

## DETERMINANTS OF PROCUREMENT PERFORMANCE OF WORKS PROJECT IN PUBLIC ORGANIZATIONS

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## Abstract:

Due to a lot of public money which is spent on procurement of works the performance of this procurement is important. Despite of other studies conducted to determine determinants of procurement performance in public organizations but many of them they based on quantitative design and still there were poor performance of procurement of works in public sector led to the conduction of this study so as to fill the empirical gap. The general objective of the study was to determine the factors influence procurement performance of works in public organizations, where the specific objectives are to ascertain the influence of information on procurement performance of works, to determine the influence of professionalism on procurement performance of works, to ascertain the influence of ethical standards on procurement performance of works and to determine if working environment influence procurement performance of works. The study was conducted at Morogoro Region include TANROADS and TBA as a case. Agency theory and Institutional theory together with empirical studies conducted in developed and developing countries were used as basis for the developing of the conceptual framework. Both quantitative and qualitative research designs were used. The Judgmental sampling technique was used to collect data from 137 respondents using structured questionnaires and to collect data from 10 respondents through interviews. One way Anova and Multiple regression were used to analyze quantitative data while explanation building process was used for qualitative data. The study findings through regression analysis indicate that ethical standards and working environment were significant influence procurement performance of works in public organizations since they have significant value of 0.009 and 0.000 respectively which is below 0.05 while professionalism and information were insignificant determiners with significant values of 0.267 and 0.450 respectively which is above 0.05. The study had several implications to policy makers and practitioners and suggests future studies to determine procurement performance in both public and private sector.

Keywords:

## 1. Introduction

Procurement is the business management function deals with identification, sourcing, access and management of internal and external resources that organization need to achieve strategic objectives (Kenneth, 2016).

Currently every country in the world manages its procurement activities in order to make sure goods works and services procured meet the expectation of the users in public organization must meet procurement objectives (Stephen, 2016). Government worldwide continues to receive big attention as the provider of the basic needs to the public. This is because citizen are the tax payers of the public money which government spend them in various procurement of goods, works and services due to this they must conduct all the function through legal framework and policies (Mwangi, Kiarie&Kiai, 2018).

In most of African organizations such as Tanzania, Uganda and Kenya a very large amount of public money is spent on procurement therefore should be effectively managed so as to attain best performance (Musanzikwa, 2013). In Tanzania is estimated that total of TZS 17.7 Trillion out of TZS 23 Trillion of government budget spent on public procurements in financial year 2017-2018 and 2018-2019 (Controller and Audit General, 2020).).

Procurement takes in to consideration on total cost of ownership which include not only purchase price but also time and resources which are utilized to pursuit the ownership. It is possible to get low total cost through better performance of attain goods and services (Amemba, Nyaboke, &Mburu, 2013). On the study of Chifuti and Kasongo, (2020) on factor affecting procurement performance in Zambia whereby the study include variables such as staff qualification, information and communication, procedure and department collaboration. The two variables information and communication technology and department collaboration were found positively and significantly influencing procurement performance were by respondents mostly agree information and communication technology as the variables which influence performance.

Ethics behavior leads officials able to avoid conflicts of interest and ensure proper use of individual position. Accountability as the basic principle for better procurement performance because will enable procuring entities to spend limited resources carefully and being accountable to members of public hence procurement performance (Amemba, Nyaboke, & Mburu, 2013).

Also, procurement activities suffer from poor co-ordination, lack of open competition and transparency. In public organization it is common to observe lack of trained and qualified procurement specialist to conduct and manage procurement hence result to cost increase and lack of fairness and corruption which affect procurement performance (Hamza, Gerbi, & Ali, 2016). Around 2000s procurement professionalism had significant contribution and add value to the public procurement. This is due to the establishment of professional bodies in different places and professionalism play the greatest role on procurement performance (Lyson & Farrington, 2000), the study basing on assessment of the determinants of procurement performance of works in Public Sector.

The government has made various efforts such as reforms and amendment of PPA to improve the procurement system in public sectors and increase the effectiveness of procurement function during the discharge of procurement activities. Therefore, the government of United Republic of Tanzania came with different reforms in public procurement as well as increase the performance of procurement in public sectors (Stephen, 2016). Despite of the government effort but there are still challenges of inefficient procurement is still been dominated (CAG, 2020). Challenges such as delay in execution, completion of awarded tenders, supply and commissioning, also unrealistic cost estimates, some contract not vetted by Attorney General which all of this result in poor performance (CAG, 2020).

