

Factors Influencing the Implementation of the Public Procurement and Asset Disposal Act 2015: A Case of Public Institutions in Trans-Nzoia West Sub-County in Kenya

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Abstract: The Public Procurement and Asset Disposal Act (PPDA) 2015, was enacted in 2016 and repealed the previous Public Procurement and Disposal Act, 2005. The Act was meant to provide guidelines to public entities during the public procurement process, which would lead to better provision of goods, services and works by ensuring accountability, transparency, equitability, integrity and cost effectiveness. Since the enactment of the Act however, very little seem to have been achieved during procurement processes as its characterized by numerous complaints. Even with the devolution of functions across the 47 counties in Kenya, the government has not managed to streamline public procurement processes. It was for that reason this study sought to assess the factors influencing the implementation of the PPDA 2015 public institutions in Kenya, a case study of Trans Nzoia West sub-county. The specific objectives of this study were; to examine the influence of staff competence on the implementation of the PPDA, 2015 in public institutions in Kenya. Using a descriptive research design, the researcher administered questionnaires to a total of 84 respondents, recruited with informed consent through quota sampling technique to collect quantitative data. The respondents comprised of procurement officers, managers and administrators involved in procurement activities in public institutions in Trans-Nzoia West. By means of test-retest techniques, the study correlated results of pilot studies to determine the reliability of data collection instruments and validity of findings. Raw data obtained from actual field study was analyzed statistically using the techniques of frequency distribution of central tendency, Pearson's correlation and ANOVA. Results were summarized and presented in tables, and thereafter discussed to draw appropriate conclusions and recommendations. The researcher anticipated that the study findings thereof will aid both national and county governments to address the loopholes in public procurement processes. While adding to the body of knowledge, this study generated valuable insights which can enhance the efforts of stakeholders in streamline the procurement process in public institutions towards transparent, accountable and better provision of goods, services and works thereof. This will only work if the recommendations are take into consideration.

Keywords: staff competence, implementation of the PPDA 2015.

1. INTRODUCTION

Procurement is defined as the manner in which an organization or government finds, agrees to terms and acquires goods, services and works from an external source. This is accomplished by tendering or a competitive bidding process (Weele, 2010). The procurement process is indispensable as it ensures that the organization obtains goods and services at the best

prices they can get. This is even more essential when issues like quality, quantity, time and location are determined. In order to procure the most quality goods and services at the best price, organizations and government entities usually come up with processes that will enhance fairness in the procurement process while reducing the risks they may accrue, like being exposed to fraud and collusion, challenges that usually lead to massive losses and delivery of poor quality goods, services and works. On the other hand, Waters (2004) defines procurement as the process involving the acquisition of goods, services and infrastructure projects. The procurement process starts when an organization or a government entity has recognized a particular need that it cannot fulfil. Procurement then goes through the process of assessment of risks, seeking different solutions to the need, awarding of contracts to the successful company or organization, delivery of the goods and services and subsequent payment for the same. Procurement also involves the disposal of the asset when it loses its usefulness.

Procurement is one of the most important services undertaken by any government which seeks to adequately deliver goods, services and infrastructure to its citizens. This is because the government is a major purchaser of goods and services and spends billions of shillings in any given year during procurement (Getuno, Awino, Ngugi & Mwaura, 2015). Kisang and Kwasira (2015) state that in Sub-Saharan Africa, studies have shown that out of the public resources available to the government, the procurement of goods, works and services accounts for averagely 70% of all public expenditure. According to Amembe, Nyaboke, Osoro and Mburu (2013), public procurement is essential to the government because it has a significant impact on the economy and it is thus necessary that the process is properly managed. In fact, Callender and Mathews (2000) assert, the financial activities of government procurement managers worldwide are believed to be between 10- 30% of Gross National Product (GNP). Mlinga (2009) adds that in developing countries, procurement budgets make up averagely 20% of government expenditure. Moreover, procurement is also essential as it enables the government to effectively manage and supply inputs, making it an indispensable part of all levels of government. It thus enables the government to achieve economic, social and other objectives for the country.

