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PUBLIC PROCUREMENT PRACTICES AND SERVICE DELIVERY PERFORMANCE OF THE STATE CORPORATIONS IN NAIROBI CITY COUNTY, KENYA

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ABSTRACT

Public service delivery in Kenya continues to face persistent challenges, particularly within state corporations responsible for providing essential goods and services in key sectors such as health, energy, transport, and water. Even with various reforms and regulations made regarding public procurement, there are many inefficiencies that are still associated with procurement processes, and these lead to delays in projects, cost overruns, and reduced satisfaction of citizens regarding the quality of the services provided to them. The objective of this study was to find out the impact of procurement planning, supplier selection, transparency, and procurement efficiency on service delivery performance in state corporations in Nairobi City County, Kenya. This study was based on three theories that include; Agency Theory, Institutional Theory, and Transaction Cost Theory. The study used descriptive research design complemented by triangulation using structured questionnaires and key informant interviews. Target population was made up of 460 employees in procurement and service delivery roles who were selected from 46 state corporations based in Nairobi City County. Sample size of 214 subjects was computed using Yamane (1967) sample size formula and sampled using stratified random sampling method. The research employed structured questionnaire and key informant interview as methods of data collection. Quantitative data were analyzed using descriptive statistics, correlation analysis and multiple regression analysis in SPSS version 26 whereas qualitative data were analyzed using thematic analysis. Results showed that procurement planning, supplier selection, transparency and procurement efficiency positively influenced service delivery performance. Results from the regression analysis reveal that the four procurement practices account for 59% of the variance in service delivery performance ($R^2 = 0.590$). The variable supplier selection was the most important factor ($\beta = 0.407$, $p < 0.001$), followed by procurement planning ($\beta = 0.341$, $p < 0.001$), procurement efficiency ($\beta = 0.197$, $p < 0.01$), and transparency ($\beta = 0.118$, $p < 0.05$). The conclusion drawn from this study is that the variables of procurement planning, supplier selection, transparency, and procurement efficiency are important predictors of service delivery performance in state corporations in Nairobi City County. The study recommends that the following be considered in enhancing service delivery performance in state corporations.

Keywords: Public Procurement Practices, Service Delivery Performance, State Corporations

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INTRODUCTION

Service delivery performance remains one of the most critical aspects of performance of public organizations due to the fact that governments should ensure prompt, efficient, accessible, and high-quality service delivery using public resources effectively. Globally performance of service delivery in different countries can be measured through various performance indicators including responsiveness, accessibility, service quality, timeliness, and citizen satisfaction (Mwangi & Arani, 2021). Thus, service delivery performance is the degree to which public institutions effectively meet citizens' needs and demands.

Public procurement practices play a vital role in determining the level of service delivery performance within any public institution. The procurement process affects the way an organization obtains goods, services, and works needed for service delivery. An efficient procurement process results in effective resource management, minimal delays, and better service delivery outcomes. However, poor procurement processes lead to project delays, cost overruns, poor quality services, and lack of public trust (Ameyaw et al., 2021).

Globally, public procurement is considered one of the main contributors to the success of organizations and service delivery. Public procurement makes up approximately 12-20% of the GDP of developing countries and has become more than an administrative activity but rather a strategy to ensure accountability, transparency, and efficiency (World Bank, 2020). In a study carried out in Jordan, it was established that digitizing public procurement and accounting processes increased transparency and efficiency in service delivery by public entities (Ahmad et al., 2024). Likewise, a study undertaken in the United Kingdom indicated that employee engagement in public procurement reforms played a major role in improving public service delivery (Lages et al., 2020). In the COVID-19 pandemic, China managed to keep its educational services delivery ongoing through digitized procurement systems (Bao, 2020).

At the regional level, procurement processes in the public sector have been linked to the performance of the public sector in Africa. In an analysis done in Uganda, ethical procurement practices were found to be very effective in improving the performance of institutions in terms of service delivery (Adoko & Obicci, 2023). Similarly, another study was done in Nigeria showing that the use of e-procurement practices minimized the chances of corruption and made the process of service delivery more responsive (Sadik-Zada et al., 2024). These findings echo the observations made by the African Development Bank (2020) which identified ineffective procurement systems as a major contributor to poor public service delivery across African countries.

