indicated that in any given controlling and monitoring process, there is need for team assigned to work on the project to be in agreement on the approaches which are appropriate in monitoring process as it is one of the key performance indicators (KPIs) in project construction. They referred control of project to decisions, actions and processes that are related to variations in project implementation. Control and monitoring of project requires a change in management process of projects that is used to make variations appropriately. Control and monitoring are key pillars to the success in implementation as it regularly compels contrast of targets against performance (Chandra, 2008).

Monitoring role means that auditors are used as a mechanism to enhance credibility of the financial statements so that the public who are not involved in the day to day running of the organization can have some level of confidence in the reported financial position (Cai, 2015). The willingness of internal auditors to report a discovered breach depends on a number of factors including; the level of independency accorded by the management (Cohen &Sayang, 2012). Audit independence must be viewed within the totality of corporate governance and the accountability of organizations to their stakeholders (Beyanga, 2013). The audit Committee must closely monitor the auditor’s relationship with the company’s management. For this to be done effectively, a membership of the Audit committee is required.

Roussy, (2013) conducted a study on challenges of implementing internal control systems in non-governmental organizations in Kenya. The study used institutional theory and stakeholder theory. Descriptive research design was used by the study. Primary data was useful in the study in getting the data from the field. The study used descriptive and inferential statistics. The research found out that Internal auditing serves as a vital connection in the business and budgetary reporting procedures of partnerships and not-revenue driven associations. The point of inner inspecting is to enhance hierarchical proficiency and adequacy through useful feedback. Inner Auditing has four primary segments: viz; check of composed records, investigation of approach, assessment of the rationale and fulfillment of methods, interior administrations and staffing to guarantee they are proficient and proper for the association's strategies; and reporting suggestions for enhancements to administration. The study mostly relied on only two theories. Fourie and Ackerman (2013), conducted a study on the impact of effective control on internal audit and their findings indicate that environmental factors have the most influence on e-procurement implementation, followed by technological and organizational factors respectively.

The study found out that most internal audit experts contend that a compelling inner review work connects with enhanced money related execution. Inside control frameworks add to administrative adequacy as well as vital obligations of corporate directorate. Bookkeeping writing in like manner underlines the significance of an association's respectability and moral values in keeping up a powerful control. Monday, Inneh and Ojo (2014) conducted a study on internal controls and operating performance of small business. The study aimed at determining the effects of internal controls on performance of small firms. The study used questionnaires. Descriptive statistics was used to analyse the data noticed that internal auditors run an organization all the more proficiently and adequately to expand shareholders esteem. The auditors do this through an objective evaluation of the existing risk and internal control framework, systematic analysis of business processes and associated controls. Budgetary misrepresentation reliably archives a relationship going about as a guard dog could spare the association from acts of neglect and inconsistencies in this manner empowering the association to accomplish its targets of guaranteeing abnormal state of efficiency and benefit. The study did not capture any theory hence need to use other theories in other studies.

Until the project is complete the cycle of planning, monitoring and exercising control should be made a routine. The organization structure should construct the process as an integral part ensuring that it does not cause any conflicts. The organization should clearly outline the aspects for monitoring bearing in consideration the scope, boundaries, time and cost. During the life of a project the team in charge of monitoring should develop appropriate approach for monitoring the Key Performance Indicators (KPI’s).

On the same note, Brown and Hyer (2010) asserted that control and monitoring are elements that influence execution of projects and affect real performance to come from performance plan. The elements can be as follows: Murphy’s Law – this element indicates the principle which states that for something which is to go wrong will always go wrong, meaning that all risks cannot be anticipated accurately; the second element is Scope Creep – it defines the propensity to growth of projects that goes beyond their primary size; Pareto’s law -states that three quarters of problems of projects come about by a margin of 20% of their related activities. Project effectiveness of system monitoring is supposed to base on operations that handle uppermost delay risks, over-runs of cost, as well as challenges to performance; last but not least, the principle of escalation of commitment – this principle notes that people pursue action of failing courses and yet their indicators position to the strategy falsehood. Therefore, project of procurement monitoring contract system tend to have an important impact on individual’s ability to make decision to de-escalate or escalate their commitments.

# 2.4.3 Ethical procurement practices and performance of aviation sector

In Aviation sector, Organizational performance in organization is represented by ability of firms to attain its pre-planned objectives in accordance with formulated standards and implementation matrix (Hernon, 2014).

Ethical procurement must deliver value for money since this is the core principle of any viable procurement. Organizations strive to maximize overall “value for money” for citizens. This requires consideration of issues such as client satisfaction, the public interest, fair play, honesty, justice and equity. The efficiency of procurement function of a firm can generate a higher return which forms the basis of sustainable, reliable and long lasting procurement ethics which has recently be of great concern (Robert, 2011).

According to Robert (2014) being honest and considering existing procurement laws is essential because it raises firm net income and operating cost which translates to improved firm performance. Robert, (2014) further indicated that performance measurement in organization is aimed at providing open is intended to produce accurate and reliable information pertaining project progress and implementation of ethical practices which can be used in strengthening information decision making. He further notes that organizational performance can be measured using return on assets and equity. Measurement of organization performance needs to be integrated with general Performance management system and viewed as the progression of maximizing the efficiency and value of measures.

Procurement ethics are a set of moral principles or values guiding procurement manager’s behavior or day to day procedures used in carrying out activities in a firm with a basic aim of ensuring that there is effectiveness in the SCM (IDASA, 2010).

IDASA (2010) carried out a study to find out various situations that can facilitate the delivering of efficiencies in the use of resources within the organization. In order to achieve there is need for adequate savings in procurement ethics which is facilitated by good supply management by seeking communication between the firms and the vendors (Johan et al, 2013). Adoption of modern procurement platforms supports ethical Activity for two the procuring of works, goods and two services for two all two components of the two value two chain.

Lawa et al, (2013) argued that expecting two requirement, sourcing two and acquiring elements and shifting resources into the organization .Improvement and adoption two of ethics in procurement two techniques helps two in two decreasing two the two fees incurred in provider two selection is the purpose two of two Procurement two activities enhancing two supply chain management two an organizational performance Effective procurement ethics affords a high two stage transparency, accountability two and two price for two cash (COMESA, 2014). Obtaining items two and two services two of the two proper two first-class in the two proper two quantity two from the right two source, delivered two to two the right area and at two the least cost and two rate is the two basic purpose two of procurement activities.

Meeting the needs of customers in order to gain adequate optimum condition and value is a major requirement in the achievement of a successful procurement system (Ejite , 2015). According to Sollish and Semanik, (2012), Procurement ethics Consist of actions done by organization with the purpose of ensuring embracement of effective management and procurement of input materials in supply chain. Procurement plays a significant role in helping firms achieve their supply chain objectives and prepare for future uncertainties.

In South Sudan, Public Procurement Oversight Authority (PPOA) is legally mandated to ensure that all public entities adhere to ethical practices during the procurement process by conforming to procurement regulations and guidelines outlined in public procurement and Asset disposal Act (2015).

Procurement ethics includes practices and philosophies such as being loyal and respectful to procurement laws, regulations, transparency and openness in tender processes. The above mention procurement ethical practices was bring about cost reduction, efficiency and effectiveness in procuring of inputs, process standardization and collaboration which was lead to exemplary performance (Interagency Procurement Working Group (IAPWG, 2012).

Procurement code of ethics in any procuring entity is designed to help procurement officers comply with the Act, regulations and ethical standards providing a ground for disciplinary proceedings on officers who was violate the law or engage in unethical business dealings (Carter, 2000).

Actually, few empirical studies are available to address immoral actions or behaviors in procurement and supply chain management, excepting the opportunism, despite procurement professionals being more vulnerable to unethical choices due pressure of rising weight for cost reductions and unachievable objectives (Rottig, Koufteros, & Umphress, 2011). The pressures which the customers points of consumption exerts on procurement function and distinct consumers make it indispensable that procurement managers together with other stakeholders tasked with ensuring organization source the right products and goods are well conversant with moral standards and practices required out of them especially when discharging their duties(Rottin et al.,2011)

Kothari (2004) emphasized that purchasing moral practices are Significant in acquisition process because procurement activities engaged by officials represent the level of transparency and fairness hence external partners can act based on their actions. Sufficient moral actions between firm and the source of supplies is necessary because it form basis for long-term associations and development of partner good was and more so claiming professional status in procurement process.

# 2.5 Conceptual Framework

Conceptual framework is a model of how one makes a logical link between the several elements that have been identified as important to the problem (Sekaran, 2003). The conceptual framework adopted for this study is developed to examine the relationship between procurement practices on performance in Mission Aviation Fellowship as shown in the figure 2.1.

# Figure 2.1: Conceptual framework

 **Independent variables Dependent variables**

**PERFORMANCE EFFECTIVENESS**

* Lead time
* Quality of goods and services delivered
* Efficiency/Effectiveness

**PROCUREMENT PRACTICES**

* Procurement planning
* Procurement monitoring and control
* Ethical procurement practices

 **Intervening variables**

* Government regulations and policies
* External Resource controls
* Organizational Resources
* Supplier Resources and Policies
* Internal controls

**Source**: *Adapted with modification from* Ejite (2015) *and PPDA Act, (2014).*

The conceptual framework indicates the relationship between procurement practices and performance of aviation sector as the independent and dependent variable respectively. Figure 2.1 illustrates that the independent variables of this study are procurement planning, procurement monitoring and control, ethical procurement practices. Literature tells as that procurement planning, procurement monitoring and controls, inventory management, as well as ethical procurement practices can result to better organizational performance. Organizational performance is the dependent variable which can be measured through quality of goods/services delivered, Efficiency/Effectiveness, and lead time. However, the outcome might also be influenced by the intervening variables such as government regulations and policies, organizational resources, supplier resources and policies, external resource controls and internal controls.

# CHAPTER THREE

# RESEARCH METHODOLOGY

# 3.1 Introduction

The chapter describes how the research was carried out and the procedures that were followed. It describes in detail the overall research design that is adapted by the study, area of study, target population, sample size, sampling procedures, data collection methods, data collection instruments, data collection, processing, analysis and limitations of the study.

# 3.2 Research design

The research design provides the cement that holds the research project together. A design is used to structure and show all the major parts of the research project work together to try to address the central research questions (Trochim, 2006). The study adopted a case study approach because it is gives the experience of social phenomena by people to involved in the investigation. It gives a greater understanding of what is something is happening and therefore yields valuable data (Trochim (2006). The study adopted a cross sectional survey design duration. A cross sectional survey design duration is one in which contact is made with study respondents in a short period of time (Trochim, 2006). A cross-sectional survey design was adopted because it made the research feasible involving only one study population which is to be contacted once for the required data.