According to Kisang and Kwasira (2015), governments worldwide are seeking to enhance the efficiency of their procurement processes. They have consequently come up with policies that guide the procurement process. For example, The World Bank's *Procurement under IBRD Loans and IBRD Credits* outlines several objectives of public procurement for projects funded by its loans (Thai, 2005). First, governments have to make sure that the loans are only used to buy goods and services that are required for the project. Additionally, governments have to certify that they provide fair competition to all bidders who are qualified. They should also strive to make the process transparent and ethical and finally, they should encourage the development of local contractors and manufacturers by giving them preference over their international competitors.

Similarly, in the Philippines, the Procurement Law outlines several principles that are to be followed to ensure good governance during the procurement process (Padre- Isip, 2010). These include transparency in the procurement process, encouraging competitiveness by providing equal opportunities to private companies eligible in public bidding and a uniform procurement process that will apply to all government entities during procurement. Moreover, the Procurement Law had a system of accountability where all involved during the process could be investigated and held responsible for their actions. Finally, there is public monitoring of the procurement process to ensure that all laws are followed and contracts are awarded according to the procurement rules and regulations. Closer home in Africa, the South African government has enacted a basic financial manual for schools which outlines regulations that schools should follow in the procurement process (Njoroge & Ngugi, 2016). In Uganda on the other hand, public procurement is governed by the Public Procurement and Disposal of Assets Authority (PPDAA), which was formed under the Public Procurement and Disposal Act of 2003 (Njoroge & Ngugi, 2016). The PPDAA provides guidelines and regulations that should be followed during the procurement process by all public entities. Despite the numerous laws that have been enacted to ensure efficiency in the sector, public procurement is largely seen as an area of wastage and corruption and billions of shillings have been lost as scandal after scandal is unearthed that depicts the rot within the sector. This is a problem that is being experienced worldwide, and makes governments less efficient. For example, in the United States, the District of Columbia wasted hundreds of thousands of dollars by selling used emergency vehicles at throwaway prices (Nakamura, 2004). Within a 2 ½ year period, untrained employees from the city's Inspector General's office sold 11 fire trucks at a \$3,125 total, while similar vehicles had been sold online for \$360,875. In the same year, different states in the country saw numerous state officials being prosecuted for violations of state procurement laws. In the Philippines on the other hand, in January 2009, the World Bank stopped its \$33 million National Roads Improvement and Management Program when

reports citing massive irregularities, corruption and connivance between private individuals and concerned government agencies were unearthed (Padre- Isip, 2010). This led to the World Bank's decision to ban three Filipino companies from bidding in projects it had funded.

In Kenya, the issue of public procurement has been of great concern for the government, which has put in place policies that should govern the procurement process. According to Mokaya (2014), public procurement has come a long way since the colonial days when Crown Agents handled all overseas purchases on behalf of the government and the country was perceived as a source of raw materials for her colonial master. Over the years, the government came up with numerous policies and laws to govern public procurement until 2007 when it enacted the Public Procurement and Disposal Act, 2005 (the PPDA, 2005), the first of its kind in the country. The promulgation of the new constitution in 2010 outlined principles for public procurement and disposal. [chapter thirteen article 232] These are: fair, equitable, transparent, competitive and cost-effective. In 2016, the government ratified the Public Procurement and Asset Disposal Act, 2015 (the PPDA, 2015) which repealed the PPDA, 2005. The Act applies to all state organs and public entities with regard to planning, procurement processing, inventory and asset management, disposal of assets as well as contract management (The Kenya Gazette Supplement, 2015). The act also lists institutions that can be termed as 'public entities' as well as outlining the regulatory bodies, their functions, offences and sanctions.