In East Africa, Procurement reforms have been put in place by the governments, with a view to improving accountability, transparency, and effectiveness. The case of Rwanda illustrates that proper procurement planning improves the performance of organizations through effective resource utilization and project implementation (Ingabire & Dushimimana, 2024). Research carried out in Kenya has revealed that procurement planning, supply chain management, transparency, and efficiency in procurement processes improve public sector performance (Omondi, Nteere, & Ngala, 2024).

In Kenya, the issue of poor service delivery performance still persists despite the introduction of several procurement reforms. The adoption of the Public Procurement and Asset Disposal Act of 2015 aimed at improving transparency, efficiency, and accountability in public procurement. Nevertheless, procurement inefficiencies still persist. According to the reports of the Office of the Auditor-General, there are losses of KSh 27 billion per year resulting from procurement irregularities. Similarly, according to the reports of the Public Procurement Regulatory Authority, only 48 percent of state corporations prepare procurement plans on time, whereas 37 percent do not adhere to competitive tendering requirements. Further, there is a reduction in citizen satisfaction with the services offered by state corporations from 61 percent in 2018 to 52 percent in 2022, indicating growing concerns regarding service delivery performance.

Nairobi City County is home to the headquarters of most state corporations and is the main economic and administrative center of Kenya. This implies that any procurement inefficiencies in these organizations will have an impact on service delivery. For example, procurement inefficiencies in the health sector have caused shortages in the availability of important medical supplies and restricted access to health care services. The transport sector has also experienced procurement problems which have led to delayed projects and higher project costs. Likewise, procurement inefficiencies in the water and energy sector have caused delayed projects, inefficient service delivery, and increased costs of operations.

Even though there is extensive research on procurement practices in county governments, public universities, and specific public organizations, little empirical evidence is available concerning the effects of procurement planning, supplier selection, transparency, and efficiency on the performance of service delivery within state corporations in Nairobi City County. While most studies have emphasized procurement compliance, financial accountability, and procurement performance, little has been done to show the role that procurement processes play in service delivery. As such, there exists a gap of both context and empirical data concerning the effect of public procurement practices on the performance of service delivery within state corporations in Nairobi City County.

Statement of the Problem

The issue of inadequate service delivery in state corporations in Kenya continues to be problematic due to the significance of these entities in delivering vital services in areas such as health, transport, energy, water, and education. According to reports from the Office of the Auditor-General (2021), irregularities in procurement, including overpriced contracts, lack of competitive tendering, and incomplete projects, have led to an estimated loss of over KSh 27 billion per year in state corporations. Additionally, the Public Procurement Regulatory Authority (2022) revealed that only 48% of state corporations had complied with the required timeline of submitting their procurement plans, and 37% did not adhere to the mandatory competitive tendering requirements. The inefficient procurement process has caused delays in implementation of projects, increased costs, low quality of service delivery, and decreased citizens' satisfaction. It was observed that there has been a reduction in citizens' satisfaction with services delivered by state corporations from 61% in 2018 to 52% in 2022.

Despite the introduction of several procurement reforms such as the enactment of the Public Procurement and Asset Disposal Act (2015), the establishment of procurement oversight bodies, and accountability and transparency framework, issues of service delivery still exist. According to the literature review, procurement planning, selection of suppliers, transparency, and procurement efficiency play a great role in organizational performance and service delivery performance. Nonetheless, most of the research conducted in the past has been on county governments, public universities, specific government departments, or the procurement performance itself but not the service delivery performance. Moreover, several research works carried out in procurement have considered procurement compliance and efficiency but without linking procurement to service delivery performance in state corporations. Therefore, there is very little empirical evidence of the impact of procurement planning, selection of suppliers, transparency, and procurement efficiency on service delivery performance in state corporations in Nairobi City County.

LITERATURE REVIEW

This section reviews empirical studies, theoretical foundations, and the conceptual framework of the study. It focuses on how public procurement processes affect service delivery performance, especially among state-owned corporations. This section considers the existing empirical literature on the link between procurement planning, procurement selection, transparency, procurement efficiency, and service delivery performance. It also pinpoints the research gap in the literature, which informs the need for the present study.

Theoretical Framework

The study was grounded in theories which include Agency theory, Institutional theory, and Transaction cost theory. These theories offer an elaborate platform for analysis of how procurement practices in public institutions impact service delivery performance in state corporations. The theories address the issue of governance, organization, and economics of public procurement by analyzing issues of accountability, institutional forces, and costs that drive the public procurement process.

