

## FACTORS AFFECTING PUBLIC PROCUREMENT IN THE PUBLIC INSTITUTIONS IN KENYA: A CASE STUDY OF KENYA INSTITUTE OF EDUCATION

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### ABSTRACT

**T**he purpose of this study was to investigate the factors affecting public procurement in the public institution in Kenya. The explainable variables include; organization structure, training, technology and budgetary resource. The study was significant to Kenya Institute of Education who oversee the daily operations of the organizations. A descriptive survey design was adopted for the purpose of this study. The researcher used stratified random sampling procedure to select a sample that represents the entire population. The target population was 218 employees and a sample of 65 respondents was chosen. Majority of the respondent stated that budgetary resources, technology, organization structure and training affects procurement in an organization. The researcher concluded that yes the variables affects procurement in the public sector. All employees in the purchasing department should be well trained and even they should be given refresher courses to ensure they are up to date with the policies of purchasing department. Much research needs to be done on the above topic on how the organization policy should be stream line to ensure the procurement process is effective.

**Key Words:** Organization Structure, Training, Technology, Budgetary Resources, Procurement

## 1.0 INTRODUCTION

Public procurement in the public sector is an important activity that the government and the organization cannot do without or even try to dismiss it for it is the major and main reason why our country contributes to survive ahead and business to continue doing business. Therefore public procurement is a main pillar in the business world and which cannot be allowed to diminish in its credibility. Yearly, the government funds the process of procurement because it is the major player in the area. It does not play the role of obtaining supplies of different kinds both locally on internationally. The government sustains the business sector through making sure that both goods and services reach the consumers and the suppliers as well: Generally, the government serves the purpose of mediation or the middlemen in ensuring that the obtaining of required basic wants/needs are present. Yearly, the government specifically allocates funds for the procurement of several goods of services. This is done when the Financial year begins in June and this when the allocation of funds are done through various activities so as to ensure that the process of procurement takes place with ease and perfectly without interactions (Kall 2004). It is therefore an important aspect of procurement to present and this is the availability funds. The procedure through which the achievements of goods procurement relationship in the public sector is through the employment of good and qualified personnel who can be in a position to promote good and favorable public procurement in the public sector. A qualified personnel would also enable the several Publics like the consumers, wholesalers and retailers to know the importance of public procurement and how useful it is that they should fully participate in this activity whole heartedly (Palin, 2002).

In 2008-2009 the government saw the need of putting in place a 24hr economy. This came as a Saviour to the process for this meant that there would be a continuous activity of procurement. Procurement is a process that is accorded with use of huge amounts of money and being so the government should be in a position to fund the whole process but this to be possible, the tax collection which is the government's main mode of acquiring funds should pay their taxes which in turn help in the funding of procurement process. Good policy making about the procurement process in public sector should be laid down on what steps should be followed and what should not so that the process can move forward without hindrance but both smoothly and freely. The policies on procurement should be clearly atmosphere for the procurement process. Unequally, distribution of resources highly contributes to the failure of public procurement process for some public sectors are allocated on amount that cannot fully support complete procurement process. Poor infrastructure enables incomplete procurement process for this takes time for the process to be complete. The infrastructure is a key procurement process and poor infrastructure therefore hinders good of favorable condition for the process. Good and favorable technology should be employed or put into place so as to enable quick procurement process and to be able to transact in a short time. The researcher will endeavor to establish whether organization structure, training, technology and organization culture affects public procurement institution in Kenya.

### 1.2 Profile Kenya Institute of Education

KIE was established in 1968 by Education Act, Cap 211, of the laws of Kenya, and its legal status defined in the 1976 KIE Order, issued through Legal Notice No. 105 of 1976, as provided for by the Act. Amendments to this Order are made by Legal Notice No. 144 of 1980, and Legal Notice No. 126 of 1984. But the origin of the KIE dates as far back as 1957 when an English Special Centre (ESC) was set up in Nairobi for the purpose of coordinating and advising the Ministry of Education on the teaching of English. This was followed in, 1961, by a Science Center with an aim of promoting the standards of science teaching in the country. In 1965, a Mathematics Center was also set up to develop and implement the then new mathematics curriculum for schools. These three centers were amalgamated in January 1966 to form a Curriculum Development and Research Centre (CDRC). CDRC was also to incorporate all the other subjects.