The PPDA 2015 was a timely document which could ensure that the government receives and therefore provides the best quality goods, services and works to its citizens, at the best price. However, in reality, this has not been the case as issues of corruption, incompetence of staff, unwillingness of governing bodies to crack the whip on errant public officials and companies have marred the procurement process. According to the Kenya Corruption Report (2017) for example, Kenyan public procurement is subject to rampant corruption and bribery. Numerous companies in the country report that it is common for them to be asked for bribes and irregular payments during the process of awarding public contracts. PriceWaterhouseCoopers (2016) alleges that one in every three companies has encountered procurement fraud in the last two years. This was most common during vendor selection and widespread to all state and county departments as well as parastatals. A report by the Ethics and Anti-Corruption Commission (EACC) (2016) claimed that procurement fraud is quite rampant at the county level. Although the Public Procurement Regulatory Authority (PPRA) and the PPDA, 2015 outline the public procurement regulations as well as sanctions and penalties given to companies found guilty of going against the law during procurement, corruption cases are still prevalent. For example, in 2016, Kenya Power was accused of procurement fraud when it gave a contract to a Chinese company that had been in existence for only 11 months. This is in direct contravention to the law that requires companies to have audited reports for the last 18 months (Ndungu, 2016). Moreover, this contract was Kshs. 1.2 billion higher than the bid presented by the lowest bidder. Furthermore, numerous public officials like former finance ministers and other senior government officials have been linked to extensive bribery schemes involving different state contracts worth \$700 million that were given to fictional companies (Ndungu, 2016). Consequently, a number of infrastructure projects were not delivered and so far, no one has been held accountable for the same.

The enactment of the PPDA, 2015 was a positive step in Kenya's development agenda and when effectively implemented, would greatly improve the provision of goods, services and works to the Kenyan people by both the national and county governments as well as public entities. Moreover, the establishment of bodies like the Public Procurement Regulatory Authority (PPRA) to oversee the implementation of the Act was to increase transparency, accountability and adherence to the rules, principles and regulations outlined thereof. Despite these positive steps by the government to ensure effective service delivery to the public, a report presented by the Rapid Response Initiative (RRI) (2014) established that notwithstanding the numerous policies, laws and regulatory bodies that have been put in place to govern the procurement process, the level of implementation by county governments is still unsatisfactory. The Public Procurement Oversight Authority (PPOA) (2014) conducted a procurement review of public institutions and established that on a rating scale of 1- 10 many county governments fell between 3 & 5 out of 10 when it came to the implementation of said regulations. This is a relatively low number as it does not even reach the desired rating of any figure after 5 and goes to show just how slow the implementation of the procurement regulations have been. As outlined above, it is clear that there has been very little effort to implement the Act that has been put in place to govern procurement processes by public institutions. Consequently, this study sought to determine the factors that influence the implementation of the Public Procurement and Asset Disposal Act 2015 in public institutions in Kenya. The study that was conducted in Trans-Nzoia West Sub-County. This study sought to accomplish the following specific objective-to examine the influence of staff competence on the implementation of the PPDA, 2015 in public institutions in Kenya.

2. COMPETENCE OF PROCUREMENT PERSONNEL

Basing on the supplies practitioners, management act 2007 and asset disposal act 2015, procurement personnel need to be in possession of professional qualifications in procurement and supply chain management to enable them offer better services to the public's expectations. Perks 1993 was of an argument that a professional work and code of professional ethics defines rules for members to abide by. It's therefore vital for procurement officers to be trained and be fully enlightened on their ethical requirements for proper guidance at time of work during the procurement processes (Institute of Business ethics 2008). Understanding of the issues and the relevant rules, procedures and regulations also allows an employee to be more innovative, creative and initiative while undertaking the daily activities a sign of being a good performer on job for it increases ones confidence and ability to the work with less consultation or little supervision and even reference. Goetsch and Davis 2006 .They listed benefit of training as yielding high productivity, improvement in quality, safe and health working environment, fair communication and better team work. They further noted that simply processing knowledge is less important than applying it for it is unfruitful if not rightfully put in practice. That attention should be more on skills of doing jobs and demonstrating competence for they are the key areas for success at work places. It could have been better therefore if Kenya's education system had recognise procurement as a profession at an early stage the same way other profession were recognised for better, firm and realistic foundations than making their entry points at the higher levels of study thus certificate, diploma, higher diplomas, graduates and post graduates as argued (Chizu 2011) Today's business environment changes rapidly and the education level, experience as well as professionalism of the procurement personnel all work to ensure a smooth and effective procurement process. Noble 2011 asserted that all chartered bodies such as the chartered institute of purchasing and supply (CIPS) are set up for the benefit of the public; because that is what professionalism is all about, following the right procedures and conducting themselves professionally all through. However Maude 2011 indicated that many procurement professionals across the country lack capability, market knowledge and personal initiative due to lack of exposure and poor skills in the field of procurement. Additionally, the increasing use of computers and the internet to carry out day to day activities requires a workforce that is knowledgeable about these new advancements to make the processes more effective and efficient but so unfortunate in that the area is so wanting as the majority are still behind in this field..