The study adopted both quantitative and qualitative methods. According to Sarantakos (2005) a quantitative methodology involves the use of structured technique of data collection that allows quantification measurement and operation using quantitative methods of analysis. On the other hand qualitative methodology was based on the theoretical and methodology principles of symbolic interactions between procurement practices and performance in Mission Aviation Fellowship. Quantitative methods were used in the study because data sought has to be quantified on a likert scale in order to establish the relationship between procurement practices and performance in aviation agencies by way of correlation. The qualitative method was used because obtaining nominal data is critical to giving detailed information on the relationship between procurement practices and performance in MAF. By way of interview, the qualitative method gave a systematic and accurate description of the facts on procurement practices and performance in Mission Aviation Fellowship.

# 3.3 Target population

The target population is the population that the researcher would like to generalize to (Oppenheim, 1996). The target population under study was 195 constituting the categories of staff as indicated in table 3.1. These are targeted because they are presumed to have knowledge on procurement practices and performance in Mission Aviation Fellowship. And also their roles, procurement practices and needs uniquely impact on performance in the MAF.

# Table 3.1 Target population

|  |  |
| --- | --- |
| **Category of respondents** | **Population number** |
| Directors | 10 |
| Stores and Inventory Management | 20 |
| Procurement and Disposal Unit  | 15 |
| ICT and Systems Administration | 10 |
| Airport and Aviation Security | 25 |
| Contracts Committee members | 10 |
| Human Resource and Administration | 15 |
| Marketing and Commercial services | 10 |
| Internal Audit and Risk Management | 15 |
| Safety Management and Quality Assurance  | 10 |
| Managers  | 20 |
| Finance and Accounting  | 20 |
| Engineering, Planning and Development | 15 |
| **Total** | **195** |

# Primary Data: MAF employee database

# 3.4 Sample Size

Oppenheim (1996) defines a sample as a collection of some of subset elements of the population. Dealing with the whole population would be costly, time consuming, faces limited cooperation, less accurate, among other limitations and therefore, dealing with a smaller group of population elements yields better research convenience and reliability upon generalizations that apply to the whole population would apply. A sample of 177 from a population of 195 was used for the study in accordance with Krejcie and Morgan (1970) as appended in appendix I. And this yielded a sampling frame as indicated in table 3.2.

# Table 3.2 Sampling frame

|  |  |  |  |
| --- | --- | --- | --- |
| Category of respondents | Population No | Sample number | Sampling technique |
| Directors | 10 | 5 | Purposive  |
| Stores and Inventory Management | 20 | 14 | Census |
| Procurement and Disposal Unit  | 15 | 14 | Census |
| ICT and Systems Administration | 10 | 10 | Census |
| Airport and Aviation Security | 25 | 14 | Simple random |
| Contracts Committee members | 10 | 6 | Purposive sampling  |
| Human Resource and Administration | 15 | 14 | Purposive sampling  |
| Marketing and Commercial services | 10 | 5 | Purposive sampling  |
| Internal Audit and Risk Management | 15 | 10 | Simple random |
| Safety Management and Quality Assurance  | 10 | 10 | Simple random |
| Managers  | 20 | 10 | Purposive sampling  |
| Finance and Accounting  | 20 | 10 | Purposive sampling  |
| Engineering, Planning and Development | 15 | 10 | Simple random |
| Total | 195 | 177 |  |

***MAF employee database (2020) and Krejcie and Morgan table (1970)***

# 3.5 Sampling methods and techniques

The study used both *probability* and *non-probability* sampling methods. There is need for non-probability sampling method in which the elements of the population have no known probability of being selected (Bryman, 2001). Though biased, it offers a faster, cheap and less complicated approach to sampling besides not offering any chance to leaving out key informants in the study population.

Under the non-probability sampling, the *census* and *convenience* sampling techniques. The *Census sampling* technique was used for key informants especially Stores and Inventory Management, Procurement and Disposal Unit staff, and Contracts Committee members who are directly involved in procurement practices and performance of MAF. This technique was used because according to Mcerudlen, (2004) it is judgmental such that it enables the selection of only those members of the population with sufficient technical knowledge of the subject matter so as to access technically required information.

*Convenience sampling* was used in selection of Directors and Managers from various departments. This sampling technique according to Corbin and Strauss (1990), involves selecting whichever units of the population are easily accessible. The sample is selected on the basis of how accessible and cooperative the subjects may be. Therefore, the technique was useful in guiding the study towards those managers and directors of MAF who are accessible and willing to cooperate during the investigation.

A *purposive sampling* technique which is the function of non-probability was used for the selection. Under the purposive sampling technique, only relevant opinions that relate to the research topic are chose which involve purposive identification of the respondent. Purposive sampling was used to select key informants and also the choices of subjects who met predetermined criteria such as convenience to the researcher in terms of proximity, readily available, willingness to be included in the sample and any other criteria that was considered relevant by the researcher.

The *probability sampling* method in which all the elements of the population have known probability of being selected (Bryman, 2001) will be applied to this study. In this, a *simple random sampling* technique was used in the selection of the respondents from each category where non probability sampling is not applied. This technique was selected because it is advantageous in creating equal chances for all respondents to be selected and avoid bias (winter, 2000). It involved writing the names of potential sample elements and such paper placed in a box in random picking will be done. The application of these sampling methods and techniques yielded sample components as indicated in Table 3.1.

# 3.6 Data Collection Methods

Two kinds of data were collected for this study that is, primary data and secondary data. Primary data that is data fresh from the field (Oppenheim, 1996) was collected through survey/questionnaire and interview methods. Review of documents on procurement practices and performance in Mission Aviation Fellowship was done to collect secondary data that is data obtained from already done research and publications (Oppenheim, 1996).

# 3.6.1 Interviewing

An interview is an oral questioning method of data collection where the investigator directly engages in a verbal interaction with participants (Amin, 2005). Interviews were conducted to obtain data on procurement practices and performance in Mission Aviation Fellowship. These were conducted with key informants that gave vital and in-depth data on procurement practices and performance in Mission Aviation Fellowship.

# 3.6.2 Survey/questionnaire method

Survey is a self-reporting method of data collection involving the use of a questionnaire to gather data about the variables of interest in an investigation (Oppenheim, 1996). It gathers data in accordance with the specifications of the research objectives, questions and hypotheses. It is necessary for this study to give an in-depth and wider coverage of both the unit of investigation and the study variables, and also provide savings in time. Questions were coded following a likert scale of 1 to 5 as the translated progression from levels of disagreement to high levels of agreement.

# 3.6.3 Documentary review

Documentary review is method that involves the research reading about other people’s work or already existing data in print or published form (Kothari, 2004). It is necessary to collect secondary data required by the study. Kothari, (2004) further notes that, triangulation of data and methodology is critical to any research that yields reliable data. Hence, the study involved a review of documents including those relating to procurement practices and performance in Mission Aviation Fellowship. The data obtained provided a backup and supportive role to the raw data that was obtained using primary data sources and methods.

# 3.7 Data Collection Instruments

Data collection started with determining what kind of data is required, and thus determines instruments needed to collect the data from the selected sample. The study needed both primary and secondary data and hence adopted several data collection instruments to include self-administered questionnaires, interview guides, and documentary review checklists.

# 3.7.1 The Self-Administered Questionnaires (SAQs)

The researcher used self-administered questionnaires to collect primary data. These questionnaires were delivered physically by the researcher to respondents who filled them and later were collected by the researcher from the point designated for their return. These tools contained questions on procurement practices and performance in Mission Aviation Fellowship. The statements required the respondents to tick their favored options supplied on a five point Likert scale to which levels of agreement; Strongly Disagree, Disagree, Not Sure, Agree and Strongly Agree weighed as *1, 2, 3, 4* and *5* in score. This instrument was chosen because it was easy to administer and responses were easily analyzed.

# 3.7.2 Interview Guide

The interview guide was used to gather consistent general information about procurement practices and performance in Mission Aviation Fellowship. In addition to answering questionnaires, the interviews targeted key respondents in MAF like the Directors and Managers. This method was appropriate because it ensured proper understanding and capturing detailed facts about the various activities associated with procurement practices and performance in Mission Aviation Fellowship. There was a face-to-face interaction before the actual interview with respondents. Appointments with respondents were made, and time of the interview also agreed upon in advance. At analysis, the data obtained from the interviews was triangulated with the data from other methods before conclusions were made.

# 3.7.3 Documentary review checklists

Documentary review checklists are informational job aids that spell out what items and documents to be reviewed (Sarantakos, 2005). They are necessary because they ensure consistence and completeness of what is being reviewed to gather data intended to be collected by them.

# 3.8 Data quality control

A pre-test was carried out on the intended respondents before administering the questionnaires. Pre-testing allowed adjustments to the questionnaire by incorporating comments from the respondents in addition to assessing the language simplicity, ability to get information needed, acceptability and privacy of the respondents. This gave clues to the unforeseen in the study since a thorough check of planned procedures is appraised (Salkind, 2003). Hence, content validity tests, reliability tests and guarantee of respondents’ privacy by data collection instruments was put into consideration. In addition, all the respondents that were issued with questionnaires and all those participating in the study are expected to be informed and knowledgeable about procurement practices and performance in Mission Aviation Fellowship.

# 3.8.1 Content Validity tests

Validity refers to the extent to which the quality of a research procedure or instrument is accurate, correct, meaningful and right. Content validity focuses upon the extent to which the content of an instrument corresponds to the content of the data it is designed to collect (Wilson, Pan, & Schumsky, 2012). Content validity testing of the self administered questionnaire, interview guide and checklists for this study was carried out following computation of the Content Validity Index (CVI) with acceptance at CVI ≥ 0.7 and where it falls below, then revisions was made following the advice of the experts and rerun of test done to reach an acceptable index. The content validity formula below was used:

CVI

Number of valid judgments

Total number of test Judgments

**=**

The concept of validity index (CVI) was computed to establish validity of the instrument. The decision rule is to accept the instrument as valid if the CVI is greater than 0.7 (Amin 2004).

CVI = 

 CVI =

 = 0.81

The computed CVI is 0.81 and was greater than 0.7, therefore the instrument was valid.

# 3.8.2 Reliability tests

Reliability is the measure of the internal consistency of the research instruments (Amin, 2005). The reliability of questionnaires as the major data collection instrument is concerned with the consistency of responses to the questions. To measure the consistency of responses across all the scaled questions or group of the questions from the questionnaire was by establishing the Cronbach’s alpha (**α**) coefficient using SPSS. For the questionnaire and any instrument to be considered reliable, it had to yield a Cronbach’s alpha (**α**) coefficient **α** ≥ 0.7 (Nunnaly, 1978). Any value less, required a revision of the questions and scaling until the acceptable alpha coefficient is realized.

# 3.9 Ethics and data collection procedures

Before proceeding for the field survey, the researcher followed all the professional guidelines of researchers including acquisition of an introductory letter from School of Business Administration and Information Technology, Nkumba University and permission from the Manager Human Resources of Mission Aviation Fellowship to conduct a research in the organization. At the same time, the researcher before engaging particular respondents, the researcher requested for an oral or written consent.

Then the questionnaire and interview guides were distributed and conducted among the respondents and key informants, respectively. After a specified but favourable time scale amicably agreed with participants, the researcher collected the filled instruments. The collected data was at this point set for editing, coding, and analysis.