Public entities play a key role by ensuring better provision of public services which are important to the growth of the state economy. The efficient management of procurement of works must be carried out with accordance to the procurement laws and regulations so as to ensure smooth operations. This is because when the procurement of work performance is bad will affect the quality of life of individual and development of the nation (Chang'a, 2019). The level at which procurement function spent organizational money on procurement of works and obtain value for money is the indicator for procurement performance.

Procurement performance facing some challenges such as procurement methods, training, ICT infrastructures and record keeping which lead effect on public organization success; also, government created various reforms in laws and regulations in public procurement in order to ensure better performance and match with rapid changes (Ivambi, 2016). Regulation 121 of Public Procurement Act, 2011 (as amended in 2016) and its Regulation 2013 (as amended in 2016)necessitate Procuring entities to be responsible for effective management of any contract of goods, works and services which is pledge with accordance to terms of each contract. But in spite of reforms and government efforts there is still some deficiencies facing procurement especially procurement of works such as delay in execution and completion of works, abandoned projects and cost among several public organizations (CAG, 2020).

Despite of government reforms in contract management clauses in Public Procurement Regulation of 2013 (PPR, 2013) by PPRA and other bodies to improve procurement system and value for money still most of the procurement of works in Tanzania is poor. This is demonstrated by increasing cost in works procurement, delays, collapse of bridges and highways and abandoned projects. Therefore this study aims to assess the determinants of procurement performance of works in Public organization specifically at TANROADS and TBA at Morogoro region.

# 2. Literature Review

## 2.1 Definition of Terms

## 2.1.1 Procurement

Is the process in which a PE purchases, buys, leases, rents or obtains goods, works and services and contains all those activities which aimed at attaining goods, works and/or services, such as description of users" requirements, selecting and inviting tenderers, preparation of contract and awarding of contract Public Procurement Act, 2011 (as

amended in 2016) and its Regulation 2013 (as amended in 2016) It embraces the entire process of getting material goods and services.

## 2.1.2 Procurement of Works

Procurement of works include renovation of a building, structure, road or airfield and any other civil works, such as site preparation, excavation on, building, installation of equipment or materials, decoration and finishing Public Procurement Act, 2011 (as amended in 2016) and its Regulation 2013 (as amended in 2016).

#### 2.1.3 Procurement Performance

Procurement performance entails how well organization attain procurement objectives. The level at which procurement function spent organization money to purchase goods, works and services and be able to obtain efficiency and effectiveness.(Luketero, 2016).

#### 2.2 Theoretical Literature Review

### 2.2.1 Agency Theory (AT)

Agency theory explains relationship between principle and agent in agreement whereby the principle employs agent to conduct issues on his behalf by delegating a certain decision making power (Jensen & Meckling, 1976). In the theory, agent objectives conflict with each other which leading to problems with principle (Leepsa & Panda, 2017). Public entities play the agent role for the government under the power entrusted to them through compliance with public procurement legal framework and code of conduct. The principle (government) formulates and puts rules and regulations, provide training in order to ensure uniformity with better knowledge and skills to Procuring entities (agents) in conducting procurement activities.

The relevance of this theory is that procuring entity (agent) conduct all the procuring activities such as planning, look for the better source of supply under legal framework, code of conduct and utilize skills attained through training so as to ensure better service delivery as required by government (Mahuwi & Panga, 2020). When procuring entities (agents) decision will be poor in term of delivery, cost will affect the government performance.

## 2.2.2 System Theory (ST)

Theory was initiated by Ludgwin Von Bertalantty in (1928) mainly in the field of Biology; it is then come to be adopted in various system, field and organization (Batane, 2010) The theory views an organization to have a good system it must have essential elements such as inputs, transformation process, output and feedback. Furthermore, communication and information flow seen very important in the organization to enable and improve organization activities (Meindly, 2017)

In the context of procurement and supply chain, if there is a better system with clear flow of information will support all activities such as supply sourcing, purchasing system and management of information to ensure value for money through better performance (Chopra, Laux, & Rajan, 2017).

### 2.3 Empirical Review

On the study of factors affecting procurement performance on the case of Awassa Textile Company in USA which target all groups' top, middle level and procurement staff, the study found that staff competence which was measured in term of skills and training was the most significant factor that affects procurement performance (Hamza, Gerbi, & Ali, 2016). Also, the study recommends that awareness to employees should be increased through training in order to achieve superior knowledge in entire procurement process and boost their skills (Hamza, Gerbi, & Ali, 2016).