According to Lankford (2004), companies that have successfully made the internet part of their daily management of the supply chain have a significant competitive advantage over those which have not. This is because e-procurement automates workflow, ensuring that the procurement process is easier and smoother, hence leading to a more effective supply chain. In order to remain relevant and competitive, the government has significantly reformed its ICT sector, with the introduction of E- procurement (Kenya Gazette Supplement, 2015). E- Procurement has been seen as a way to increase accountability, limit corruption and increase transparency during the entire procurement process (Amembe, Nyaboke, Osoro & Mburu, 2013). The PPOA introduced the tenders' portal in 2008, in which advertisement for different tenders and contracts worth over Ksh. 5 million can be placed. The portal also acts as an archive for all government tenders. PPOA encourages computerizing the procurement process as much as is feasible in order to increase the speed at which transactions and communication take place. Further observation is that despite the advancement done during the procurement process, Varney (2011) states that there are numerous issues that assail the introduction of ICT in developing countries. These issues are contextual, strategic and operational. Other issues that have been experienced include the lack of experienced personnel, economic shortfalls, poor systems infrastructure as well as problems with the databases.

The study by Amembe, Nyaboke, Osoro and Mburu (2013), which sought to determine the challenges affecting the public procurement process in Kenya, also indicated that the lack of skilled personnel is the major problem hindering the assimilation and effective use of ICT in developing countries for the area is technical wanting and quiet involving. This is in line with the study conducted by Raymond (2008) in the United States, which argues that even though the country boasts of over 500,000 professional procurement personnel, only a negligible 10% belong to a professional body while the remaining are unaware that the country has ethical and legal standards that govern procurement. This lack of knowledge thus makes it impossible for the people involved to conduct the procurement process professionally, leading to numerous problems. The aforementioned study by Ki sang and Kwasira (2015), which was examining the success factors for the implementation of the PPDA 2005 in Uasin Gishu County, focused on another factor that may affect the implementation of the PPDA 2015 which is the level of awareness procurement personnel had of the Act. According to the study, procurement personnel were aware of the Act and its relationship to procurement rules and regulations and of the implementation of the Act in the Uasin Gishu County government. The study surmised that there was a direct correlation

between the level of awareness and compliance to the PPDA. Additionally, a clear knowledge of rules and regulations outlined in the PPDA increased compliance to the Act. Nevertheless, the study went on to say, respondents were unaware of the fact that the PPDA 2005 had guidelines from the Ministry of Devolution that were meant to support the procurement process. Moreover, the study showed that the employees' awareness of the PPDA and procurement statutes, together with a clear knowledge of procurement rules and regulations enhanced the implementation of the PPDA. According to Shaffi and Kalaus 2007 argument skills are crucial for procurement managers for their achievement will enable them accept and adapt to changes for the good of the organisations. Witt 2009 suggests that workers must remain on job long enough to become more competent for it adds value to their performance. Dreyfis 2012 indicated that a competent practitioner makes informed, intuitive and holistic decisions based on rule and analysis Technology helps to synchronise and balance the two opposing business objectives for ultimate customer service effectively Closs 2016.