Also evolving at that period was a center for teacher education programmes, known as the Kenya Institute of Education (KIE). KIE was established in April 1964 as a direct result of the Conference of Institutes of Education, which was held in Mombasa, Kenya, in January 1964. The then University of East Africa, in conjunction with the ministries of education of Kenya, Uganda and Tanzania, and other interested bodies, sponsored the conference. The then KIE was based at Kenyatta College (now university), and had the following functions: Administer scheme of college examinations; Recommend to the Ministry of Education on the award of certificates; Serve as a center for professional activity for teachers, officers of the government and others involved in educational work; Promote and cooperate in the provision of conference and in-service courses for teachers and others engaged in, or intending to engage in educational work. Arrange for lectures and overseas courses of lecturers; Promote educational research and secure due publication of the results; Foster improvements in educational practice; Provide advisory services to the Government and other organizations. The mission of the Kenya Institute of Education is to Provide Quality Curriculum and Curriculum Support Materials Responsive to the Needs of the society. This would be achieved through continual research, evaluation, assessment and the monitoring of our client needs, in a changing social, economic and technological environment. Our vision: The vision of the Kenya Institute of Education is to be a Centre of Excellence in Transformative and Globally competitive curricula.

### **1.3 Statement of the Problem**

Public procurement in the public institution may not be a new element to government and organizations, but still it faces a lot of challenges since many individuals i.e citizens don't know the importance of public procurement and how important it is for them to do what they are supposed to do like pay taxes to enable the public procurement. The public procurement is marked with a lot of problems which include lack of transparency, political intrigues, lack of informed staff and many more. Although the problems facing the public procurement in public institution might seem hard, or difficult the hopes are high for more and more people are getting informed and a lot is being done to correct the problems and make it a success , but the fact is there is still more to be done. The main purposes of this study was to establish the factors (organization structure, training, technology and budgetary resources) affecting public procurement in the public institution in Kenya with reference to Kenya Institute of Education.

## **2.0 LITERATURE REVIEW**

### **2.1 Critical Review**

According to Schick (1999).Budgets occupy a leading place among the special tools of management employed to direct and control the affairs of large and multifarious organizations (Burke and Modarresi, 2000). They are used not only by governments, where budgeting had its origins, but in other public bodies, in industry and commerce and in private families (Coates, 2002). A budget is a basic tool in management. In this regard it serves as a tool for planning and controlling the use of scarce financial resources in the accomplishment of organizational goals. New technologies have created important industries that didn't exist years ago. Many of the big advances in business have come from early recognition of new ways to do things. The rapid pace of technology change opens up new opportunities but it also poses challenges to the telecommunication industry in terms of performance. Lack of new technology affects the firms profitability and performance. If the assessment in this phase is not consistent with how executive themselves view the company or how they would like to be positioned themselves in the market place, then it is up to them to create a vision of their preferred future that they can easily communicate to customers, employees and suppliers. This can only be done if the top management is properly trained to understand quality and this will make them be able to put a personnel department which is competent and be able to train their employees accordingly. An organizational structure is a mainly hierarchical concept of subordination of entities that collaborate and contribute to serve one common aim. Organizations are a variant of clustered

entities. An organization can be structured in many different ways and styles, depending on their objectives and ambiance. The structure of an organization will determine the modes in which it operates and performs. Organizational structure allows the expressed allocation of responsibilities for different functions and processes to different entities such as the branch, department, workgroup and individual. Individuals in an organizational structure are normally hired under time-limited work contracts or work orders, or under permanent employment contracts or program orders (Heize 2001).