Internship report on factors affecting procurement process efficiency of British American, the report concludes that mostly factor which affect the procurement efficiency of Tobacco is political environment which was appear to be more significant than other factors which were tested (Shawon, 2017). Also, Zhen, Chen & Zhang, (2015) that timely preparation of Annual Procurement plan (APPs) and completion of public works are the key determinants of attain value for money and performance in procurement of works. Work environment and culture are factors that are closely related to improve employee productivity and result to better organization performance. This is because a good working environment and culture can trigger better employee productivity and performance of organization

also, the study found that working environment have positive and significant related to performance through increasing employee productivity (Maggasingang & Djainuddin, 2020).

Study conducted in Kenya on factors affecting public procurement in Kenya public institution, majority of respondents disagree on the budget resource as the factor to affect procurement and agree with training that may affect the procurement performance (Makau, 2015). Researcher suggests that employees should be trained in order to update them with laws and regulations for effective procurement. Another study conducted in Nairobi on the factors affecting procurement performance of public universities the researcher found that on staff competency many respondents indicate that procurement staff in the university had inadequate professional qualifications in procurement and supply management. Also, staffs they had not been trained on procurement procedures of public procurement act and regulations. The studies add that the loss of competence staffs may have negative impact on the competitiveness of company and on its productivity and efficiency (Nzau & Njeru, 2016).

According to Kosgei & Kinoti, (2018) on his study of role of framework contracting on procurement performance of state corporation, the study found framework contracting to have positive impact on procurement performance and the study show that staff competence and information communication to have impact on procurement performance. Another study of Kiarie, (2018) the researcher found that customer satisfaction to have low influence on procurement performance. And found that government should ensure they structure training programs for staff and other committee members for good procurement performance.

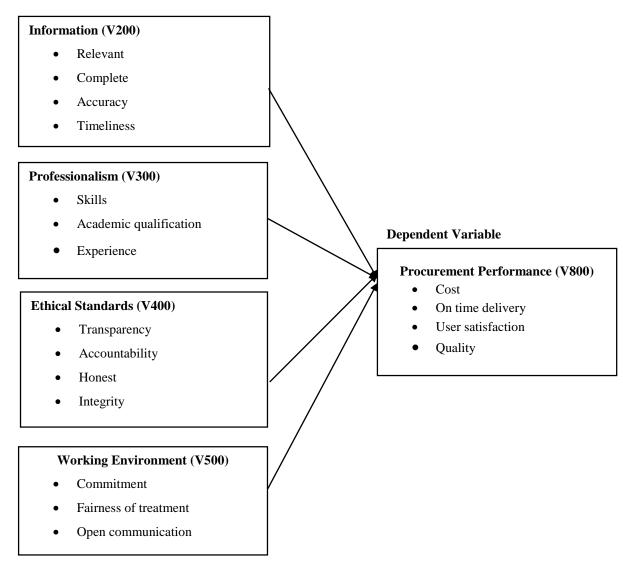
Procurement process of goods and services must offer the most potential for the ethical abuse or violations. Good procurement management in any organization should identify potential areas of ethical pitfalls in order for the employees to know what practice to avoid (Amemba, Nyaboke, & Mburu, 2013). Section 102 of the PPA (2011), public officers and experts who are engaged to deliver service shall subscribe to the code of ethical conduct. That all renderers' shall require signing a declaration of compliance with those codes of conduct which are determined by the authority time to time. Lack of accountability creates opportunity for corruption and non-performance (Amemba, Nyaboke, & Mburu, 2013).

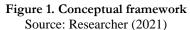
In Tanzania Stephen, (2016) and Switbert, (2017) on the study of procurement performance function in public sectors, these studies found staff are qualified to carry out procurement function but they lack some qualifications because most of them do not registered by procurement and supplies professional technician board (PSPTB) and training were not conducted regularly. Also, enforcement and compliance, professional competence through enough training, integrity and fairness during procurement performance undertaking are the variables that are positively significant determine procurement performance in public organizations.