Agency Theory

The theory was first introduced by Jensen and Meckling (1976) and is used to explain the linkages between principals and agents where agents are responsible for making decisions on behalf of principals. According to the theory, conflicts arise whenever the interest of the agent does not align with the interest of the principal. The difference in the interest of the principal and the agent creates conflict, which is usually aggravated by the situation of information asymmetry, where the agents have information, which is not easily available to the principal. In this situation, the agent can indulge in opportunism and inefficiencies. According to the theory, poor monitoring and poor accountability systems make the self-interest motive stronger for the agent. In the case of public procurement, procurement agents, managers, and suppliers use information asymmetry for their gains. This may manifest through inflated contracts, biased supplier selection, or deliberate non-compliance with procurement regulations.

The situation with procurement agency problems in Kenya has been exhibited by procurement malpractices where there have been overpricing of contracts, favoritism of suppliers, and lack of strictness when it comes to procurement rules and procedures. These practices result in inefficiencies, loss of funds and poor service delivery results. Poorly set transparency measures and poor supplier evaluation measures create avenues for inefficiencies and corrupt practices that in the end affect the performance of the organization. The agency theory is useful in this research since it outlines how inefficiencies in supplier choice and transparency can result in corruption and inefficiencies. The theory highlights the importance of accountability and oversight mechanisms in improving procurement practices and enhancing service delivery performance in state corporations.

Institutional Theory

This theory was formulated by DiMaggio and Powell (1983) and states that organizations alter their structure and processes in accordance with institutional pressures in order to ensure their legitimacy and social acceptance. These include coercive pressures, normative pressures, and mimetic pressures. Practices are followed in organizations not only for efficiency purposes but also as a result of the need to comply with external pressures from different groups. In addition, the theory indicates that coercive pressures result from laws, regulations, and mechanisms of formal control that require organizations to adhere to set standards. Normative pressures come from professional standards and societal demands.

State corporations within the Kenyan public sector find themselves subject to institutional pressures emanating from legislation such as the Public Procurement and Asset Disposal Act (2015), regulations provided by the Public Procurement Regulatory Authority and the guidelines of various oversight organizations. Expectations of the public, donor demands, and the need for reforms in the area of governance are some additional sources of pressure for more openness, accountability, and efficiency. Furthermore, several state corporations have embraced procurement and service delivery processes through the use of information technology due to reforms undertaken by other public sector organizations. Therefore, the theory is appropriate to the current study since it accounts for the adoption of procurement planning and transparency practices in reaction to various pressures of regulation, professionalism, and society.

Transaction Cost Theory

This theory, which was first stated by Coase (1937) and was further developed by Williamson (1979), states that organizations are on the lookout for ways of reducing the cost of transactions, which includes search

costs, negotiation costs, monitoring costs, enforcement cost, and costs of contract management. According to this theory, inefficient practices lead to higher transaction costs, which causes delays, waste of resources and poor organizational performance. This theory further suggests that organizations can increase their performance through adoption of organizational structures and processes that lower transaction costs and thus increase efficiency.

In the case of state corporations in Nairobi City County, the costs of transaction may emanate from long procurement process, delays in implementing procurement contracts, poor monitoring system, and ineffective procurement process. These problems result in project delay, cost overruns, abandonment of projects and poor service delivery performance. According to reports made by the PPRA, a substantial number of procurement processes are delayed beyond the intended time. This results in higher cost of operations and inefficiencies in operation. In this regard, Transaction Cost Theory becomes relevant in this research since it addresses the relationship between the procurement efficiency and service delivery performance through reduction of procurement delays and administrative cost among other benefits.

Relevance of the Theories to the Study

The synergy created by combining Agency Theory, Institutional Theory, and Transaction Cost Theory makes it possible to have a good understanding of the link between procurement practices and performance in terms of service delivery in state corporations. Agency Theory helps to explain the issues relating to accountability and governance in procurement procedures. Institutional Theory helps to explain how pressure from regulators, professionals, and society affects procurement practices. Taken together, the two theories show that the performance of service delivery is dependent on governance structures, the institutional environment, and the efficiency of operations. Planning, selection, transparency, and procurement efficiency are some of the key processes that can be used to achieve greater efficiency in state corporations. Hence, the theories form an excellent base to evaluate the impact that public procurement practices have on service delivery performance and justify the need for reforms aimed at strengthening procurement systems within state corporations.

Empirical Literature

Procurement Planning and Service Delivery Performance

Procurement planning has been recognized as an important determinant of service delivery performance in public organizations. According to the study done in Uganda by Awanyo (2019), there was an investigation of the connection between procurement planning and service delivery performance in Lira District Local Government and Municipality. There was a significant positive connection between procurement planning and service delivery performance, showing that procurement planning has a positive impact on the performance of services. However, the study was done in Uganda through a mixed methods approach and cluster sampling, making some gaps as far as the current study is concerned since it will be carried out in Kenya's Nairobi City County.