## 2.2 Organization Structure

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Organisation shall support command for coping with a mix of orders and a change of conditions while performing work. Organization shall allow for application of individual skills to enable high flexibility and apply creativity. When a business expands, the chain of command will lengthen and the spans of control will widen. When an organization comes to age, the flexibility will decrease and the creativity will fatigue. Therefore organizational structures shall be altered from time to time to enable recovery. If such alteration is prevented internally, the final escape is to turn down the organization to prepare for a re-launch in an entirely new set up (Heize, 2001). Organizational structure depends on the product to be developed. Wheelwright & Clark (2001) define a continuum of organizational structures between two extremes, functional organizations and project organizations. Larger organizations conduct an annual meeting for all employees of the organization, to discuss company performance and to distribute awards. Successful staffing depends on providing adequate job descriptions, including job specifications, as well as realizing that job descriptions must be flexible. In some cases, it becomes necessary to redesign jobs; this can involve job rotation, job enlargement, job enrichment, and flextime.

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problem analysis, quality measurement, feedback, and team building. Successful managers enjoy certain common characteristics including providing clear direction, feedback, and recognition. Functional organizations are organized according to technological disciplines. Senior functional managers are responsible for allocating resources. The responsibility for the total product is not allocated to a single person. Coordination occurs through rules and procedures, detailed specifications, shared traditions among engineers and meetings (ad hoc and structured). Products that need a high level of specialized knowledge require a functionally organized structure (Chapman, 2007)

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### **2.3 Training**

Training is Organized activity aimed at imparting information and/or instructions to improve the recipient's performance or to help him or her attain a required level of knowledge or skill. Organizations are operating in a dynamic and rapidly changing environment. The powerful forces of globalization are fundamentally changing the nature and the general way of doing things (Elsenhandl 2002). According to Johnson and (Schodoes 2002), the impact of globalization, information technology and rapid changes in the business environment can no longer be ignored. In the recent past, and with the advance growth of I.T the way of doing things is hard to change. Liberation and the increasing of customers demand are posing a major challenge to business. Future survival for any organization is no longer guaranteed as change rather than stability is the order of the day (Elsenhardl 2002). To survive in such an environment, organizations need to focus on strategies that deal with the emerging environment challenges Ansoff and Mac Donald (2000). The purpose of training is to improve employees performance in their current jobs and equip them for more demanding roles as it is considered as one of the most valuable, significant and important tools for human resource development in an organization. Training is a systemically planned in the development of knowledge skill and attitudes needed by an individual to perform a job in a satisfy level. Satisfying level becomes the quality level that an organization thrives always to achieve to meet customers needs and expectations. Most organizations worldwide both in the service sector and production operations invest heavily in training to be able to have the best products in the market over saturated with competition. This goes beyond saying that without continuous review to the training system of an organization; it faces challenges of closing down or retrenchment (Oakland 2003).

Training should be geared towards meeting an organization's needs. It involves learning of various skills and knowledge, for an organization to have successful products it must take an active role in establishment training programs, Clifford (2008). Training programs increases the organizations efficiency, effectiveness and flexibility to meet new challenge. Successful organization design competency based training programs to contribute to corporate goals and fit the work place. Training provide staff with the specialized skills and knowledge essential for meeting the challenges for having competitive advantages and enables management to make right decisions which have good interest in to the company. Motivation knowledge helps organizations to be able to understand the utilization of employee's involvement to achieve process involvement. (Summer 2005).

## 2.4 Technology

Underlying any economic environment is its technological base; the technical skills and equipments that affect the economic resources are converted into output. Technological development affects the telecommunication industry in various ways According to Bartol and David (1991), technologies have created important industries that didn't exist years ago. Many of the big advances in business have come from early recognition of new ways to do things. The rapid pace of technology change opens up new opportunities but it also poses challenges to the telecommunication industry in terms of performance. Lack of new technology affects the firm's profitability and performance. According to Jobber (2004) Technological advances do not go smoothly and when they do acknowledge of consumers is still an advantage to securing a success Technological change can also pose threat to those company gradually find they can not compete effectively with their more advance rivals. Technology involves the knowledge, tools, equipments and work techniques used by an organization in delivering its products or services. Technology change is reflecting by new services e.g. e-mail order or e- shopping (McCarthy, 2004)