According to Ndumbi and Okello 2015 on effect of staff training on level of compliance in public procurement systems it was established that there is a positive relationship between staff training and level of compliance. The researcher concluded that staff training enhance compliance and recommended employees exposure to relevant information concerning their area of operation Truff 2011 on the effect of training and development on employees attitude, concluded that while employees training is one of the crucial measure emphasised by the managers, employees are more after the productivity than accelerating obsolescence of knowledge and skills. The study further indicated that effective training and employee capacity building makes them more prepared for career upgrade

A study conducted by Abdalla and Wanjiru 2016 on effect of ICT adaption on procurement processes in Kenya's oil industries. Survey of Total Kenya limited Mombasa county was of conclusion that the impact of ICT adaption on procurement processes refers to time reduction and quality improvement rather than cost effective as expected by the PPDA 2015

Liao et al 2013 study on technology in purchasing impacts on performance and future confidence established that E-procurement strongly and positively correlates with the operational performance and managers future confidence. Okore and Maruti 2016 on factor affecting efficiency of procurement in public institutions, case study of public entities in Homabay County showed a close relationship between ICT and procurement processes indicating that computerised procurement processes are more efficient and reliable compared to manual. Mongare and Nasidai 2014 a study on the impacts of ICT on inventory control systems in transport organisation; Kenya ferry services formed the opinion that ICT has great impact on inventory control more so terms of efficiency, easy access and accuracy.

3. METHOD

The study employed a descriptive research design with a target population comprising government officers involved in procurement using government funds in Trans Nzoia West Sub County. These corporations included parastatals, public hospitals, schools and colleges, county and government departments, as well as various institutions of law and order. Trans Nzoia County department of labour estimated that civil servants and workers in these public institutions to be about 2,083 by the end of 2014/2015FY (Kenya National Bureau of Statistics, 2015) and a sample size of 84 participants. A questionnaire was used as an instrument for collecting data. piloting was done for validity and reliability of the instrument. Data was analysed statistical package for social science.

4. DISCUSSION

The study sought to examine the influence of staff competence on the implementation of the PPDA, 2015 in public institutions in Kenya. The findings are presented in a five point Likerts scale where SA=strongly agree, A=agree, N=neutral, D=disagree, SD=strongly disagree and T=total. From table 4.1 below, the respondents were asked whether e-procurement automates workflow, ensuring that the procurement process is easier and smoother, hence leading to a more effective supply chain. The distribution of findings showed that 35.0 per cent of the respondents strongly agreed, 45.0 per cent of them agreed, 10.0 per cent of the respondents were neutral, 10.0 per cent disagreed while 0 per cent of them strongly disagreed. These findings implied that e-procurement automates workflow, ensuring that the procurement process is easier and smoother, hence leading to a more effective supply chain.

The respondents were also asked whether E- Procurement has been seen as a way to increase accountability, limit corruption and increase transparency during the entire procurement process. The distribution of the responses indicated that 45.0 per cent strongly agreed to the statement, 40.0 per cent of them agreed, 0 per cent of them were neutral, 5.0 per

cent of them disagreed while 0 per cent of them strongly disagreed to the statement. These findings implied that E-Procurement has been seen as a way to increase accountability, limit corruption and increase transparency during the entire procurement process.

The respondents were also asked whether PPOA encourages computerizing the procurement process as much as is feasible in order to increase the speed at which transactions and communication take place. The distribution of the responses indicated that 30.0 per cent strongly agreed to the statement, 50.0 per cent of them agreed, 10.0 per cent of them were neutral, 5.0 per cent of them disagreed while 5.0 per cent of them strongly disagreed to the statement. These findings implied that PPOA encourages computerizing the procurement process as much as is feasible in order to increase the speed at which transactions and communication take place.

The respondents were further asked whether the lack of skilled personnel is the major problem hindering the assimilation and effective use of ICT in developing countries. The distribution of the responses indicated that 25.0 per cent strongly agreed to the statement, 45.0 per cent of them agreed, 20.0 per cent of them were neutral while 6.0 per cent and 4.0 per cent of them disagreed strongly and disagreed to the statement respectively. These findings implied that the lack of skilled personnel is the major problem hindering the assimilation and effective use of ICT in developing countries.