**3.10 Ethical Considerations**

Confidentiality and privacy of respondents was respected in this study. This was done by inserting confidentiality clauses into research instruments and adhering to corporate and research ethics procedures of both Nkumba University and Mission Aviation Fellowship. And because of the nature of the study being based on procurement practices and performance in Mission Aviation Fellowship, it is so sensitive in one way or the other; it assesses the procurement practices and performance in such organizations.

# 3.11 Measurement of variables

The variables of the study in the questionnaire was measured on a five likert scale ranging from 1, 2, 3, 4, and 5 as ranking/weights to Strongly Disagree, Disagree, Neutral, Agree, and Strongly Agree respectively. The choice of this measurement is based on the premise that each point on the scale carries numerical score which was used to measure the opinion of respondents on procurement practices and performance in Mission Aviation Fellowship and it was the most frequently used summated scale in the study of business and social experience.

# 3.12 Data analysis and presentation

Data collected was analyzed using the SPSS data analysis program by running descriptive analyses to establish frequencies, standard deviations and mean deviations as well as correlation/regression analysis, hypothesis testing, and analysis of variance. This yielded frequency tables, ANOVA matrices, correlation matrices, and model summaries that are the mode of presenting and basis of interpreting findings. Qualitative data from the field was analyzed using critical judgment by considering those elements which tally with the study elements in the conceptual framework. Presentation was also considered triangulation of findings obtained using various methods and instruments of data collection adopted by the study.

#  3.13 Anticipated problems

Conceptualization of the technicalities associated with procurement practices may be a limiting factor. However, the study centered on only basic practices aspects related to procurement and also provided an explanation of technical issues to respondents where necessary. The study also encountered resource constraints and low response rates due to inaccessibility of key respondents like managers and directors. Dealing with this, the researcher devised mechanisms that involved extracting questions relevant to specific respondents in interviews other than addressing the whole set of questions to every respondent. Also appointments were booked in advance with key respondents.

# CHAPTER FOUR

# DEMOGR APHIC CHARACTERISTICS OF THE RESPONDENTS

# 4.0 Introduction

The main purpose of this chapter was to analyze the background information of the respondents in Mission aviation fellowship in relation to their age, gender, duration in service and level of education. The information was presented by the use of tabulation.

**4.1 Response rate**

The researcher had a sample size of 177 respondents and a total of 177 sets of the instruments were distributed. Out of these, a total of 153 were returned making a response rate of 86.4% and therefore this was used in the analysis of findings.

# 4.1 Gender of the respondents

The gender of the respondents was summarized in table 4.1.

# Table 4.1: Gender of the respondent

|  |  |  |  |
| --- | --- | --- | --- |
| **Gender** | **Frequency** | **Percent** | **Cumulative percent** |
| Valid Male Female Total | 9756153 | 63.436.6100.0 | 63.4100.0 |

Source: Primary Data, (2021)

As shown in table 4.1 indicates that, 97(63.4%) were male and 56(36.6%) were female. The inclusion of both sexes targeted collecting data from both sexes so as to avoid biased reporting on procurement practices and performance of mission aviation fellowship.

# 4.2 Age Bracket of the respondents

Respondents were asked to reflect their ages and the results are as shown in table 4.2.

# Table 4.2: Age Bracket of the respondent

|  |  |  |  |
| --- | --- | --- | --- |
| **Age Bracket** | Frequency | Percent | Cumulative percent |
|  Below 26 26-35 36-45Valid 46-55 Above 55 Total | 305243208153 | 19.634.028.113.15.2100.0 | 19.653.681.794.8100.0 |

Source: Field data, (2021)

Results in the table 4.2 reveal that the majority 52(34.0%) of the respondents were between 26 and 35 years, 43(28.1%) were between 36 and 45 years, 20(13.1%) were between 46 and 55 years, 8(5.2%) were above 55 years. These are the most active dynamic groups and capable of providing reliable data.

# 4.3 Level of Education Attained by the Respondents

The levels of education attained by the respondents were summarized in table 4.3.

# Table 4.3: Academic qualification

|  |  |  |  |
| --- | --- | --- | --- |
| **Academic qualification** | **Frequency** | **Percent** | **Cumulative frequency** |
|  Masters Bachelors DiplomaValid Certificate Other  Total | 156231405153 | 9.840.520.326.13.3100.0 | 9.850.370.696.7100.0 |

Source: Primary data, (2021)

Table 4.3 reveals that 40(26.1%) of respondents had certificates in different courses, 31(20.3%) had diplomas, 62(40.5%) had undergraduate degrees and 15(9.8%) had Masters Degree. It was revealed that respondents were capable of providing accurate and reliable information on procurement practices and performance of Mission Aviation Fellowship.

# 4.4 Category of work by the respondents

The departments of work by the respondents were summarized in table 4.4.

# Table 4.4: Category of work by the respondent

|  |  |  |  |
| --- | --- | --- | --- |
| **Category of work by the respondent** | Frequency | Percent | Cumulative percent |
|  Directors  Stores and Inventory Management Procurement and Disposal Unit ICT and Systems Administration Airport and Aviation SecurityValid Contracts Committee Human Resource and Administration  Marketing and Commercial Services  Internal Audit and Risk Management  Safety Mgt and Quality Assurance  Total | 08242412101025141313153 | 5.215.715.77.86.56.516.39.28.58.5100.0 | 5.220.936.644.450.957.473.782.991.4100.0 |

Source: Field Data, (2021)

Results from table 4.4 indicates that, 24(15.7%) were from stores and inventory management, 24(15.7%) were from procurement and disposal unit, 25(16.5%) were from human resource and administration, 14(9.2%) were from marketing and commercial services, 13(8.5%) were from internal audit and risk management and 12(7.8%) were from ICT and systems administration at Mission Aviation Fellowship. This implies that the majority of respondents were capable and had capacity to provide precise and concise information on procurement practices and performance of Mission Aviation Fellowship.

# 4.5 Number of Years in Service with Mission Aviation Fellowship

Table 4.5: Below presents respondents’ years in service.

|  |  |  |  |
| --- | --- | --- | --- |
| **Respondents’ years in service** | **Frequency** | **Percent** | **Cumulative frequency** |
|  Below 6yr 6-10 yrs 11-15yrsValid 16-20yrs Above 20yrs Total | 156231405153 | 9.840.520.326.13.3100.0 | 9.850.370.696.7100.0 |

Source: Field Data, (2021)

In table 4.5 above, 15(9.8%) of the respondents had worked for below 6 years, 62(40.5%) had worked for between 6 - 10 years, 31(20.3%) had worked for between 11 - 15 years, 40(26.1%) had worked for between 16 - 20 years and 5(3.3%) had worked for 20 years and above. This reveals that quite a number of respondents in the population were not that very old in the system, but with a good blend to provide very good ideas and responses. The inclusion of both new and old workers was to provide a balance in responses and ideas.

# CHAPTER FIVE

# ROLE OF PROCUREMENT PLANNING ON THE PERFORMANCE OF MAF

# 5.0 Introduction

This chapter presents analysis and interpretation of findings on role of procurement planning on the performance of Mission Aviation Fellowship-South Sudan.

**Descriptive statistics on the role of procurement planning on the performance of Mission Aviation Fellowship-South Sudan.**

In relation to objective one, the descriptive data was presented in form of frequencies and percentages of the collected data.

# 5.1 Budget approval is obtained for the required items before purchase orders are placed

The respondents were asked whether budget approval is obtained for the required items before purchase orders are placed. The results are presented in table 5.1

# Table 5.1: Budget approval is obtained for the required items before purchase orders are placed

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Frequency** | **Percent** | **Cumulative percent** |
|  Strongly disagree DisagreeValid Neutral Agree Strongly agree Total | 221476347153 | 14.49.14.541.230.7100.0 | 14.123.528.169.3100.0 |

**Source: Field data, (2021)**

According to Table 5.1 results indicate that majority of respondents that is 41.2% generally agreed while minority of respondents 9.1% disagreed and 14.1% strongly disagreed; however, since majority of respondents agreed it can be implied to mean that budget approval is obtained for the required items before purchase orders are placed; this ensures the value for money and better service delivery hence improving the overall performance of the organization.

# 5.2 Procurement planning sets in motion the entire procurement process in MAF

Respondents were also asked whether procurement planning sets in motion the entire procurement process in Mission Aviation Fellowship. The responses to the question are presented in table 5.2

# Table 5.2: Procurement planning sets in motion the entire procurement process in MAF

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Frequency** | **Percent** | **Cumulative percent** |
|  Strongly disagree DisagreeValid Neutral Agree Strongly agree Total | 171895851153 | 11.111.75.837.933.3100.0 | 11.122.828.766.7100.0 |

Source: Field Data, (2021)

The results in Table 5.2 show that majority of respondents that is 37.9% generally agreed to the statement, while minority of respondents 11.7% disagreed and 11.1% strongly disagreed; however, since majority of the respondents agreed it can be implied to mean that procurement planning sets in motion the entire procurement process in Mission Aviation Fellowship. Respondents revealed that the entity will reduce overstocking, saves on cost achieved through economies of scale and procurement of quality works, goods and services achieved through quality specifications.

# 5.3 The procurement needs are clearly defined by the heads of department

The respondents were also asked whether the procurement needs are clearly defined by the heads of department. The results to the question are presented in table 5.3

# Table 5.3: The procurement needs are clearly defined by the heads of department

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative percent |
|  Strongly disagree DisagreeValid Neutral Agree Strongly agree Total | 131897241153 | 8.511.85.947.126.8100.0 | 8.520.326.173.2100.0 |

Source: Field Data, (2021)

The results in Table 5.3 indicate that majority of the respondents that is 47.1% generally agreed while minority of respondents 8.5% strongly disagreed and 11.8% disagreed; however, since majority of the respondents generally agreed it can be implied to mean that procurement needs are clearly defined by the heads of department. During an interview session, a key respondent stated that;

 “*Procurement needs entails the identification of what needs to be procured (which is the result of a Needs Assessment), how the organizations need can best be met, the scope of the goods, works or services required, what procurement strategies or methods to be deployed, setting the time frames, and the accountability for the full procurement process.”*

# 5.4 Needs assessment is undertaken by respective heads of department

The respondents were also asked whether needs assessment is undertaken by respective heads of department for goods and services required. The results to the question are presented in table 5.4

# Table 5.4: Needs assessment is undertaken by respective heads of department

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative percent |
|  Strongly disagree DisagreeValid Neutral Agree Strongly agree Total | 1720126836153 | 11.113.17.844.423.5100.0 | 11.124.232.076.5100.0 |

Source: Field data, (2021)

The results in Table 5.4 indicate that majority of the respondents that is 44.4% generally agreed while minority of respondents 11.1% strongly disagreed and 13.1% disagreed; however, since majority of the respondents generally agreed it can be implied to mean that needs assessment is undertaken by respective heads of department for goods and services required. It was revealed that it involves the firm meeting its strategic objectives by purchasing the required goods and services from the right suppliers in an efficient manner.