According to Agmon (1997) defines technology as "know how" or some knowledge, experience and skills necessary to establish enterprise that will manufacture and market a product economically. Other researchers view technology as various types of knowledge and expertise necessary for planning, establishment and operation of a manufacturing plant and associated enterprises. Technologies are evolutionary. According to Sagimo (2000), technology change includes any application of new ways to transform resources into the product or service. These include new machines/equipments e.g. computers and new techniques and methods of work procedures e.g. the management of information system (MIS). The adoption of new technology involves the current decision to adopt the organization design to that technology. Creative technological adoption can suggest possibilities for new products or for improvements in existing products or in manufacturing and marketing techniques. A technological break through can have a sudden and dramatic effect on a firms environment and performance, Pearson (2001). According to Aristotle (1997) defines technology as "know how" or some knowledge, experience and skills necessary to establish enterprise that will manufacture and market a product economically. Other researchers view technology as various types of knowledge and expertise necessary for planning, establishment and operation of a manufacturing plant and associated enterprises. Technologies are evolutionary.

According to Sergio (2000), technology change includes any application of new ways to transform resources into the product or service. These include new machines/equipments e.g. computers and new techniques and methods of work procedures e.g. the management of information system (MIS). The adoption of new technology involves the current decision to adopt the organization design to that technology. According to Kotler (1999) technology is becoming critical as a competitive tool. Retailers are using computers to produce better forecasts, control inventory costs, order electronically from suppliers and e-mails between stores and even to sell to customers within stores. They are adopting check out scanning systems, electronic fund transfer, electronic data interchange, in store television and imported merchandise handling systems and smart cards.

## 2.5 Budgetary Resources

Budgets occupy a leading place among the special tools of management employed to direct and control the affairs of large and multifarious organizations (Burke and Modarresi, 2000). They are used not only by governments, where budgeting had its origins, but in other public bodies, in industry and commerce and in private families (Coates, 2002). In most government programs and projects, cost increases are the rule rather than the exception and cases of cost increases have been known to inflate project budgets by as high as 100 percent. These increases have to be anticipated and policies formulated to counteract them or provide for them as has been suggested by Premchand (2004) through creation of a contingency reserve. The phenomena of excess expenditure also critically affect budget implementation (Premchand, 2004). It may occur as a result of cost increase or as a consequence of poor management.

According to (Premchand, 2004) the budgetary and economic tasks are rendered operational through the administrative process that comprises four major interrelated phases of work. First an allocation system under which expenditure is controlled by release of funds is put in place. Secondly there is supervision of the acquisition of goods and services to ensure value for the money spent. Thirdly an accounting system that records organizations' transactions and provides a framework for an analysis of their implications is implemented. The final phase involves a reporting system that permits a periodic appraisal of the actual implementation of policies. Effectiveness of budget implementation process will be assessed by addressing the various variances. A comparison between the actual performance and the budgeted performance should be done (Wijewardena and Zoysa, 1999).

Budget implementation is public expenditure policy and therefore the manner in which public expenditure is managed will definitely impinge on the implementation of the budget (Premchand, 2005). The primary concern during the budget implementation process is to ensure the fulfillment of the financial and economic aspects of the budget. The financial tasks include; spending the amounts for the purposes specified, minimizing savings and avoiding lapses or rush of expenditures during the end of the year. The economic tasks on the other hand are; ensuring that the physical targets of programmes and projects are achieved and the macro-economic aspects of the budget such as borrowing and deficit levels are also achieved. In managing budget implementation one of the key areas of focus is the revenue and expenditure flow pattern. Effective Public Financial Management (PFM) systems are required to maximise the efficient use of resources, create the highest level of transparency and accountability in government finances and to ensure long-term economic success. Recent literature has highlighted the importance of sound PFM systems to service delivery, poverty reduction and the achievement of the millennium development goals (MDGs) (Pretorius & Pretorius, 2008).