Cyomugisha (2022) carried out a study on procurement planning and service delivery performance in Rwanda using the National Agricultural Export Development Board as the subject of study. There was an indication of statistically significant correlation between procurement planning and service delivery performance in this study. Nevertheless, this study was based on one agricultural parastatal in Rwanda, leaving gaps in terms of geography and sectors since this study is based in Kenya.

In Kenya, Keitany (2024) investigated the impact of procurement planning on the performance of service delivery in the Uasin Gishu County Government. It was established that procurement planning is influential in the performance of service delivery. Nonetheless, the research focused on a county government and the design used was explanatory survey design coupled with census sampling. Thus, there are gaps in context and methodology since the current study focuses on state corporations in Nairobi City County and uses descriptive research design with stratified random sampling.

Walubengo et al. (2023) investigated the impact of strategic procurement planning on the performance of service delivery in county governments in Western Kenya. It was found out that procurement planning positively influences service delivery performance through enhanced efficiency in planning and alignment of procurement planning with organizational goals. Nevertheless, the study only focused on county governments unlike in the current study which involves state corporations.

Anane et al. (2019) have analyzed the influence of procurement planning on the service delivery performance at Volta River Authority in Ghana. The findings of the study revealed that procurement planning positively influences the service delivery performance through procurement forecasting, scheduling, and budget coordination. However, the study was limited to a public utility firm in Ghana. The current research aims to address this limitation.

Supplier Selection and Service Delivery Performance

Supplier selection has been known to be an important procurement process affecting the performance and outcomes of organizational operations. Beltrán Salomón et al. (2025) carried out research analyzing critical success factors in supplier selection in the medical device manufacturing industry in Mexico. The study concluded that successful supplier selection contributes to the quality of suppliers and the overall performance of the organization. However, the study concentrated on the manufacturing industries that were privately owned, thus leaving a context gap for the current study.

Kim (2019) explored the relationship between supplier collaboration and organizational performance within South Korea's state-owned corporations. The results revealed that supplier performance, quality, dependability, and punctuality can positively impact organizational efficiency. Yet, the research emphasized supplier collaboration and not supplier selection standards, thus forming a theoretical void that this current research sought to address.

Anane et al. (2019) studied procurement practices and service delivery performance in the Volta River Authority of Ghana. Their findings show that procurement planning and compliance with policies positively influence service delivery. Nevertheless, supplier selection is not considered as a standalone variable, thus resulting in a gap in literature that the current paper addresses.

In the case of Kenya, Wachiuri (2019) investigated the role of supplier assessment criteria on organizational performance among parastatals. The study revealed that assessment of suppliers based on quality, delivery, and financial stability has positive effects on organizational performance. The drawback of this study is that it was concentrated on organizational performance rather than service delivery performance.

Likewise, Wachiuri (2023) examined supplier capacity and performance of Kenyan state-owned corporations. It was found out that technology capability, innovativeness and responsiveness of the supplier significantly enhance the performance of organizations. However, the study did not address issues related to supplier selection which has led to a research gap that is addressed by the current study.

Transparency and Service Delivery Performance

Transparency has been established as one of the most important elements affecting procurement performance and results of service delivery. Williams and Andrew (2021) carried out research on the importance of transparency in procurement operations in Nigeria. It was established that transparency is an important element that increases service delivery performance through enhanced fairness, efficiency, and effective use of resources. However, this research was done in Nigeria, hence creating a geographical gap.

Masudio (2024) studied the connection between transparency in procurement and organizational performance in local governments in Uganda. It was found that transparency contributes to more efficient procurement processes, reduction of costs, and better service delivery performance. However, this study does not involve state corporations which leads to a context gap filled by this research.

Cheseto et al. (2019) have studied transparency and procurement performance in Kenyan public universities. This research has found that communication, information exchange, and supplier communication positively influence procurement performance and service delivery performance. However, the research was done among public universities which creates a context gap because the present research is being conducted in state corporations of Nairobi City County.

Atiende and Ndolo (2025) assessed the issue of transparency in procurement within the health industry and its impact on the performance of the healthcare supply chain in Kenya. The results showed that there was a significant positive correlation between transparency and performance in service delivery. However, the study only considered the healthcare industry.