# 5.5 Delivery schedules that fit in the organization requirements are drawn with the suppliers

The respondents were also asked whether delivery schedules that fit in the organization requirements are drawn with the suppliers. The results to the question are presented in table 5.5

# Table 5.5: Delivery schedules that fit in the organization requirements are drawn with the suppliers

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative percent |
|  Strongly disagree DisagreeValid Neutral Agree Strongly agree Total | 1519115949153 | 9.812.47.238.632.0100.0 | 9.822.229.468.0100.0 |

Source: Field Data, (2021)

The results in Table 5.5 indicate that majority of the respondents that is 38.6% generally agreed while minority of respondents 9.8% strongly disagreed and 12.4% disagreed; however, since majority of the respondents generally agreed it can be implied to mean that delivery schedules that fit in the organization requirements are drawn with the suppliers. This means that cost savings are achieved through procurement of quality goods and services, economies of scale and the reduction of products in stock and also quickens order fulfillment and improves purchaser supplier relationship.

# 5.6 Top management of MAF is involved in the procurement planning

The respondents were also asked whether top management of Mission Aviation Fellowship is involved in the procurement planning. The results to the question are presented in table 5.6

# Table 5.6: Top management of MAF is involved in the procurement planning

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative percent |
|  Strongly disagree DisagreeValid Neutral Agree Strongly agree Total | 1517117733153 | 9.811.17.250.321.6100.0 | 9.820.928.178.4100.0 |

Source: Field data, (2021)

The results in Table 5.6 indicate that majority of the respondents that is 50.3% generally agreed while minority of respondents 9.8% strongly disagreed and 11.1% disagreed; however, since majority of the respondents generally agreed it can be implied to mean that top management of Mission Aviation Fellowship is involved in the procurement planning. This means that involvement of top management in procurement planning helps their procurement systems to be designed to achieve three goals that is ensuring the best price; providing open and fair competition among vendors and preventing favoritism and corruption.

# 5.7 Funds are availed based on the budget

The respondents were also asked whether funds are availed based on the budget. The results to the question are presented in table 5.7

# Table 5.7: Funds are availed based on the budget

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative percent |
|  Strongly disagree DisagreeValid Neutral Agree Strongly agree Total | 1822118022153 | 11.814.47.252.314.4100.0 | 11.826.133.385.6100.0 |

Source: Field Data, (2021)

The results in Table 5.7 indicate that majority of the respondents that is 52.3% generally agreed while minority of respondents 11.8% strongly disagreed and 14.4% disagreed; however, since majority of the respondents generally agreed it can be implied to mean that funds are availed based on the budget. This helps organizations save costs and organizations that purchase items without funds based on budgets in the end incur a lot of costs. The respondents also revealed that cost savings can be achieved through procurement of quality goods and services, economies of scale and the reduction of products in stock.

**Inferential Statistics testing for how procurement planning enhances the performance of mission aviation fellowship-South Sudan**

In an attempt of determining the hypothesis; relationship between procurement planning and performance at MAF-South Sudan, the researcher ran regression analysis and the results are obtained in table 5.8

# Table 5.8: ANOVA results

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Model | Sum of Squares | Df | Mean Square | F | Sig. |
| 1 | Regression | 169.966 | 1 | 169.966 | 171.599 | .000b |
| Residual | 149.563 | 151 | .990 |  |  |
| Total | 319.529 | 152 |  |  |  |
| a. Dependent Variable: Procurement Planning |

b. Predictors: (Constant), the performance of Mission Aviation Fellowship-South Sudan

Analysis of variance (ANOVA) was used to test the null hypothesis in Table 5.8 and results indicated F= 171.599, p<000, in addition, the processed data, which is the population parameters, had a significance level of 0.001 which shows that the data is ideal for making a conclusion on the population’s parameter as the value of significance (p-value) is less than 5%. The results indicate that procurement planning significantly influences performance at Mission Aviation Fellowship, this is because the significance value was less than 0.05, an indication that the model was statistically significant.

# Table 5.9: Coefficients Test Result for how procurement planning enhances the performance of Mission Aviation Fellowship-South Sudan

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Model | Unstandardized Coefficients | Standardized Coefficients | t | Sig. |
| B | Std. Error | Beta |
| 1 | (Constant) | .333 | .236 |  | 1.415 | .159 |
| Procurement Planning | .789 | .060 | .729 | 13.100 | .000 |

a. Dependent Variable: the performance of Mission Aviation Fellowship-South Sudan

From the data in the Table 5.9, the established regression equation was Y=0.333+.0.789X1. From the above regression equation, it was revealed that holding procurement planning to a constant zero, performance would be 0.333, a unit increase in procurement planning would lead to an increase in performance at MAF by a factor of .789. The results show that; Procurement planning [β=0.729, p<0.05, t-statistic=13.100, p<0.05] influences performance as the dependent variable. This means that procurement planning significantly influences performance; this is because its Beta value is twice larger than the corresponding standard errors and its t-statistic is greater than two. Any independent variable with a t-statistic greater than two indicates a strong correlation with the dependent variable.

This means that there is a statistically significant positive relationship between procurement planning and performance at MAF.

# CHAPTER SIX

# PROCUREMENT MONITORING AND CONTROL AND PERFORMANCE OF MAF-SOUTH SUDAN

# 6.0 Introduction

Chapter six presents the findings on role of procurement monitoring and control on the performance of Mission Aviation Fellowship-South Sudan. This chapter aims at examining the between procurement monitoring and control on the performance of Mission Aviation Fellowship and how the organization has endeavored to achieve improved performance.

**Descriptive statistics on the relationship between procurement monitoring and control and performance in MAF.**

In relation to objective two, the descriptive data was presented in form of frequencies and percentages of the collected data. The respondents were asked the following questions and responses are captured in this chapter.

# 6.1 The technical abilities of the suppliers are evaluated before contract awarding

The respondents were asked whether the technical abilities of the suppliers are evaluated before contract awarding. The results are presented in table 6.1

# Table 6.1: The technical abilities of the suppliers are evaluated before contract awarding

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative percent |
|  Strongly disagree DisagreeValid Neutral Agree Strongly agree Total | 201796938153 | 13.111.15.945.124.8100.0 | 13.124.330.175.2100.0 |

Source: Field data, (2021)

According to results in Table 6.1, it is seen that majority of respondents 45.1% generally agreed while minority of the respondents 13.1% strongly disagreed and 11.1% disagreed; however, since majority of the respondents agreed it can be implied to mean that the technical abilities of the suppliers are evaluated before contract awarding. Respondents revealed that MAF evaluating the technical abilities before awarding the contract helps to assess their responsiveness to specifications and requirements as defined in the solicitation document, analyze their cost and benefit, and determine their price and value. This means that Evaluation, together with the requirement definition and the evaluation criteria and method specified in the solicitation document, is the basis for the subsequent selection of the offer that provides the best value for money for the organization.

# 6.2 Procurement bids are opened by an independent committee

The respondents were also asked whether procurement bids are opened by an independent committee. The responses to the question are presented in table 6.2

# Table 6.2: Procurement bids are opened by an independent committee

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative percent |
|  Strongly disagree DisagreeValid Neutral Agree Strongly agree Total | 201597732153 | 13.19.85.950.320.9100.0 | 13.122.928.879.1100.0 |

Source: Field Data, (2021)

The results in Table 6.2 indicate that majority of the respondents 50.3% generally agreed while minority of respondents 13.1% strongly disagreed and 9.8% disagreed; however, since majority of the respondents agreed, it can be implied to mean that procurement bids are opened by an independent committee. It was revealed that opening of bid by an independent committee promotes transparency and reduces conflict of interest in the procurement process. This means therefore that ethical practices enhance an organization’s integrity and reputation, it also creates relationships that are mutually beneficial with fair practice and trust hence improved performance within MAF.

# 6.3 The Mission Aviation Fellowship periodically reviews the existing procurement policies

The respondents were asked whether the Mission Aviation Fellowshipperiodically reviews the existing procurement policies. The responses to the question are presented in table 6.3

# Table 6.3: The MAF periodically reviews the existing procurement policies

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative percent |
|  Strongly disagree DisagreeValid Neutral Agree Strongly agree Total | 2315115549153 | 15.09.87.235.932.0100.0 | 15.024.832.068.0100.0 |

Source: Field Data, (2021)

The results in Table 6.3 indicate majority of the respondents 35.9% generally agreed while minority of respondents 15% strongly agreed and 9.8% agreed; however, since majority of respondents disagreed, it can be implied to mean that Mission Aviation Fellowshipperiodically reviews the existing procurement policies. During an interview session, a key respondent mentioned that;

 *“Reviewing the existing procurement policies can assist in ensuring that organizations embrace modern technological ways and trends in handling and addressing procurement issue. This means that organization’s management in conjunction with other stakeholders should embrace modern ways in planning and should as well come up with well –tailored training programs on practices of procurement.”*

# 6.4 Invoices are checked against the local purchase order and delivery note before payment

The respondents were also asked whether invoices are checked against the local purchase order and delivery note before payment. The responses to the question are summarized in table 6.4

# Table 6.4 : Invoices are checked against the local purchase order and delivery note before payment

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative percent |
|  Strongly disagree DisagreeValid Neutral Agree Strongly agree Total | 2115116640153 | 13.79.87.243.126.1100.0 | 13.723.530.773.9100.0 |

Source: Field Data, (2021)

The results in Table 6.4 indicate that majority of respondents 43.1% generally agreed while minority of respondents 13.7% strongly disagreed and 9.8% disagreed; since majority of the respondents agreed, it can be implied to mean that invoices are checked against the local purchase order and delivery note before payment. Respondents revealed that checking the invoices against the local purchase order and delivery notes ensures obtaining the required goods and services from appropriate suppliers to enable the institution meet its strategic objectives in economic, efficient and effective manner. This means that lead to improvement in quality and reduction in cost. It improves proper allocation of firm resources, high quality and time management, procurement and budgetary saving and increase profitability in the organization.

# 6.5 Supplier evaluation is periodically undertaken to ensure quality of the goods and services

The respondents were also asked whether supplier evaluation is periodically undertaken to ensure quality of the goods and services. The results are summarized in table 6.5

# Table 6.5: Supplier evaluation is periodically undertaken to ensure quality of the goods and services

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative percent |
|  Strongly disagree DisagreeValid Neutral Agree Strongly agree Total | 5740112025153 | 37.326.17.213.116.3100.0 | 37.163.470.683.7100.0 |

Source: Field Data, (2021)

The results in Table 6.5 show that majority of the respondents 26.1% generally disagreed while minority of respondents 13.1% agreed and 16.3% strongly agreed; however, since majority of the respondents disagreed, it can be implied to mean that supplier evaluation is periodically undertaken to ensure quality of the goods and services. Respondents stated that supplier evaluation are usually applied to the current set suppliers to measure and monitor their [performance](https://www.marketing91.com/performance-based-marketing/) for the purposes of reducing costs of the [goods](https://www.marketing91.com/difference-between-goods-and-services/) required on the regular basis, mitigating the chances of risk involved, and driving continuous improvement in their performance. This means that through the process of Supplier Evaluation, MAF is able to set a threshold for its suppliers that can result in the higher-quality results. MAF can plan better and new range of [products](https://www.marketing91.com/types-of-products/) and services based on a good understanding of its suppliers’ expertise, vital capabilities, and performance levels.