According to Ritte, (2020) and Mahuwi& Panga, (2020) training enhance procurement performance as it keeps procurement staff updated on what is going on in procurement functions, build capacity result in to better procurement performance. Professionalism influence procurement performance so regular training should be provided to the employee to update and make them more effective in their profession. On the study conducted on procurement best practices and performance of Public institutions in Tanzania which adopt descriptive research design from 65respondent, the study found that monitoring procurement activities staff training and procurement planning are significant at performance (Mahuwi & Panga, 2020). Factors such as information sharing and working environment appear insignificant for all most all district on the study of the assessment of the institutional factors on procurement performance in Tanzania and the study recommend on other researchers to include these variables to research on other coming studies (Damas, 2016).

Another study which asses poor performance of public institution which was based on audit reports of four years consecutive the study found challenges such as weak internal control, lack of staff competence and lack of integrity. Due to this study recommends that there must be capacity building through training in order to strengthen and improve performance. Also, recommend on policy makers to ensure that process carried out with a lot of integrity and transparent and through PCCB make sure that they punish bribe in procurement function (Matto, 2017).

## **Independent variables**





## 2.4 Operationalization of Variables

## 2.4.1 Information and Procurement Performance

Information is very important factor and play big role into the public sector because it involves exchange and sharing important details and leads to better organization performance (Yousefi & Albabaei, 2015). Information includes data, facts and knowledge considered significant and important tool today. The growing emphasizes on managing procurement activities had led to bigger attention on value-added potential of internet technology to achieve better information, accuracy and improve bottom-line cost and maximize procurement effectiveness (Poul, Bhuimali, & Aithal, 2017). Large percent of public offices use computers (78%) and most of respondent on the study conducted agrees that information technology easy integration and evaluation of suppliers. Also, payments and attendance to

customers were being easy due to information system which involve the use of technology in various activities (Okinyi&Muturi, 2016).

Information flows through development of information technology and its application enable different practitioners of procurement to share procurement details such as tendering process from invitation of tenders to suppliers and other information involved, also information about legal framework, policies, principles and regulations of public procurement (Khalipova , 2017). The following hypothesis is proposed based on the discussion:

## H1: Information is positively related to the procurement performance.

#### 2.4.2 Professionalism and Procurement Performance

Professionalism is the disciplines which involve educated, experienced and responsible people such as procurement officers so as to make informed decision regarding procurement functions to ensure better performance (Evelyn & Kwando, 2016). Procurement staff must have necessary skills and experience so as to have enough competence to influence procurement performance. The staff competence performance of procurement unit and whole public officers, staffs with knowledge and skills will take duties in professional manner hence reduce cost and resource wastage for effective and efficient procurement (Wanyonyi&Muturi, 2015). Experienced and skilled staffs are more competent to provide solution to the procurement problems while incompetent staffs would be ineffective and result to poor performance of procurement in the organization. Qualification goes together with experience because qualified and experienced staff become more efficient and competent (Okinyi&Muturi, 2016).

Skills and care enable employees to carry out procurement functions diligently and enable them to overcome and meet various complex organizational procurement processes successful with low cost and better performance (Luketero, 2016). Professional development, promotion and support for individual who are engaged in public procurement must adhere ethical, laws and regulations through providing training within organization (Adeji, 2019). The following hypothesis is proposed basing on the discussion:

H2: professionalism is positively related to the procurement performance

#### 2.4.3 Ethical Standards and Procurement Performance

Good procurement must ensure its practitioners are responsible on obeying and enforcing code of conduct. Also, to ensure they get permission if appropriate to neglect or bend from those rules, accountability is one of the rules which help to avoid corruption and collusions and ensure procurement performance (Baldi & Vannoni, 2017). Adoption of ethical on public procurement led to transparency, probity and accountability which ensure the best use of organization money that will lead to value for money and improve the overall organization performance (Luketero, 2016).

Ethics practice in procurement avoid breach of public trust and avoid attempt of personal gains and ensure proper discharge of the employee duties (Evelyn & Kwando, 2016). Organization can undertake training in specific targets of procedures, laws, regulations, record keeping and management and also on accountability in order to ensure integrity and procurement performance. Transparency and accountability inspire the confidence and willingness to compete and obtain qualified vendors and achieve efficiency and effectiveness (Evelyn & Kwando, 2016).