Nyang'au and Wambua (2023) carried out research on transparency activities and performance of service delivery in state corporations in Kenya. The findings reveal that transparency through open bidding, reporting, and supplier communication enhances the quality of services delivered, minimizes delay and increases public confidence. But this research took the cross-sectional approach and mainly concentrated on contract transparency as opposed to the present study.

Procurement Efficiency and Service Delivery Performance

Procurement efficiency is key to the improvement in performance of service delivery in terms of reducing costs, timeliness, and effective use of resources. Manyathi (2019) conducted research on the effect of procurement processes on procurement efficiency and performance of service delivery in South Africa. This research found out that the legislative framework and political interference play a very big role in determining procurement efficiency and the performance of service delivery. However, this study was carried out in South Africa and using mixed methods.

Mwakiru & Barasa (2022) carried out research about the association between public procurement methods, procurement efficiency, and service delivery performance in Kilifi County in Kenya. It was concluded that there exists a statistically significant positive relationship between procurement efficiency and service delivery performance. However, this study is done in county governments, making the contextually gap since our study is on state corporations.

Abuya and Kiongera (2023) looked at the role of strategic procurement planning and procurement efficiency in county governments in Western Kenya. They found out that procurement efficiency can be significantly improved through strategic procurement planning. Nevertheless, their study focused on county governments only and did not pay attention to the state corporations.

Odongo & Kazungu (2023) conducted research on strategic performance indicators and procurement efficiency in Kakamega County. The findings show that proper procurement legislation improves efficiency and service delivery performance. Nevertheless, the research only considered county government agencies and not state corporations. Furthermore, the research does not cover procurement efficiency dimensions. Therefore, the research problem will be covered through this study on state corporations in Nairobi City County.

Identified Gaps

Odongo and Kazungu (2023) studied strategic performance indicators and procurement efficiency in Kakamega County. The study found out that procurement regulation contributes to efficiency and performance of service delivery. Nonetheless, the study was carried out in county governments and not state corporations. The research gaps highlighted are bridged by the present study which is done in Nairobi City County and addresses state corporations.

Nevertheless, this body of research does not deal specifically with the effects that arise when there is a combined impact of procurement planning, supplier selection, transparency, and procurement efficiency on

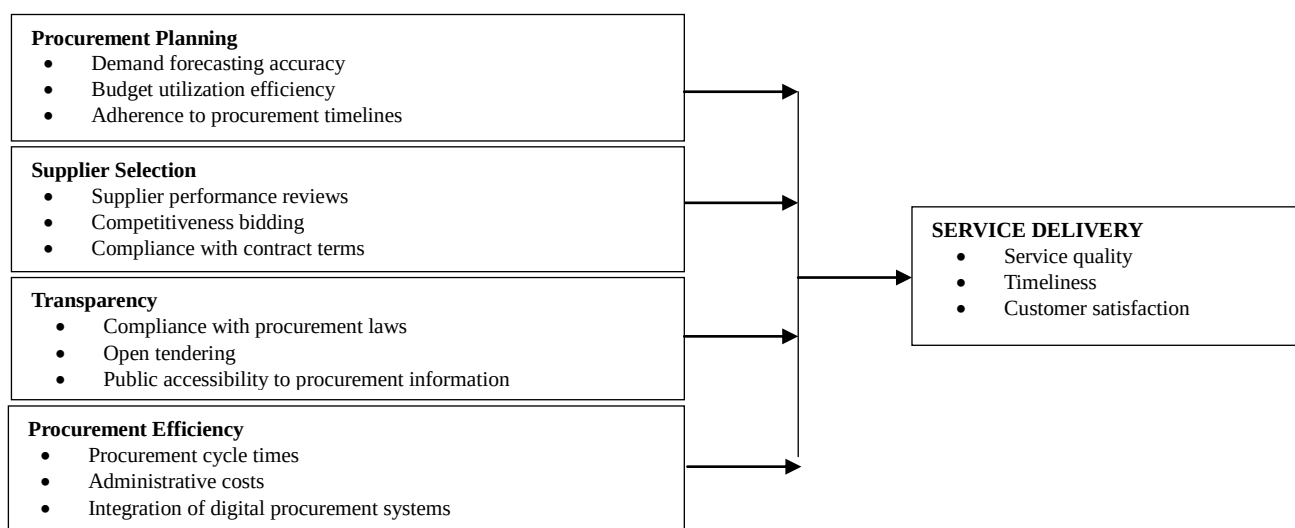
service delivery performance. This is because most of these studies tend to evaluate either individual procurement practices separately or organizational outcomes in general instead of service delivery performance. The result is that although the studies demonstrate the impact that procurement practices have on organizational outcomes, there is a lack of research on how they influence service delivery performance.