On the same breath the issue of government ministries and parastatals reporting under-expenditure in their budget allocation and reallocation within votes is rampant while submission of supplementary budgets is the norm. Various reasons such as delay in release of funds, stringent donor conditions and lengthy procurement procedures have been used to explain the variances (Glennard and Maina, 2007), in their study concluded that the gap between allocated funds and actual expenditures in the context of donor funds is largely due to a slow release of funds and poor procurement system, which causes delays in spending. There is need to investigate structural challenges that may be affecting budget implementation especially for government organization.

### 3.0 RESEARCH METHODOLOGY

#### 3.1 Research design

A descriptive survey design was used for the purpose of this study. With such a study, information's were obtained to meet the underlying purposes and objectives of the study. This kind of design well suits the study as it presents the situation as it is and the researcher has no control over the variables. According to (Mugenda and Mugenda 1999). descriptive survey design is a scientific method which involves observing and describing the behavior of a subject without influencing it in any way. The objective of descriptive research is to answer who, what, when, where, which, why and how of the subject under study

#### 3.2 Sampling Procedure and Sample Size

Stratified random sampling technique was used to obtain a sample size of respondents; this involved dividing the target population into sub groups in order to get equal representation of staff. The sampling technique was appropriate since the population is divided into subgroups depending on staff characteristics. The nature of issues investigated meant that it was important to give all the company workers an equal chance of representation and this would not have happened through random sampling only. The sample size will be 30% of the target population as shown in Table 1

**Table 1: Sample Size**

Population Category	Target Population	Sample size	Percentage
Top Level	24	8	26
Middle Level	65	19	16
Operation Level	129	38	58
<b>Total</b>	<b>218</b>	<b>65</b>	<b>100</b>

#### 3.3 Data Collection Method

After the validity and reliability of the instruments were assessed, the researcher proceeded to the field. A permission letter to carry out the study in the area was sought from the National Council of Science and Technology. These letters helped the researcher to access the Organization, brief the head of operations on the purpose of the study and remove any important information by the managers. The researcher then sought to administer the questionnaires to the respondent and a drop and pick later method was used.

#### 3.4 Data Analysis

The data collected from the field was then assessed and comparison made so as to select the most accurate and quality information from the feedback given by various respondents, it involved assessing and evaluating the questionnaires and other sources of both primary and secondary data. The researcher analyzed data collected quantitative and qualitatively. The Statistical Package Ms Excel computer software was used specifically for the purpose of analyzing the data obtained. Presentation of the results was done with the aid of frequency tables, percentages, standard deviation and mean score.

## 4.0 EMPIRICAL RESULTS AND DISCUSSION

### 4.1 Response rate

A total of 65 questionnaires were distributed to the selected respondents from KIE. A total of 50 questionnaires were duly filled and collected making a 77% response rate. This was an acceptable rate and could be attributed to the fact that the questionnaires were physically dropped to the respondents and collected at an agreed date. The response rate was as follows;

**Table 2: Response Rate**

Category	Target	Response	Response Rate
Responded	65	50	77%
<b>Total</b>	<b>65</b>	<b>50</b>	<b>77%</b>

### 4.2 Extent to which Organization Structure affect public procurement

**Table 3: Extent to which Organization Structure affects public procurement**

Response	Frequency	Percentage
Very great	33	66
Great	12	25
Low	5	8
Very low	0	0
<b>Total</b>	<b>50</b>	<b>100</b>

From Table 3, the respondent gave different responds to the extents to which organization structure affect the procurement process in the public sector. Majority having 66% stated that the extent to which it affects is very great, 24% said to a great extent, while 10% were for the opinion of low. Hence the researcher concluded that yes government Policy affects procurement process in a very great way. Majority stated that an organization can be structured in many different ways and styles, depending on their objectives, this affect the organization way of handling procurement procedures. Majority of the respondents stated that organizations are operating in a dynamic and rapidly changing environment.