Ethical behave or is very important in public procurement since it involve spending large expenditures of public money. So public practitioners should be transparent, openness and accountable in the whole process of procurement in order to reduce cost through manage risks such as theft, fraud, corruption and ensure confidence to the public (Amemba, Nyaboke, & Mburu, 2013). The hypothesis is proposed based on the discussion:

#### H3: Ethics standards is positively related to procurement performance

#### 2.4.4 Working Environment and Procurement Performance

Working environment can improve procurement performance through manage environment in term of fairness and treatment where by all staffs adhere rules, principles and regulations of public procurement. Many organizations improve performance and ensure value for money to their business by implementing various environmental programs to ensure fairness and commitment of work (Ogwel, Iravo&lagat, 2016) organization culture and better working place environment motivate employee and lead to better performance rather than compensation package

which might lead to negative effect on employee performance. Physical environment, design and layout have positive impact on employee behavior towards work. Well physical and social environment are needed in order to maximize productivity and satisfaction of employees for better performance (Massoud& Hamdi, 2017). Work environment can affect employee emotions because when employee will like his work environment will feel at home and the work time will be effectively used, quality and satisfaction will also be generated.

Both internal and external working environment is very important to maximize effective and efficient management of procurement functions. Working with supplier's long term through following laws and regulations may improve procurement efficiency and reduce negative impact on the environment (Chifuti & Kasongo, 2020). The following hypothesis is proposed:

H4: Working Environment is positively related to procurement performance

## 3. Research Methodology

Research design is a plan of conducting research to answer a research problem. Is the organization of conditions for collecting and analyzing data, to associate relevance to research purpose with economy in procedure (Kothari, 2016). The study employed mixed research design using quantitative and qualitative approach. The quantitative design used to test hypotheses which have been formulated which are from theories and empirical studies where by questionnaire was designed for data collection. The qualitative approach was used through conducting interview to a small sample so as to get better understanding and extra information of the finding which was obtained through quantitative technique (Kothari, 2016).

Data was collected from employees of TANROADS and TBA in Morogoro. 150 questionnaires were circulated but researcher was able to collect data from 137 respondents since other 13 questionnaires were not returned from respondents. Since it is a mixed design the sample of 10 respondents was used in interview for the collection of qualitative data. Judgmental sampling technique was used in both quantitative and qualitative. Data collected by means of questionnaire were analyzed using One Way ANOVA to compare between procurement performances of works and working duration of employees and Multiple Regression tests used to see the relationship among continuous variables in the study and to identify which variable influence procurement performance of works than the other in the study. Data which was collected through interview was processed and analysed through content analysis.

The Multiple regression model was developed to help the researcher to test the relationship and extent of contribution between dependent variable and independent variables.

## $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$

Whereby;

Y= Procurement performance of works,  $\beta_0$ = Constant, ( $\beta_1$ ,  $\beta_2$ ,  $\beta_3$ ) = Regression coefficient of independent variables,  $\varepsilon$  = Error term,  $X_1$  = Information,  $X_2$  = professionalism,  $X_3$  = ethical standards,  $X_4$  = working environment.

## 4. Results And Discussion

## 4.1 Reliability test

The reliability of varibles for quantitative data was checked using Cronbach's alpha to determine the consistency of data. Variables tested were reliable since cronbanch alpha for all variables were above 0.7 as shown in Table 1 below.

Variable	Variable items	Crobanch alpha	Conclusion
Information	Information1, information2, information3, informatio	O.720	Reliable
	n4, information5		
Professionalism	Professionalism1, professionalism2,	0.790	Reliable
	professionalism3, professionalism4,		

Table 1. Reliability Test

Ethical standards	professionalism5	0.715	Reliable
	Ethical std1, ethical std2, ethical std3, ethical std4,		
Working	ethical std5		
environment		0.793	Reliable
	Working env1, working env2, working env3,		
Procurement	working evn 4, working env5		
performance of		0.758	Reliable
works	Procurement pef1, procurement pef2, procurement		
	pef3, procurement pef4, procurement pef5		

Source: Study findings (2021)

### 4.2 One Way Anova

In the study researcher was interested to compare Procurement Performance and working duration in the organizations. One Way Anova used to compare the variance between different groups with the variability within each of the groups. The findings in the Levene test show that the sig is 0.83 which is above 0.5 hence the assumption of homogeneity of variance is not violated as shown in the table 2. In ANOVA table, the significant value is 0.151 which is greater than 0.05 hence there is no significant difference between Procurement Performance and groups of working duration as shown in the table 3 below. This imply that there is no difference between employee who have below 1 year, 1-5 year, 6-10 years and more than 10 years on Procurement Performance.