In the case of Kenya, the works by Wachiuri (2019); Mwakiru & Barasa (2022), Nyang'au & Wambua (2023) and Keitany (2024) have pointed to the significance of procurement planning, supplier selection, transparency and efficiency in improving organizational performance. However, existing research works in Kenya concentrate mainly on county governments, public universities, particular state organizations and individual sectors, such as health, transport and education. Hence, very little research work is available regarding the effects of procurement practices on service delivery performance within the state corporations in Nairobi City County where most of the state corporations in Kenya operate.

Furthermore, little research attention has been paid to the impact of procurement planning, procurement of suppliers, procurement transparency, and procurement efficiency on various measures of service delivery performance including quality, speed, and e-service delivery. Most of the existing literature fails to analyze all these aspects of procurement in relation to each other in order to find out the relative impact and strength of influence of each procurement aspect in relation to service delivery performance. Moreover, very little literature exists that integrates a descriptive approach with stratified random sampling within several state corporations. This has limited the applicability of past research results to Nairobi City County only. Thus, this study was undertaken to determine the effect of procurement planning, supplier selection, transparency, and procurement efficiency on service delivery performance.

Conceptual Framework

The study developed a framework that defines the link between public procurement practices and the performance of service delivery in the State Corporations operating in Nairobi City County in Kenya. The public procurement practices are the independent variables that are defined by procurement planning, procurement selection, transparency, and procurement efficiency. These dimensions affect service delivery performance that includes service quality, timeliness, and digital service delivery.



Independent Variable

Dependent Variable

Figure 1: Conceptual Framework

METHODOLOGY

The research used a descriptive research design since it was appropriate in investigating the effect of public procurement practices on the performance of service delivery performance in the state corporations in Nairobi

city county, Kenya. In descriptive research design, there is the collection and analysis of data in order to make statements about relationships between variables without any form of manipulation (Mugenda & Mugenda, 2009). This type of research design helped in the collection of both quantitative and qualitative data that could help in understanding the relationship between procurement planning, procurement of suppliers, transparency, procurement efficiency, and performance of service delivery. The target population comprised of 460 employees that were engaged in procurement and service delivery activities in 46 state corporations in Nairobi City County. These were state corporations in sectors such as health, transport, water, energy, education, and others that offer public services. With use of Yamane's (1967) formula at 95% confidence level, the sample size of 214 respondents was obtained. Stratified random sampling method was used where the respondents were first classified based on the functional classification of the state corporations and selected using simple random sampling method.

The process of data collection was done through the use of semi-structured questionnaires and interview schedules that were used to collect data from the sampled respondents. Validation of the research tools took place through expert reviews in order to attain content and construct validity of the research tools. Also, a pilot study was done among 20 respondents from state corporations in Kiambu county to test the reliability and clarity of the tools. Reliability was tested using Cronbach's Alpha coefficient. The criterion for acceptability of reliability was 0.70. Quantitative data collected was coded and analyzed using the Statistical Package for Social Sciences (SPSS). Descriptive statistics like frequency, percentages, means, and standard deviation were used to analyze quantitative data. Correlation and multiple regression were used to establish the relationship between procurement practices and service delivery performance. Thematic analysis was used for qualitative data that was collected through interviews.

The relationship between public procurement practices and service delivery performance in state corporations in Nairobi City County was modeled using the following regression equation:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon \dots\dots\dots \text{Equation [1]}$$

Where:

- Y = Service Delivery Performance
- X₁ = Procurement Planning
- X₂ = Supplier Selection
- X₃ = Transparency
- X₄ = Procurement Efficiency
- β₀ = Constant
- β₁, β₂, β₃, β₄ = Coefficients estimating the effect of the independent variables on service delivery performance
- ε = Error term.