# 6.6 Obstacles in the procurement process are mitigated in a timely manner

The respondents were asked whether obstacles in the procurement process are mitigated in a timely manner. The responses to the question are presented in table 6.6

# Table 6.6; Obstacles in the procurement process are mitigated in a timely manner

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative percent |
|  Strongly disagree DisagreeValid Neutral Agree Strongly agree Total | 633462228153 | 41.222.23.914.418.3100.0 | 41.263.467.381.7100.0 |

Source: Field Data, (2021)

As seen in Table 6.6, the results show that majority of respondents 41.2% generally strongly disagreed while 14.4% agreed and 18.3% strongly agreed; however, since majority of respondents disagreed, it can be implied to mean that obstacles in the procurement process are not mitigated in a timely manner. During an interview session, a key respondent mentioned that;

*“Lack of clear ethical guidelines also contributes to unethical behavior, lack of top management support, limited resources and the political environment may also contribute to unethical behavior hence increasing obstacles in the procurement process.* *Managers are more likely to integrate ethics in decision making when there’s a strong internal culture combined with training and also when there is pressure from stakeholders to do so. Managers should avoid conflict of interest when giving or receiving gifts and when using company resources for non-business related activities.”*

This means that obstacles in the procurement process are not mitigated in a timely manner within the Mission Aviation Fellowship.

# 6.7 Corrective actions are taken once discrepancy is identified in the procurement processes

The respondents were also asked whether corrective actions are taken once discrepancy is identified in the procurement processes. The responses to the question are summarized in table 6.7

# Table 6.7: Corrective actions are taken once discrepancy is identified in the procurement processes

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative percent |
|  Strongly disagree DisagreeValid Neutral Agree Strongly agree Total | 417761217153 | 26.850.33.97.811.1100.0 | 26.877.181.088.9100.0 |

Source: Field Data, (2021)

The results in Table 6.7 show that majority of respondents 50.3% generally disagreed, while minority of respondents 7.8% agreed and 11.1% strongly agreed; however, since majority of the respondents disagreed, it can be implied to mean that corrective actions are not taken once discrepancy is identified in the procurement processes. Respondents stated that corrective action in the procurement process leads to improvement in quality and reduction in cost and improves proper allocation of firm resources, high quality and time management, procurement and budgetary saving and increase profitability in the organization. This means that corrective actions are not taken once discrepancy is identified in the procurement processes in Mission Aviation Fellowship.

# Table 6.8: ANOVAa

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Model** | **Sum of Squares** | **df** | **Mean Square** | **F** | **Sig.** |
| 1 | Regression | .281 | 1 | .281 | .155 | .694b |
| Residual | 273.249 | 151 | 1.810 |  |  |
| Total | 273.529 | 152 |  |  |  |
| a. Dependent Variable: the performance of Mission Aviation Fellowship-South Sudan |
| b. Predictors: (Constant), Procurement monitoring |

Analysis of variance (ANOVA) was used to test the null hypothesis in Table 6.8 and results indicated F= 0.155, p<000, in addition, the processed data, which is the population parameters, had a significance level of 0.001 which shows that the data is ideal for making a conclusion on the population’s parameter as the value of significance (p-value) is less than 5%. The results indicated that procurement monitoring and control significantly influence performance at MAF; this is because the significance value was less than 0.05, an indication that the model was statistically significant.

# Table 6.9: Coefficients Test Result on Corrective actions taken once discrepancy is identified in the procurement processes

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Model | Unstandardized Coefficients | Standardized Coefficients | T | Sig. |
| B | Std. Error | Beta |
| 1 | (Constant) | 3.002 | .267 |  | 11.258 | .000 |
| Procurement monitoring and control | .030 | .075 | .032 | .394 | .694 |

a. Dependent Variable: the performance of Mission Aviation Fellowship-South Sudan

From the data in the Table 6.9, the established regression equation was Y=3.002+.0.030X1. From the above regression equation, it was revealed that holding procurement monitoring and control to a constant zero, performance would be 3.002, a unit increase in procurement monitoring and control would lead to an increase in performance at MAF by a factor of .030. The results show that; Procurement monitoring and control [β=0.032, p<0.05, t-statistic=0.394, p<0.05] influences performance as the dependent variable. This means that procurement monitoring and control does not significantly influence performance; this is because its Beta value is smaller than the corresponding standard errors and its t-statistic is less than two. Any independent variable with a t-statistic less than two indicates a weak correlation with the dependent variable.

This means that there is a statistically significant negative relationship between procurement monitoring and control and performance at MAF.

# CHAPTER SEVEN

# ETHICAL PROCUREMENT PRACTICES AND PERFORMANCE OF MAF

# 7.0 Introduction

Chapter seven presents the findings on ethical procurement practices on the performance of Mission Aviation Fellowship-South Sudan

**Descriptive statistics on ethical procurement practices on the performance of Mission Aviation Fellowship-South Sudan**

In relation to objective three, the descriptive data was presented in form of frequencies and percentages of the collected data.

In an attempt to explore the ethical procurement practices on the performance of Mission Aviation Fellowship-South Sudan, respondents were asked the following questions and responses are captured in this chapter.

# 7.1 Fair and equal treatment of providers and integrity in the procurement process

Respondents were asked whether there exist fair and equal treatment of providers and integrity in the firm’s procurement process and there exist no preference to any group of suppliers. The results are presented in table 7.1

# Table 7.1 Fair, equal treatment of providers and integrity in the procurement process

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative percent |
|  Strongly disagree DisagreeValid Neutral Agree Strongly agree Total | 101967741153 | 6.512.43.950.326.8100.0 | 6.519.022.973.2100.0 |

**Source: Field Data, (2021)**

The results in Table 7.1 indicate that majority of respondents 50.3% generally agreed while minority of respondents 12.4% disagreed and 6.5% strongly disagreed; however, since majority of the respondents generally agreed, it can be implied to mean that there exist fair and equal treatment of providers and integrity in the firm’s procurement process and there exist no preference to any group of suppliers. It was revealed that all suppliers should be treated fairly and even-handedly at all stages of the procurement process. This means being open with all those involved, so that everyone, especially suppliers, understands the elements of the process, that is, the procedures, timescales, expectations, requirements, criteria for selection and so on.

# 7.2 The criteria for assessing the suitability of bidders are contained in the letter of invitation

The respondents were also asked whether in the firms’ procurement process, the criteria for assessing the suitability of bidders and for assessing the tenders in order to award a contract forms part of the minimum information contained in the letter of invitation or contract notice. The results are summarized in table 7.2

# Table 7.2: The criteria for assessing the suitability of bidders are contained in the letter of invitation

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative percent |
|  Strongly disagree DisagreeValid Neutral Agree Strongly agree Total | 121966452153 | 7.812.43.941.834.0100.0 | 7.820.324.266.0100.0 |

Source: Field Data, (2021)

The results in Table 7.2 indicate that majority of the respondents 41.8% generally agreed while minority of respondents 7.8% strongly disagreed and 12.4% disagreed; however, since majority of respondents agreed it can be implied to mean that in the firms’ procurement process, the criteria for assessing the suitability of bidders and for assessing the tenders in order to award a contract forms part of the minimum information contained in the letter of invitation or contract notice. Respondents revealed that adequate level of transparency to ensure fair and equal treatment of providers and integrity in public procurement.

# 7.3 MAF is always liable to sanctions for any behavior that contravenes the public procurement legal framework and principles

The respondents were asked whether Mission Aviation Fellowship (MAF)is always liable to sanctions as a remedy for any behavior that contravenes the public procurement legal framework and principles. The responses to the question are summarized in table 7.3

# Table 7.3: MAF is always liable to sanctions as a remedy for any behavior that contravenes the public procurement legal framework and principles

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative percent |
|  Strongly disagree DisagreeValid Neutral Agree Strongly agree Total | 2019105252153 | 13.112.46.534.034.0100.0 | 13.125.532.066.0100.0 |

Source: Field Data, (2021)

The results in Table 7.3 indicate that majority of the respondents 34.0% generally agreed while minority of respondents 12.4% strongly disagreed and 13.1% disagreed; however, since majority of the respondents agreed, it can be implied to mean that Mission Aviation Fellowship (MAF) is always liable to sanctions as a remedy for any behavior that contravenes the public procurement legal framework and principles. It was revealed that many practices involve various forms of collusion between organization and bidders, notably in awarding contracts on the basis of bribes; to firms in which one has a personal interest; to firms in which one’s friends, family or business acquaintances have an interest; and to political supporters (e g. to firms who have provided financial support; or to regions which have voted for a particular political party). Such corruption can occur in the execution as well as award of contracts e.g. officials can collude with bidders to allow them to claim extra payments for non-existent work hence punishing any form of behavior promotes transparency and integrity in the procurement process.

# 7.4 MAF keeps accurate records of all transactions which provide an audit trail

The respondents were also asked whether Mission Aviation Fellowship (MAF) keeps accurate records of all transactions which provide an audit trail of all the procurement decisions as well as serving as official record in case of administrative or judicial challenge. The results are presented in table 7.4

# Table 7.4: MAF keeps accurate records of all transactions which provide an audit trail

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative percent |
|  Strongly disagree DisagreeValid Neutral Agree Strongly agree Total | 1319106249153 | 8.512.46.540.532.0100.0 | 8.520.927.568.0100.0 |

Source: Field Data, (2021)

As seen in Table 7.4, it is revealed that majority of the respondents that is 40.5% generally agreed while minority of respondents 8.5% strongly disagreed and 112.53.5% disagreed; however, since majority of the respondents agreed, it can be implied to mean that Mission Aviation Fellowship (MAF) keeps accurate records of all transactions which provide an audit trail of all the procurement decisions as well as serving as official record in case of administrative or judicial challenge. During an interview session, a key respondent stated that;

*“Accurate records are a pre-condition for accountability and control, these are written records of the different stages of the procedure are essential to maintain transparency, provide an audit trail of procurement decisions for controls, serve as the official record in cases of administrative or judicial challenge and provide an opportunity for citizens to monitor the use of firms’ funds and ensures that procurement decisions are well documented; justifiable and substantiated in accordance with relevant laws and policies in order to promote accountability.”*

# 7.5 The firm’s evaluation process of the tender documents is evaluated separately from the price

The respondents are also asked whether the firm’s evaluation process of the tender documents and its effectiveness is evaluated separately from the price, and that the price is considered only after the completion of the evaluation. The results are presented in table 7.5

# Table 7.5: Evaluation process of the tender documents is evaluated separately from the price

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative percent |
|  Strongly disagree DisagreeValid Neutral Agree Strongly agree Total | 6053101218153 | 39.234.66.57.811.8100.0 | 39.273.980.488.2100.0 |

Source: Field Data, (2021)

The results in Table 7.5 indicate that majority of respondents 34.6% generally disagreed while minority of respondents 11.8% strongly agreed and 7.8% agreed; however, since majority of the respondents disagreed, it can be implied to mean that the firm’s evaluation process of the tender documents and its effectiveness is evaluated separately from the price, and that the price is considered only after the completion of the evaluation. Respondents revealed that procurement procedures are transparent and promote fair and equal treatment for bidder and all criteria the contracting authority is intending to apply must be stipulated, where possible, in descending order of importance providing equal opportunities for bidders, and other concerns, in particular efficiency.