Finally, the respondents were asked whether employees' awareness of the PPDA and procurement statutes, together with a clear knowledge of procurement rules and regulations enhances the implementation of the PPDA. The distribution of the responses indicated that 40.0 per cent strongly agreed to the statement, 55.0 per cent of them agreed, 0 per cent of them were neutral, 2.0 per cent of them disagreed while 3.0 per cent of them strongly disagreed to the statement respectively. These findings implied that employees' awareness of the PPDA and procurement statutes, together with a clear knowledge of procurement rules and regulations enhances the implementation of the PPD.

The findings were in line with other researchers like Lankferd 2004 who observed that companies that have successfully made internet part of their daily management of supply chain are better placed. Also in their study Amembe, Nyaboke Osoro and Mburu 2013 found out that E-procurement has been seen as a way of increasing accountability and limiting corruption. Further still in their study to determine the challenge affecting the public procurement processes also indicated that lack of skilled personnel is a major hindrance to application of ICT. Kipsang and Kwasira 2015 sided influence of a awareness as having direct correlation with the compliance of the PPDA.

Table 4.1: influence of staff competence on the implementation of the PPDA, 2015 in public institutions in Kenya

Statements		SA	A	N	D	SD	T
e-procurement automation makes work easier and effective	%	35.0	45.0	10	10.0	0	100
E- P increase accountability transparency & less corruption.	%	40.0	45.0	0	5.0	0	100
PPRA encourages computerization of work	%	30	50	10.0	5.0	5.0	100
Un skilled personnel hinders ICT adaption	%	25.0	45.0	20.0	6.0	4.0	100
Knowledge of rules and regulations increase compliance to the Act	%	30	50	0	0	0	0
' awareness enhances the implementation of the PPD		40.0	55.0	0	2.0	3.0	

4.1 Pearson Correlation:

The results regarding correlation statistics were summarized and presented in Table 4.2 below. From the correlation results, there is a clear and significant relationship between the independent variables and dependent variable.

From the results, Staff competence was positively correlated to Implementation of the PPDA, 2015 as indicated by correlation coefficient value of 0.516 (significant at $\alpha = 0.01$) indicating that staff competence was a significant factor.

Table 4.2: Correlation Statistics

	Implementation of the PPDA, 2015	Staff competence
Implementation of the PPDA, 2015	1	
Staff competence	.581**	1

4.2 Multiple Regression Model:

Multiple regression model was used to determine whether independent variables X_1 (staff competence) simultaneously affect the dependant variable (Y) which is "Implementation of the PPDA, 2015"

The subsection which examines the multiple regression equation can be used to explain the hypothesis of factors influencing the implementation of the Public Procurement and Asset Disposal Act, 2015 in public institutions in Kenya. The model used for regression analysis was expressed in the general form as given as $Y = \beta_0 + \beta_1 X_1 + \varepsilon$ was fitted to the data and the results were as follows:

Table 4.3: Multiple Regression Model

R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
.674	0.404	0.442	0.53488	1.779

a Predictors: (Constant), staff competence,

b Dependent Variable: implementation of the Public Procurement and Asset Disposal Act, 2015

Table 4.3 above illustrates the model summary of multiple regression model, the results showed that the predictor (staff competence) explained, 45.4 per cent variation of implementation of the Public Procurement and Asset Disposal Act, 2015. This showed that considering the three study independent variable, there is a probability of predicting implementation of the Public Procurement and Asset Disposal Act, 2015 by 40.4% (R squared =0.404).

4.3 ANOVA for Testing Goodness of Fit:

Study findings in ANOVA table 4.4 indicated that the above discussed coefficient of determination was significant as evidence of F ratio of 38.217 with p value 0.000 <0.05 (level of significance). Thus, the model was fit to predict implementation of the Public Procurement and Asset Disposal Act, 2015 using, staff competence.