RESULTS AND DISCUSSION

Procurement Planning and Service Delivery Performance

Table 1: Procurement Planning (n = 202)

Statement	SD F (%)	D F (%)	N F (%)	A F (%)	SAF (%)	Mean	Std. Dev
Forecasted procurement quantities closely match actual usage.	10 (5.0)	22 (10.9)	41 (20.3)	96 (47.5)	33 (16.3)	3.59	1.04
Forecasting is based on structured data analysis rather than assumptions.	15 (7.4)	25 (12.4)	43 (21.3)	87 (43.1)	32 (15.8)	3.48	1.10
Demand planning is regularly updated to reflect operational changes.	12 (5.9)	18 (8.9)	40 (19.8)	98 (48.5)	34 (16.8)	3.62	1.06
The procurement department spends allocated budgets without overspending.	8 (4.0)	21 (10.4)	46 (22.8)	93 (46.0)	34 (16.8)	3.61	1.03
Funds are reallocated effectively when initial procurement estimates change.	11 (5.4)	20 (9.9)	36 (17.8)	101 (50.0)	34 (16.8)	3.64	1.05
Budget implementation is tracked to avoid idle or unutilized allocations.	13 (6.4)	23 (11.4)	42 (20.8)	91 (45.0)	33 (16.3)	3.53	1.09
Procurement requisitions are processed within set lead times.	16 (7.9)	28 (13.9)	39 (19.3)	86 (42.6)	33 (16.3)	3.46	1.14
Delays in procurement stages are documented and addressed.	14 (6.9)	26 (12.9)	38 (18.8)	94 (46.5)	30 (14.9)	3.50	1.08
The organization meets project deadlines due to timely procurement.	12 (5.9)	24 (11.9)	41 (20.3)	95 (47.0)	30 (14.9)	3.54	1.06
Overall Mean						3.55	1.07

Source: (Researcher, 2026)

Table 1 reveals that 96 people (47.5%) agreed that forecasted procurement quantities correspond to actual usage, whereas 33 respondents (16.3%) strongly agreed. Meanwhile, 41 respondents (20.3%) had neutral views, 22 respondents (10.9%) disagreed, and 10 people (5.0%) strongly disagreed. The mean ($\bar{x} = 3.59$) and standard deviation ($\sigma = 1.04$) point to a relatively positive view that forecasted procurement quantities correspond to actual needs of organizations. This result is aligned with the findings by Laari, Lorentz, Jonsson, and Lindau (2023), which state that organizations experience better results in terms of demand forecasting due to proper procurement planning procedures. In relation to the statement that procedures of forecasting are grounded in structured analysis of data rather than assumptions, 87 respondents (43.1%) agreed and 32 respondents (15.8%) strongly agreed, while 43 respondents (21.3%) had neutral opinions, 25 respondents (12.4%) disagreed, and 15 respondents (7.4%) strongly disagreed. The mean ($\bar{x} = 3.48$) and standard deviation ($\sigma = 1.10$) show moderate agreement of the respondents. However, some people raised concerns about forecasting methods used. This result is aligned with the research conducted by Glas, Henne, and Essig (2021) and states that effectiveness of procurement planning relies on organizations' analytical competencies.

Regarding whether the demand planning is updated periodically to capture changes in operations, 98 respondents (48.5%) agreed while 34 respondents (16.8%) strongly agreed. Nevertheless, 40 respondents (19.8%) were neutral, 18 respondents (8.9%) disagreed, and 12 respondents (5.9%) strongly disagreed. Mean ($\bar{x}=3.62$) and standard deviation ($\sigma=1.06$) show that there was general agreement that organizations review demand planning systems periodically. This is consistent with the findings by Torvinen and Ulkuniemi (2021) that continuous updates of procurement plans increase effectiveness and responsiveness of organizations. Regarding whether procurement processes are conducted within the approved budget levels, 93 respondents (46.0%) agreed while 34 respondents (16.8%) strongly agreed. Conversely, 42 respondents (20.8%) were neutral, 22 respondents (10.9%) disagreed, and 11 respondents (5.4%) strongly disagreed. Mean ($\bar{x}=3.61$) and

standard deviation ($\sigma=1.03$) show that there was general perception that procurement is controlled through budgets. This is in agreement with the findings by Ambe and Badenhorst-Weiss (2020) that proper procurement planning increases financial control and accountability in public institutions.

In terms of the efficiency of budget shifting between the initial procurement budget estimates, 101 respondents (50.0%) agreed and 34 respondents (16.8%) strongly agreed. In contrast, 36 respondents (17.8%) were neutral, 20 respondents (9.9%) disagreed, and 11 respondents (5.4%) strongly disagreed. With the mean ($\bar{x} = 3.62$) and standard deviation ($\sigma = 1.04$), this study found positive perceptions about procurement budget flexibilities. This result coincides with the study of Manu et al. (2021) that flexible procurement planning and financial management can increase resource allocation efficiency in public organizations. Likewise, 91 respondents (45.0%) agreed and 33 respondents (16.3%) strongly agreed about the efficiency of monitoring procurement budget implementation process, while 41 respondents (20.3%) were neutral, 24 respondents (11.9%) disagreed, and 13 respondents (6.4%) strongly disagreed. With the mean ($\bar{x} = 3.53$) and standard deviation ($\sigma = 1.09$), this study showed moderate levels of satisfaction regarding procurement budget monitoring systems. This result aligns with the study of Thai (2020) that monitoring systems are important for resource utilization efficiency.