# 7.6 Employees in the procurement department in MAF follow an ethical code

The respondents were also asked whether the firm’s Employees in the procurement department in Mission Aviation Fellowship (MAF) follow an ethical code which dictates their behavior and actions while conducting business. The results are presented in table 7.6

# Table 7.6: Employees in the procurement department in MAF follow an ethical code

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative percent |
|  Strongly disagree DisagreeValid Neutral Agree Strongly agree Total | 6848101215153 | 44.431.46.57.89.8100.0 | 44.475.882.490.2100.0 |

Source: Field Data, (2021)

The results in table 7.6 indicate that majority of the respondents 31.4% generally disagreed to the statement while minority of the respondents 9.8% strongly agreed and 7.8% agreed; however, since majority of respondents disagreed, it can be implied to mean that the firm’s Employees in the procurement department in Mission Aviation Fellowship (MAF) follow an ethical code which dictates their behavior and actions while conducting business. During an interview session, a key respondent that;

*“There are specific guidelines as well as restrictions and prohibitions to ensure that public funds are used for the purposes intended, firm officials to adapt in a changing environment and minimize the potential for corruption.”*

# 7.7 Any employee of MAF who breaches the provisions of confidentiality is disqualified by the firm.

Respondents were asked whether any employee of Mission Aviation Fellowship (MAF) who breaches the provisions of confidentiality is guilty of gross misconduct and any breaching of confidentiality is disqualified by the firm. The responses to the question are summarized in table 7.7

# Table 7.7: Any employee of MAF who breaches the provisions of confidentiality is disqualified by the firm.

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative percent |
|  Strongly disagree DisagreeValid Neutral Agree Strongly agree Total | 127764153 | --7.850.341.8100.0 | --7.858.2100.0 |

Source: Field Data, (2021)

The results in Table 7.7 show that majority of the respondents that is 50.3% generally agreed while minority of respondents 7.8% were not sure; however, since majority of respondents agreed, it can be implied to mean that any employee of Mission Aviation Fellowship (MAF) who breaches the provisions of confidentiality is guilty of gross misconduct and any breaching of confidentiality is disqualified by the firm. Respondents revealed that many of practices involve various forms of collusion between government and bidders, notably in awarding contracts on the basis of bribes; to firms in which one has a personal interest; to firms in which one‟s friends, family or business acquaintances have an interest; and to political supporters (e g. to firms who have provided financial support; or to regions which have voted for a particular political party). Such corruption can occur in the execution as well as award of contracts e.g. officials can collude with bidders to allow them to claim extra payments for non-existent work.

**Inferential Statistics testing of ethical procurement practices on the performance of Mission Aviation Fellowship-South Sudan**

In an attempt of determining the relationship between ethical procurement practices and performance of MAF, the researcher ran regression analysis and the results are obtained in table 7.8

# Table 7.8: ANOVA test results

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Model | Sum of Squares | Df | Mean Square | F | Sig. |
| 1 | Regression | 24.808 | 1 | 24.808 | 12.789 | .000b |
| Residual | 283.212 | 146 | 1.940 |  |  |
| Total | 308.020 | 147 |  |  |  |
| a. Dependent Variable: performance of Mission Aviation Fellowship-South Sudan |
| b. Predictors: (Constant), Ethical procurement practices |

From the ANOVA test in Table 7.8, the processed data which is the population parameters, had a significance level of 0.01 which indicates that the value of significance (p-value) is less than 0.05. This is an indication that MAF ethical procurement practices significantly influence performance of MAF-South Sudan.

# Table 7.9: Coefficients Test Result on ethical procurement practices on the performance of Mission Aviation Fellowship-South Sudan

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Model | Unstandardized Coefficients | Standardized Coefficients | t | Sig. |
| B | Std. Error | Beta |
| 1 | (Constant) | 2.597 | .242 |  | 10.743 | .000 |
| Ethical procurement practices | .285 | .080 | .284 | 3.576 | .000 |

a. Dependent Variable: the performance of Mission Aviation Fellowship-South Sudan

From the data in the Table 7.9, the established regression equation was Y=2.597+.285 X1. From the above regression equation, it was revealed that holding ethical procurement practices to a constant zero, performance would be 2.597, a unit increase in ethical procurement practices would lead to an increase in performance at MAF by a factor of .285. The results show that; ethical procurement practices [β=0.284, p<0.05, t-statistic=3.576, p<0.05] influences performance as the dependent variable. This means that ethical procurement practices significantly influence performance; this is because its Beta value is greater than the corresponding standard errors and its t-statistic is greater than two. Any independent variable with a t-statistic greater than two indicates a strong correlation with the dependent variable.

This means that there is a statistically significant positive relationship between ethical procurement practices and performance at MAF.

# CHAPTER EIGHT

# PROCUREMENT PRACTICES AND PERFORMANCE OF MISSION AVIATION FELLOWSHIP-SOUTH SUDAN

# 8.0 Introduction

Chapter eight presents the findings on Procurement Practices and Performance of Mission Aviation Fellowship-South Sudan. This chapter aims at examining the performance at MAF.

In an attempt to explore procurement Practices and Performance of Mission Aviation Fellowship-South Sudan, respondents were asked the following questions and responses are captured in this chapter.

# 8.1 Procurement practices adopted by the MAF have impacted positively on firm’s performance

Respondents were asked whether procurement practices adopted by the MAF have impacted positively on firm’s performance. The results are indicated in table 8.1

# Table 8.1: Procurement practices by the MAF have impacted positively on firm’s performance

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative percent |
|  Strongly disagree DisagreeValid Neutral Agree Strongly agree Total | 111075372153 | 7.26.54.634.647.1100.0 | 7.213.718.352.9100.0 |

Source: Field Data, (2021)

The results in Table 8.1 indicate that majority of respondents 47.1% generally agreed, while minority of respondents 7.2% strongly disagreed and 6.5% disagreed; however, since majority of respondents agreed, it can be implied to mean that procurement practices adopted by the MAF have impacted positively on firm’s performance.

 *“MAF can proudly claim to be successful in achieving improved performance through supplier performance through its commitment to continuous quality improvements and the empowerment of staff to innovate. This has been achieved with the organization’s modernization agendas of placing growing emphasis on collaboration and partnerships as means by which such aims can be always realized”.*

# 8.2 Procurement practices adopted by MAF have contributed users’ department satisfaction

The respondents were also asked whether procurement practices adopted by Mission Aviation Fellowship (MAF) have contributed users’ department satisfaction. The responses are presented in table 8.2

# Table 8.2: Procurement practices adopted by MAF have contributed users’ department satisfaction

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative percent |
|  Strongly disagree DisagreeValid Neutral Agree Strongly agree Total | 12895569153 | 7.85.25.935.945.1100.0 | 7.813.119.054.9100.0 |

Source: Field Data, (2021)

The results in Table 8.2 show that majority of respondents 45.1% generally agreed while minority of respondents 5.2% disagreed and 7.8% strongly disagreed; however, since majority of the respondents agreed, it can be implied to mean that procurement practices adopted by Mission Aviation Fellowship (MAF) have contributed users’ department satisfaction. Respondents revealed that for an organization to realize an increase in procurement performance, should also put in place ways to tackle potential threats that might hinder its competitive advantage. This reduces delays in procurement of urgently required goods/services due to restrictions by public procurement and disposal regulations and existence of inadequate planning by user departments, complex regulations being affected by the public procurement act.

# 8.3 Procurement practices adopted in MAF have resulted in procurement cost reduction

The respondents were also asked whether procurement practices adopted in Mission Aviation Fellowship (MAF) have resulted in procurement cost reduction. The results are presented in table 8.3

# Table 8.3: Procurement practices adopted in MAF have resulted in procurement cost reduction

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative percent |
|  Strongly disagree DisagreeValid Neutral Agree Strongly agree Total | 121966452153 | 7.812.43.941.834.0100.0 | 7.820.324.266.0100.0 |

Source: Field Data, (2021)

The results in Table 8.3 show that majority of respondents 41.8% generally agreed while minority of respondents 12.4% disagreed and 7.8% strongly disagreed; however, since majority of the respondents agreed, it can be implied to mean that procurement practices adopted in Mission Aviation Fellowship (MAF) have resulted in procurement cost reduction. Respondents revealed that proper structures and systems in procurement has ensured transparency, accountability, reduced costs and improved quality and specifications with continuity of the workforce greatly contributing to organizational performance.

# 8.4 Procurement practices adopted by MAF have resulted in quality goods/services

The respondents were also asked whether procurement practices adopted by MAF have resulted in quality goods/services. The results are presented in table 8.4

# Table 8.4: Procurement practices adopted by MAF have resulted in quality goods/services

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative percent |
|  Strongly disagree DisagreeValid Neutral Agree Strongly agree Total | 2019105252153 | 13.112.46.534.034.0100.0 | 13.125.532.066.0100.0 |

Source: Field Data, (2021)

The results in Table 8.4 show that majority of respondents 34.0% generally agreed while minority of respondents 12.4% disagreed and 13.1% strongly disagreed; however, since majority of the respondents agreed, it can be implied to mean that procurement practices adopted by MAF have resulted in quality goods/services. Respondents revealed that ethics and culture in the organization has to a high extent been adopted through the implementation of strict codes of conduct, punishment of corrupt behaviour and high adherence to limits of authority in the purchasing department. This has highly promoted efficiency in the organization and improved the processes in the Supply Chain.

# 8.5 Procurement practices adopted by MAF have resulted in timely delivery of goods and services

The respondents were also asked whether procurement practices adopted by MAF have resulted in timely delivery of goods and services. The results to the question are summarized in table 8.5

# Table 8.5: Procurement practices adopted by MAF have resulted in timely delivery of goods and services

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative percent |
|  Strongly disagree DisagreeValid Neutral Agree Strongly agree Total | 101967741153 | 6.512.43.950.326.8100.0 | 6.519.022.973.2100.0 |

Source: Field Data, (2021)

The results in Table 8.5 indicate that majority of respondents 50.3% generally agreed while minority of the respondents 6.5% strongly disagreed and 12.4% disagreed; however, since majority of respondents generally agreed, it can be implied to mean that accountability and transparency in procurement through the use of sound integrated procurement systems has greatly improved the movement of information from source to end user and in turn enhanced organizational performance and increased the efficiency of the supply chain by reducing costs incurred from unmet specifications and the return or use of goods of poor quality.