#### Table 2.Test of Homogeneity of Variances

Levene Statistic	df1	df2	Sig.
.294	3	133	.830

Source: Study findings (2021)

Table 3. ANOVA

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	51.792	3	17.264	1.795	.151
Within Groups	1279.347	133	9.619		
Total	1331.139	136			

Source: Study findings (2021)

#### 4.3 Multiple Regression

The finding in the modal summary table 4 below shows that the R square is 49% which is close to 50% and the modal is good for the prediction since the dependent variable (Procurement Performance) is explained by the independent variables (Information, Professionalism, Ethical standards and Working environment).

In the ANOVA table the result shows that the significant value is 0.000 which is below 0.05 hence the model can be generalized in the population as shown in the table 5. In the Coefficient table 6 the result shows that the Total Working environment has the standardized beta value of 0.452 which is the largest than of other independent variables hence the working environment has the strongest unique contribution to explain dependent variable followed by Total Ethical standards which has beta value of 0.204 and Total Professionalism with 0.120 beta value. Total information has the lowest beta value of 0.054.

The independent variables (Working environment and Ethical standards) they are making significant unique contribution to the prediction of Procurement of works performance since they have significant value of 0.000 and 0.009 which is below 0.05. While independent variables (Professionalism and Information) are insignificantly since they have significant value of 0.267 and 0.450 which are above 0.05 as shown in the table 6.

Table 4. Model Summary						
Model	el R R Square Adjusted R Square Std. Error of the					
				Estimate		
1	.702ª	.493	.477	2.26150		

Source: Study findings (2021)

	Table 5. ANOVAs							
Μ	lodel	Sum of Squares	Df	Mean Square	F	Sig.		
	Regression	656.042	4	164.010	32.069	.000 <sup>b</sup>		
1	Residual	675.097	132	5.114	0			
	Total	1331.139	136					

Source: Study findings (2021)

Table 6. Coefficients							
Model	Unstandardized		Standardized Coefficients Collinear				earity
	coefficient	coefficient					
	В	Std. Error	Beta	Т	Sig	Tolerance	VIF
Constant	2.624	2.253		1.165	.246		
Total information	.091	.120	.054	.758	.450	.760	.1.315
Total Professionalism							
Total Ethical standards	.121	.108	.120	1.116	.267	.331	3.019
Total Working							
environment	.163	.061	.204	2.671	.009	.658	1.520
	.460	.104	.452	4.434	.000	.370	2.702

## Source: Study findings (2021)

### 4.4. Interview results

The influence of information on Procurement performance of works

The insignificant relationship between information and Procurement performance of works may be explicated by the fact that information is not only within organization but also between organization and suppliers may be irrelevant or incomplete and lead to poor quality of works (Khalipova , 2017). For that case, information shared within the procurement process is not only within the public organizations but also information goes outside organizations. As reported by the respondent that;

Within organization we use procurement management information system which is the smart system to collect, store and sythesizes procurement related information. Also there are other ways used such as the use of document management system where by all employees are trained and given the access to send and receive information through system. These ensure smooth, accuate and timely information flow through various practitioners in the organisatio. But procurement information from organization going ouside is generally done through TANeps where by every information about procurement process such as invitation, opening, evaluation and award is posted there with full of transparency. The problem is some suppliers are not well aware with the use of TANeps hence they fail to respond with information posted there concerning various tenders, fail to apply and some times they mix documents hence fail. Also there is a problem with the system most of the time due to internet problem or TANeps do not respond hence cause delay and failure (Respondent 4, 2021).

Morever application and development of various tools of information technology it is very important in the field of procurement because it facilitate the information flows and enabling different parties in organization to share details about procurement example invitation of tenders to the suppliers and other information from public boardies about legal framework, policies, principle and regulations concerning with government issues towards procurement activities (Khalipova, 2017).

The influence of professionalism on Procurement performance of works

Based on the hypotheses presented in chapter 4, the study conclude that professionalism is not significantly influence Procurement performance of works. The conclusion is unexpectedly as contrast other finding shows that awareness to employees should be increased through training to increase superior knowledge, update them and build capacity in procurement process also Government should ensure they structure training programs for staffs and other comittees member for good procurement performance (Hamza, Gerbi, & Ali, 2016),(Makau, 2015), (Ritte, 2020) and (Mahuwi & Panga, 2020).