### 4.3 Extent to which training affect public procurement

**Table 4: Extent to which training affect public procurement**

Response	Frequency	Percentage
Very Great	41	82
Great	5	10
Low	4	8
Very low	0	0
<b>Total</b>	<b>50</b>	<b>100</b>

According to the results in table 4, majority (82%) stated that training affects the procurement process in the public sector. The outcome was 82% very greatly, 10% greatly and 8% lowly. Therefore the researcher concluded that yes training affects training in the procurement process in the public sector in a very great way. The analysis depicts that training affect procurement in the public sector. This was concluded by having majority of the respondent affirming to the statement and 14% rejecting the statement. Thus the researcher concluded that training affects procurement process in the public sector. Majority also stated that training affects the procurement process in the public sector. The outcome was 82% very greatly. Therefore the researcher concluded that yes training affects training in the procurement process in the public sector in a very great way.

#### 4.4 Extent on Technology on Public Procurement

**Table 5: Extent on Technology on public procurement**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Very Great	37	74
Great	13	26
Low	0	0
Very low	0	0
<b>Total</b>	<b>50</b>	<b>100</b>

According to the results in table 5, The researcher established that technology affects procurement in the public sector in a very great way and great way. By having 74% of the respondent stating that yes it affects procurement very greatly, 26% saying in a great way the researcher affirmed that technology affect procurement process in the public sector. Majority asserted that technology is changing and view technology as various types of knowledge and expertise necessary for planning, establishment and operation of a manufacturing plant and associated enterprises. Hence technology will affect the operation in the procurement procedures and thus affect the public procurement procedure.

#### 4.5 Extent of budgetary resources on public procurement

**Table 6: Extent of budgetary resources on public procurement**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Very great	39	78
Great	11	22
Low	0	0
Very low	0	0
<b>Total</b>	<b>50</b>	<b>100</b>

Majority of the respondent stated that budgetary resources affects procurement in an organization and minority stated it does not. The researcher concluded that yes organization culture affects procurement in the public sector. Having majority of the respondent stating that organization culture affects public procurement in the organization in a very great way and majority saying in a great way, the researcher concluded that budgetary resources affects public procurement in an organization in a very great way.

## **5.0 CONCLUSIONS AND RECOMMENDATIONS**

### **5.1. Conclusions**

Majority stated that an organization can be structured in many different ways and styles, depending on their objectives, this affect the organization way of handling procurement procedures. Majority of the respondents stated that organizations are operating in a dynamic and rapidly changing environment. Thus majority asserted that organization structure affect public procurement in a great way. The analysis depicts that training affect procurement in the public sector. This was concluded by having majority of the respondent affirming to the statement and 14% rejecting the statement. Thus the researcher concluded that training affects procurement process in the public sector. Majority also stated that training affects the procurement process in the public sector. The outcome was 82% very greatly. Therefore the researcher concluded that yes training affects training in the procurement process in the public sector in a very great way. Majority asserted that technology is changing and view technology as various types of knowledge and expertise necessary for planning, establishment and operation of a manufacturing plant and associated enterprises. Hence technology will affect the operation in the procurement procedures and thus affect the public procurement procedure. Majority of the respondent stated that budgetary resources affects procurement in an organization and minority stated it does not. The researcher concluded that yes organization culture affects procurement in the public sector. Having majority of the respondent stating that organization culture affects public procurement in the organization in a very great way and majority saying in a great way, the researcher concluded that budgetary resources affects public procurement in an organization in a very great way.

### **5.2 Recommendations**

Training is Organized activity aimed at imparting information and/or instructions to improve the recipient's performance or to help him or her attain a required level of knowledge or skill. All employees in the purchasing department should be well trained and even they should be given refresher courses to ensure they are up to date with the polices of purchasing department. Technological advances do not go smoothly and when they do acknowledge of consumers is still an advantage to securing a success Technological change can also pose threat to those company gradually find they cannot compete effectively with their more advance rivals. The organization should ensure they adopt and embrace the new practices brought about by the new technology. All purchasing procures should be computerization to ensure fastness in the process.

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