# CHAPTER NINE

# TOWARDS HARMONISING PROCUREMENT PRACTICES AND ORGANIZATIONAL PERFORMANCE

# 9.0 Introduction

This chapter sets out to link study findings to the literature review by discussing the findings in relationship with literature review, and then suggest a way forward. Implications are, deduced, from the findings, discussed and interpreted basing on the research hypotheses of the study.

# 9.1 Procurement planning and performance of MAF

The results showed that majority of respondents that is 41.2% generally agreed to the statement that budget approval is obtained for the required items before purchase orders are placed. However, 37.9% generally agreed to the statement that procurement planning sets in motion the entire procurement process in Mission Aviation Fellowship. Also majority of the respondents that is 47.1% generally agreed to the statement that procurement needs are clearly defined by the heads of department. Also majority of the respondents that is 44.4% generally agreed to the statement that needs assessment is undertaken by respective heads of department for goods and services required. In addition, results revealed a combined percentage of 70.6% who generally agreed to the statement that delivery schedules that fit in the organization requirements are drawn with the suppliers. There was a combined percentage of 71.9% who generally disagreed to the statement that top management of Mission Aviation Fellowship is involved in the procurement planning.

These findings are supported by Brown and Hyer (2010) who opined that planning is comprised of the identification of the main purpose, scope definition, requirements of customers, and identification of activities of procurement, time estimation which can be based on delivery of goods and services as per cost quoted and scheduled, responsibilities assignment among other many involvements.

Saunders (1997) also explains that planning can also consist of forecasting which assist in the cost prediction process and financial statement. Eventually, the principle function of planning in procurement is to secure any delays in public projects implementation and avoidance of budgetary related situations which might be stumbling blocks to project success.

# 9.2 Procurement monitoring and control and performance

The results showed that majority of respondents that is 45.1% generally agreed to the statement that the technical abilities of the suppliers are evaluated before contract awarding. Also majority of the respondents that is 50.3% generally agreed to the statement that procurement bids are opened by an independent committee. Also majority of the respondents that is 35.9% generally agreed to the statement that Mission Aviation Fellowshipperiodically reviews the existing procurement policies. In addition, results revealed a combined percentage of 69.2% who generally agreed to the statement that invoices are checked against the local purchase order and delivery note before payment. There was a combined percentage of 63.4% who generally disagreed to the statement that supplier evaluation is periodically undertaken to ensure quality of the goods and services. In additions, results revealed a combined percentage of 77.0% who generally disagreed to the statement that corrective actions are not taken once discrepancy is identified in the procurement processes.

The findings are further in line with Brown and Hyer (2010), who pined that User departments are tasked with an oversight duty to report any deviations from service level agreements to procurement department; to forward particulars of such deviations and inconsistencies, for example wayleaves, new rates and addendums to contracts to the procurement unit for consideration and action; and last keep custody of the service level agreement. The user departments are also charged with the responsibility to undertake conformity inspection of delivered materials, works in process and services specified in the project contract documents.

The findings are further in line Brown and Hyer (2010) who asserts that control and monitoring are elements that influence execution of projects and affect real performance to come from performance plan. The elements can be as follows: Murphy’s Law – this element indicates the principle which states that for something which is to go wrong will always go wrong, meaning that all risks cannot be anticipated accurately; the second element is Scope Creep – it defines the propensity to growth of projects that goes beyond their primary size; Pareto’s law -states that three quarters of problems of projects come about by a margin of 20% of their related activities. Project effectiveness of system monitoring is supposed to base on operations that handle uppermost delay risks, over-runs of cost, as well as challenges to performance; last but not least, the principle of escalation of commitment – this principle notes that people pursue action of failing courses and yet their indicators position to the strategy falsehood.

# 9.3 Ethical procurement practices and performance

The results for this question revealed that a combined percentage of 67.0% generally agreed to the statement that there exist fair and equal treatment of providers and integrity in the firm’s procurement process and there exist no preference to any group of suppliers. It was revealed that 41.8% generally agreed to the statement that in the firms’ procurement process, the criteria for assessing the suitability of bidders and for assessing the tenders in order to award a contract forms part of the minimum information contained in the letter of invitation or contract notice. A combined percentage of 68.0% generally agreed to the statement that Mission Aviation Fellowship (MAF) is always liable to sanctions as a remedy for any behavior that contravenes the public procurement legal framework and principles. Majority of respondents 40.5% generally agreed to the statement that Mission Aviation Fellowship (MAF) keeps accurate records of all transactions which provide an audit trail of all the procurement decisions as well as serving as official record in case of administrative or judicial challenge. A combined percentage of 73.8% generally disagreed to the statement that the firm’s evaluation process of the tender documents and its effectiveness is evaluated separately from the price, and that the price is considered only after the completion of the evaluation. A combined percentage of 75.8% generally disagreed to the statement that the firm’s Employees in the procurement department in Mission Aviation Fellowship (MAF) follow an ethical code which dictates their behavior and actions while conducting business. Majority of respondents 50.3% generally agreed to the statement that any employee of Mission Aviation Fellowship (MAF) who breaches the provisions of confidentiality is guilty of gross misconduct and any breaching of confidentiality is disqualified by the firm.

The finding are in line with Sollish and Semanik, ( 2012) who pined that Procurement ethics Consist of actions done by organization with the purpose of ensuring embracement of effective management and procurement of input materials in supply chain. Procurement plays a significant role in helping firms achieve their supply chain objectives and prepare for future uncertainties.

D’Aveni (2012) who asserts that all suppliers should be treated fairly and even-handedly at all stages of the procurement process. This means being open with all those involved, so that everyone, especially suppliers, understands the elements of the process, that is, the procedures, timescales, expectations, requirements, criteria for selection and so on. Supplier confidentiality should be safe-guarded, and unsuccessful suppliers should be debriefed with as much transparency about the procurement process as can be provided, for example, on the weaker aspects of their tender.

The findings are further linked to Han, Wilson & Dant (2010) who states that governments need to find an adequate balance between the objectives of ensuring transparency; it also requires that the selection and award processes are based on known criteria. This means that the criteria for assessing the suitability of bidders and for assessing the tenders in order to award a contract must form part of the minimum information contained in the letter of invitation or contract notice. It also means that, where the award was made to the most economically advantageous tender, all criteria the contracting authority is intending to apply must be stipulated, where possible, in descending order of importance providing equal opportunities for bidders, and other concerns, in particular efficiency.

The results can be linked to Ayuso (2006) who asserts that the cornerstone of a public procurement system operating with integrity is the availability of mechanisms and capacity for ensuring effective internal control and audit. Furthermore, mechanisms for lodging complaints and challenging administrative decisions contribute to ensuring the fairness of the process. In order to respond to citizens‟ demands for greater accountability in the management of public expenditures, some governments have also introduced direct social control mechanisms by closely involving stakeholders not only the private sector but also end-users, civil society, the media or the public at large –in scrutinizing integrity in procurement.

# CHAPTER TEN

# SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

# 10.0 Introduction

This chapter comprises of the summary of findings, conclusion and recommendation of the study according to the study objectives. The study is about procurement practices and organizational performance. The recommendations are on a basis of the findings and relates to advice and the interventions that the researcher feels should be brought to the attention of MAF to improve organizational performance. The study ends by presenting the areas that the researcher considers vital for further studies.

# 10.1 Procurement planning and performance

The results revealed that budget approval is obtained for the required items before purchase orders are placed which ensures the value for money and better service delivery, procurement planning sets in motion the entire procurement process in Mission Aviation Fellowship, procurement needs are clearly defined by the heads of department. Results showed that delivery schedules that fit in the organization requirements are drawn with the suppliers. It was revealed that top management of Mission Aviation Fellowship is involved in the procurement planning.

# 10.2 Procurement monitoring and control and performance

The results revealed that the technical abilities of the suppliers are evaluated before contract awarding, procurement bids are opened by an independent committee; Mission Aviation Fellowshipperiodically reviews the existing procurement policies and invoices are checked against the local purchase order and delivery note before payment. The results also indicated that supplier evaluation is not periodically undertaken to ensure quality of the goods and services and obstacles in the procurement process are not mitigated in a timely manner.

# 10.3 Ethical procurement practices and performance

The results revealed that there exists fair and equal treatment of providers and integrity in the firm’s procurement process and there exist no preference to any group of suppliers, in the firms’ procurement process, the criteria for assessing the suitability of bidders and for assessing the tenders in order to award a contract forms part of the minimum information contained in the letter of invitation or contract notice. In addition, Mission Aviation Fellowship (MAF) is always liable to sanctions as a remedy for any behavior that contravenes the public procurement legal framework and principles and Mission Aviation Fellowship (MAF) keeps accurate records of all transactions which provide an audit trail of all the procurement decisions as well as serving as official record in case of administrative or judicial challenge. On the other hand, the firm’s evaluation process of the tender documents and its effectiveness is evaluated separately from the price, and that the price is considered only after the completion of the evaluation and the firm’s Employees in the procurement department in Mission Aviation Fellowship (MAF) follow an ethical code which dictates their behavior and actions while conducting business.

# 10.4 Procurement practices and performance

The study revealed that procurement practices adopted by the MAF have impacted positively on firm’s performance; procurement practices adopted by Mission Aviation Fellowship (MAF) have contributed users’ department satisfaction, procurement practices adopted by MAF have resulted in quality goods/services. The results show that that accountability and transparency in procurement through the use of sound integrated procurement systems has greatly improved the movement of information from source to end user and in turn enhanced organizational performance and increased the efficiency of the supply chain by reducing costs incurred from unmet specifications and the return or use of goods of poor quality.

# 10.5 Conclusions

This study endeavored to answer three questions: What is the role of procurement planning on the performance of Mission Aviation Fellowship-South Sudan? What is the role of procurement monitoring and control on the performance of Mission Aviation Fellowship-South Sudan? and What is the role of ethical procurement practice on the performance of Mission Aviation Fellowship-South Sudan?

This study concludes that the application of the practices of procurement in the organization is founded on proper planning. Through proper procurement planning, a firm can be sure of increasing its performance level in form of productivity, cost cutting, quality of goods and services delivered as well as deliveries being made on time. Training on the modern practices of procurement is as well an important recipe in the formation of solid ground which can lead to better performance of an organization. Employees are able to get more knowledge and skills on procurement subject which can enable them have easy time in their daily operations of offering procurement services.

The study also concluded that performance is also influenced by accountability practices in procurement. The study concluded that accurate records which are a pre-condition for accountability and control, should be written records in different stages of the procedure in order to maintain transparency, provide an audit trail of procurement decisions for controls, serve as the official record in cases of administrative or judicial challenge and provide an opportunity for citizens to monitor the use of firms’ funds.