The insignificant relationship between professionalism and Procurement performance of works may be explicated by the fact that mostly of the practotioners were not provided enough and regular trainings concerning procurement activities hence lead them to be not comptent on handling critical activities. For that case, professionalism should be ensured by provide enough training and employ procurement staff who are qualified and registed by the procurement and supplies professional and tech nicians boad. As reported by the respondent that;

Training on procurement it does not provided regulary so as to increase knowledge to practitioners on handling procurement process. Also many of the employees they are not aware about procurement process such as the application of TANeps, procurement Act and contract management. Due to this lead to practitioners who are involved in procurement process such as in the inspection activities, contract supervisors and evaluation team to conduct procurement process poorly which can result to the selection of unqualified supplier or poor quality of works in the organization (Respondent 5, 2021).

The influence of Ethical standards on Procurement performance of works

The finding as presented in chapter 4 supported the hypothesis made by the study by confirming that ethical standards has a significant contribution on Procurement performance of works. The study finding are on line with other study finding that in public sector it is important that procurement practitioners exhibit the highest level of ethics through being transparent, fair and accountable in everyday conduct of procurement activities (Amemba, Nyaboke, & Mburu, 2013).

The significance of ethical standards on Procurement performance of works may be accredited by the factor that transparency and accountability are the key component to reduce corruption and poor performance in public organizations. Hence ethical standards play the big role on influencing procurement performance of works. The respondent said;

In the procurement process such as on tendering process now there is the use of TANEPs where by everything is being conducted through the system so as to ensure fairness and transparency in the public works. Since because the public sector spent on public money especially on procurement of works a lot of money were used in big works such as road constraction, bridge and rehabilitation and contraction of various offices so transparency is very important to the public. Also transparency lead to better performance and easy of monitor procurement process (Respondent 2, 2021). Another respondent stipulate that:

Accountability is very important not only in public organization but in private organization as well due to accountability among employees it enable them to work every one according to his or her scope of work and avoid influence or interference which might happen in procurement process. Mostly interference in procurement decision may occur if there is lack of accountability in the organization. But in our organization every one is accountable hence lead to better decision which influence better performance through reduction of corruption, cost and ensure better quality (Respondent 1, 2021).

## The influence of Working environment on Procurement performance of works

The finding as presented in chapter 4 supported the hypothesis made by the study by confirming that working environment has a significant contribution on Procurement performance of works the study finding are on the same line with other study finding that Work environment in procurement performance is very important to maximize effectiveness and efficient management of the procurement function in an entity. Also, most of public organization can improve procurement performance by implementing environment management successful in terms of ensuring fairness, open communication and commitment within organization and when working with suppliers in order to reduce the negative impact on the procurement of works (Maggasingang & Djainuddin, 2020). The respondent said;

There is the fairness in participation and open communication in the organization as whereby every employee regardless of his or her position were given the chance to present our ideas through various meeting. Not only to employees but also to suppliers there are fairness in participation by practicing various procurement methods such as competitive tendering in order to allow competition and fairness which will lead to reduce procurement cost and selection of qualified supplier so as to ensure procurement performance(Respondent 7,2021).

Another one said that:

In order to ensure fairness and open communication public procurement through its act state that the accounting officer is supposed to announce about the intention to award the contract and also after the announcement suppliers were given seven days to complain if there is any. Due to this there is open communication and fairness in procurement process and our organization is adhere to the procurement laws and regulations hence to ensure better procurement performance (Respondent 10, 2021).

#### 5. Conclusion and Recommendations

This study determine the influence of procurement performance in works project in public sector. The specific objectives of the study was to determine the influence of information, professionalism, ethical standards and working environment on procurement performance of works. The study employ mixed research design as both quantitative and qualitative approaches were used. TANROADS and TBA located in Morogoro were the unit of analysis from whom data were collected with the use of structured questionnare and personal interview so as to validate the study findings. Multiple Regression analysis were used and the findings reveal that Ethical standards has unique contribution to the prediction of procurement performance of works with significant value of 0.009 and working environment which has the significant value of 0.267 and 0.450 respectively which were greater that 0.05. Due to insignificant of some factors especially professionalism and information in the study means that other researchers need to investigate more on these factors on their influence on procurement performance in public sector. Also the policy makers in Tanzania to need to establish more improvement on laws, regulations and strategies of managing and controlling employees ethics and better working environment in the organizations.

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