Table 4.4: ANOVA for Testing Goodness of Fit

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	33.939	3	10.646	38.213	.000
Residual	39.337	81	0.289		
Total	73.276	84			

a Dependent Variable: implementation of the Public Procurement and Asset Disposal Act, 2015

b Predictors: (Constant), staff competence

4.4 Testing of hypothesis:

From table 4.5, the rule of thumb was applied in the interpretation of the variance inflation factor, the VIF for all the estimated parameters was found to be less than 4 which indicate the absence of multi-Collinearity among the independent factors. This implies that the variation contributed by each of the independent factor was significant independently and all the factors should be included in the prediction model.

Hypothesis 1 (H_{01}) stated that staff competence has no significant effect on implementation of PPDA 2015 in public institutions. Findings showed that staff competence had coefficients of estimate which was significant basing on $\beta_2 = 0.308$ (p-value = 0.007 which is less than $\alpha = 0.05$) hence we reject the null hypothesis, and conclude that staff competence has significant effect on implementation of PPDA 2015 in public institutions. This implies that for each unit increase in staff competence, the unit increases in implementation of PPDA 2015 in public institutions. Also the effect of staff competence is shown by the t-test value of 2.748 which implies that the effect of staff competence surpasses that of the error by over 2 times.

Table 4.5: testing of hypothesis

	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
	B	Std. Error	Beta	T	Sig.	Tolerance	VIF
(Constant)	0.285	0.333		0.854	0.394		
Staff competence	0.49	0.112	0.308	3.647	0.000	0.570	1.755

a Dependent Variable: implementation of PPDA 2015 in public institutions

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon$$

Where: Y = implementation of PPDA 2015 in public institutions

β_0 = Constant

$\beta_1 \dots \beta_3$ = the slope representing degree of change in independent variable by one-unit variable.

X_1 = staff competence

ε = term error

Actual Model

$$Y = 0.285 + 0.49X_1$$

Standardized Model

$$Y = 0.285 + 0.308X_1$$

This therefore indicates that Staff competence is the most influencing factor since if there is lack of skills especially in ICT, knowledge of what is required and how to go about, most of the things will go wrong, and the reason why the role of regulatory bodies come second as the need to over see all the activities and take necessary actions.

5. CONCLUSIONS AND RECOMMENDATIONS

The study sought to examine the influence of staff competence on the implementation of the PPDA, 2015 in public institutions in Kenya. The findings presented were that e-procurement automates workflow, ensuring that the procurement process is easier and smoother, hence leading to a more effective supply chain and that has seen as a way to increase accountability, limit corruption and increase transparency during the entire procurement process. Further results revealed that majority of the respondents agreed that PPOA encourages computerizing the procurement process as much as is feasible in order to increase the speed at which transactions and communication take place and that the lack of skilled personnel is the major problem hindering the assimilation and effective use of ICT in developing countries. Further the findings indicated that implied that employees' awareness of the PPDA and procurement statutes, together with a clear knowledge of procurement rules and regulations enhances the implementation of the PPD.

Based on the findings, the study concluded that that staff competence has no significant effect on implementation of PPDA 2015 in public institutions. Findings showed that staff competence had coefficients of estimate which was significant basing on $\beta_2 = 0.308$ (p-value = 0.007 which is less than $\alpha = 0.05$) hence we reject the null hypothesis, and conclude that staff competence has significant effect on implementation of PPDA 2015 in public institutions. This implies that for each unit increase in staff competence, the unit increases in implementation of PPDA 2015 in public institutions. Also the effect of staff competence is shown by the t-test value of 2.748 which implies that the effect of staff competence surpasses that of the error by over 2 times.

Based on the conclusion, the study recommended that staff competence also impact positively on implementation of the Public Procurement and Asset Disposal Act, 2015 in public institutions in Kenya. As a result, organisations should have programmes for training to enhance quality in the implementation of the Public Procurement and Asset Disposal Act, 2015 in public institutions in Kenya. Also, skills review should be done by institutions and should be agreed on. Moreover, the top management should always be in supportive of the trainings to the staffs to enhance competency amongst their staffs.

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