It was equally established that integrity practices in procurement should be adopted in the firms in order to ensure performance. The study concluded that ethical procurement best practices starts with the employees in procurement following an ethical code which dictates their behavior and actions while conducting business. The study concludes that ethical procurement practices should be extended to all stakeholders in the procurement cycle. Ethical procurement should also include an understanding of suppliers‟ operations and the procurement professional should offer guidance and support when improvement is necessary or appropriate.

Confidentiality practices in procurement were also identified to have a significant effect on organizational performance. The study concluded that maintaining confidentiality in a procurement process ensures success of the whole procuring procedures thus confidentiality is a fundamental arm of ethical procurement practice.

# 10.6 Recommendations

This study therefore recommends that the key procurement actors should come up with viable ways of managing procurement process. To ensure better performance, organizations should not only focus on planning and training but also on the procurement inventory, control and monitoring. Critical revitalization of procurement process is requirement as it can assist in ensuring that organizations embrace modern technological ways and trends in handling and addressing procurement issues. The organization’s management in conjunction with other stakeholders should embrace modern ways in planning and should as well come up with well-tailored training programs on practices of procurement.

The study recommends that procurement teams in the MAF should adopt transparency procurement practices, accountability practices in procurement, integrity practices in procurement, confidentiality practices in procurement and procurement professionalism practices so as to effectively and efficiently improve on the performance. Ethical levels of behavior of procurement staff must be ensured as it influences the performance in the organization. Entities should consider whether the nature of the procurement may raise confidentiality issues for potential suppliers.

For an organization to realize an increase in procurement performance, should also put in place ways to tackle potential threats that might hinder its competitive advantage. This study realized that delays in procurement of urgently required goods/services due to restrictions by public procurement and disposal regulations, existence of inadequate planning by user departments, complex regulations being affected by the public procurement act, procurement costs being high as well as high department facing problem of interference by management in the procurement processes were among the challenges that face organizations in their effort to improve their institutions’ performance. Organizations should therefore create solutions of tackling any threats posed by this hurdles. This can be done through introduction of new trends in handling procurement activities like modern electronic systems.

All suppliers should be treated fairly and even-handedly at all stages of the procurement process. This means being open with all those involved, so that everyone, especially suppliers, understands the elements of the process, that is, the procedures, timescales, expectations, requirements, criteria for selection and so on. The study concluded that supplier confidentiality should be safe-guarded, and unsuccessful suppliers should be debriefed with as much transparency about the procurement process as can be provided, for example, on the weaker aspects of their tender.

The company’s website should be revived and updated with current information. Suppliers should be communicated to using the company’s website and their responses received in the same manner to ensure competitiveness, coverage of a large number of potential suppliers, transparency in the procurement process and consistency in the way specifications are received.

# 10.7 Areas of further research

Procurement planning and service delivery in public enterprises

Effectiveness of contract management on contract performance in public sector.

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# APPENDICIES

# https://i2.wp.com/www.kenpro.org/wp-content/uploads/2016/04/krejcie-morgan-sample-size-table.png?resize=506,498APPENDIX I: TABLE FOR DETERMINING SAMPLE SIZE FROM A GIVEN POPULATION

Note: “N” is population size

 “S” is sample size.

*Source: Krejcie, Robert V., and Morgan, Daryle W., (1970): “Determining Sample Size for Research Activities”: Educational and Psychological Measurement:*

# APPENDIX II: DOCUMENTARY REVIEW CHECKLISTS

**Documentary review**

1. Procurement Policy of MAF
2. MAF internal and external audit reports
3. Procurement and Disposal Unit Reports of MAF
4. Procurement and Systems Audit Reports

# APPENDIX III: QUESTIONNAIRE

Dear Respondent:

My name is **Awi Lawrence Dominic**. I am a Master of Procurement and Logistics Management degree student at Nkumba University. In partial fulfillment of the requirements of this course, I am conducting my academic research entitled “procurement practices and the performance of the Aviation industry in South Sudan: A case study of Mission Aviation Fellowship (MAF)”. The University has permitted me to carry out this research and I will treat your opinions with confidentiality. Your honesty is both critical and paramount when responding to the questionnaire.

Thank you so much for your cooperation.

**Section A: Background Information**

Pleas mark the applicable option with a tick **[√]**

**1) Age (years)**

Below 26 [ **]** 26-35 [ **]** 36-45 [ **]** 46-55 [ **]** Above 55 [ **]**

**2) Sex**

Female [ **]** Male [ **]**

**3) Level of Education**

Masters **[ ]** Bachelors **[ ]** Diploma **[ ]** Certificate **[ ]**

Others **[ ]** (Specify) **………………………………………………...**

**4) What is your post/department of occupation**?

Directors **[ ]** Stores and Inventory Management **[ ]** Procurement and Disposal Unit **[ ]**

ICT and Systems Administration **[ ]** Airport and Aviation Security **[ ]**

Contracts Committee members **[ ]** Human Resource and Administration **[ ]**

Marketing and Commercial Services **[ ]** Internal Audit and Risk Management **[ ]**

Safety Management and Quality Assurance **[ ]** Managers **[ ]**

Finance and Accounting **[ ]** Engineering, Planning and Development **[ ]**

1. **Your period of work with MAF (years)**

Below 6yrs **[ ]** 6-10yrs **[ ]** 11-15yrs **[ ]** 16-20yrs **[ ]** Above 20yrs **[ ]**

**For sections B, C, D and E use the scale/ranking below to tick in the box that corresponds with number that best indicates your opinion on the statement or question.**

1. Strongly Disagree; **2-**Disagree; **3-**Neutral; **4-**Agree; and **5-**Strongly Agree

**SECTION B: Role of procurement planning on the performance of Mission Aviation Fellowship-South Sudan**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **No.** | **Item** | **1** | **2** | **3** | **4** | **5** |
| 1. | Budget approval is obtained for the required items before purchase orders are placed. |  |  |  |  |  |
| 2. | Procurement planning sets in motion the entire procurement process in Mission Aviation Fellowship |  |  |  |  |  |
| 3. | The procurement needs are clearly defined by the heads of department |  |  |  |  |  |
| 4. | Needs assessment is undertaken by respective heads of department for goods and services required. |  |  |  |  |  |
| 5. | Delivery schedules that fit in the organization requirements are drawn with the suppliers |  |  |  |  |  |
| 6. | Top management of Mission Aviation Fellowship is involved in the procurement planning |  |  |  |  |  |
| 7. | Funds are availed based on the budget |  |  |  |  |  |

**SECTION C: Role of procurement monitoring and control on the performance of Mission Aviation Fellowship-South Sudan**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **No.** | **Item** | **1** | **2** | **3** | **4** | **5** |
| 1. | The technical abilities of the suppliers are evaluated before contract awarding |  |  |  |  |  |
| 2. | Procurement bids are opened by an independent committee |  |  |  |  |  |
| 3. | The Mission Aviation Fellowshipperiodically reviews the existing procurement policies |  |  |  |  |  |
| 4. | Invoices are checked against the local purchase order and delivery note before payment |  |  |  |  |  |
| 5. | Supplier evaluation is periodically undertaken to ensure quality of the goods and services. |  |  |  |  |  |
| 6. | Obstacles in the procurement process are mitigated in a timely manner |  |  |  |  |  |
| 7. | Corrective actions are taken once discrepancy is identified in the procurement processes |  |  |  |  |  |

**SECTION D: Role of ethical procurement practices on the performance of Mission Aviation Fellowship-South Sudan**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **No.** | **Item** | **1** | **2** | **3** | **4** | **5** |
| 1. | There exist fair and equal treatment of providers and integrity in the firms procurement process and there exist no preference to any group of suppliers |  |  |  |  |  |
| 2. | In the firms’ procurement process, the criteria for assessing the suitability of bidders and for assessing the tenders in order to award a contract forms part of the minimum information contained in the letter of invitation or contract notice. |  |  |  |  |  |
| 3. | Mission Aviation Fellowship (MAF)is always liable to sanctions as a remedy for any behavior that contravenes the public procurement legal framework and principles. |  |  |  |  |  |
| 4. | Mission Aviation Fellowship (MAF) keeps accurate records of all transactions which provide an audit trail of all the procurement decisions as well as serving as official record in case of administrative or judicial challenge |  |  |  |  |  |
| 5. | The firm’s evaluation process of the tender documents and its effectiveness is evaluated separately from the price, and that the price is considered only after the completion of the evaluation |  |  |  |  |  |
| 6. | The firm’s Employees in the procurement department in Mission Aviation Fellowship (MAF) follow an ethical code which dictates their behavior and actions while conducting business |  |  |  |  |  |
| 7. | Any employee of Mission Aviation Fellowship (MAF) who breaches the provisions of confidentiality is guilty of gross misconduct and any breaching of confidentiality is disqualified by the firm. |  |  |  |  |  |

**SECTION E: Procurement Practices and Performance of Mission Aviation Fellowship-South Sudan**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **No.** | **Statement** | **1** | **2** | **3** | **4** | **5** |
| 1. | Procurement practices adopted by the Mission Aviation Fellowship (MAF) have impacted positively on firm’s performance |  |  |  |  |  |
| 2. | Procurement practices adopted by Mission Aviation Fellowship (MAF) have contributed users’ department satisfaction |  |  |  |  |  |
| 3. | Procurement practices adopted in Mission Aviation Fellowship (MAF) have resulted in procurement cost reduction |  |  |  |  |  |
| 4. | Procurement practices adopted by Mission Aviation Fellowship (MAF) have resulted in quality goods/services |  |  |  |  |  |
| 5. | Procurement practices adopted by Mission Aviation Fellowship (MAF) have resulted in timely delivery of goods and services. |  |  |  |  |  |

***Thanks for your participation.***

# APPENDIX IV: INTERVIEW GUIDE

**Dear Sir/Madam,**

My name is **Awi Lawrence Dominic**. I am a Master of Procurement and Logistics Management degree student at Nkumba University. In partial fulfillment of the requirements of this course, I am conducting my academic research entitled “procurement practices and the performance of the Aviation industry in South Sudan: A case study of Mission Aviation Fellowship (MAF)”. You have been selected to participate in this study. The information got from you will be kept confidential and will be used strictly for academic purposes.

1. Do delivery schedules fit in the organization requirements are drawn with the suppliers?
2. Are the procurement needs within Mission Aviation Fellowship (MAF) clearly defined by the heads of department?
3. Are the procurement bids with Mission Aviation Fellowship (MAF) evaluated by an independent committee
4. Are the technical abilities of the suppliers within Mission Aviation Fellowship (MAF) evaluated before contract awarding?
5. Are the supplier evaluation periodically undertaken to ensure quality of the goods and services with Mission Aviation Fellowship (MAF)?
6. Are corrective actions taken once discrepancy is identified in the procurement processes within Mission Aviation Fellowship (MAF)?
7. To what extent has your firm implemented procurement professionalism practice in an effort to improve the performance in Mission Aviation Fellowship (MAF)?
8. In what way has firm’s procurement professionals in Mission Aviation Fellowship (MAF) focused on ensuring compliance with their ethical code and the policies that it touches upon

***Thank you for cooperating.***