With regard to procurement requisitions being processed within the prescribed timelines, 86 respondents (42.6%) agreed while 33 respondents (16.3%) strongly agreed. On the other hand, 39 respondents (19.3%) were neutral, 28 respondents (13.9%) disagreed, and 16 respondents (7.9%) strongly disagreed. This suggests an average level of agreement on compliance with procurement lead times with a mean ($\bar{x} = 3.46$) and standard deviation ($\sigma = 1.14$). This finding is consistent with Flynn and Davis (2021) in that administrative and procedural inefficiencies are among the most common sources of procurement delays. Moreover, 94 respondents (46.5%) agreed while 30 respondents (14.9%) strongly agreed that procurement delays are documented and managed properly, while 42 respondents (20.8%) were neutral, 24 respondents (11.9%) disagreed, and 12 respondents (5.9%) strongly disagreed. A mean ($\bar{x} = 3.50$) and standard deviation ($\sigma = 1.08$) suggests relatively positive perceptions about procurement delay management. This is consistent with the findings of Ottou, Baiden, Nani, and Tuuli (2024) that documenting and managing procurement delays leads to improved accountability and performance.

On whether the timely acquisition of materials allows organizations to accomplish their projects within time, 95 participants (47.0%) were in agreement and 30 participants (14.9%) strongly agreed. However, 41 participants (20.3%) were neutral, 24 participants (11.9%) disagreed, while 12 participants (5.9%) strongly disagreed. Mean ($\bar{x} = 3.54$) and standard deviation ($\sigma = 1.06$) show that the participants generally relate procurement on time with better project implementation and service delivery performance. The results are congruent with those by Uyarra, Flanagan, Magro, and Zabala-Iturriagagoitia (2020), who found that successful procurement planning acts as the basis for timely project implementation and service delivery. Generally, the procurement planning statements provided an overall mean of $\bar{x} = 3.55$ and $\sigma = 1.07$, meaning that there was a positive attitude towards procurement planning processes in state corporations. Nevertheless, the results indicate the necessity of improving forecast accuracy, budgeting process control, and procurement process timing to improve service delivery performance. The findings are in line with those by Changalima and Mdee (2023), who found that procurement planning increases organizational performance, although it requires effective implementation and institutional capacity.

The qualitative results demonstrate that procurement planning is a factor that contributes positively to service delivery performance through enhanced forecasting, budgeting, and coordination of procurement planning. It was found that procurement planning assists in aligning the procurement needs with organizational goals and helps to utilize resources effectively. However, forecasting errors, delays in approvals, shifts in priorities, and lack of coordination among departments are some problems faced while doing procurement planning. For instance, respondent R012 noted that *“we mostly depend on previous usage records and what departments*

request, so in many cases the forecasts are close to actual needs, but sometimes things change suddenly and the estimates don't fully match,” while R034 observed that “the budget is generally used as planned and we try to avoid overspending, but sometimes funds have to be reallocated depending on emerging priorities.” Further, the key informants mentioned that procurement planning increases availability and prioritization of organizational needs despite approval and priority changes sometimes causing problems in implementation. This finding indicates that procurement planning plays a critical part in enhancing service delivery performance, but for it to be effective, it should be implemented in time and there should be proper coordination measures. This finding agrees with the research carried out by Obanda (2020), where he proved that procurement planning increases organizational performance through demand and need forecasting. It is also in agreement with Nollet, Ponce, and Campbell (2020), who observed that procurement planning increases service delivery through improved coordination and resource allocation.

Supplier Selection and Service Delivery Performance

Table 2: Supplier Selection (n = 202)

Statement	SD F (%)	D F (%)	N F (%)	A F (%)	SAF (%)	Mean	Std. Dev
Suppliers are rated based on quality, delivery, and responsiveness.	11 (5.4)	29 (14.4)	44 (21.8)	90 (44.6)	28 (13.9)	3.47	1.07
Past supplier performance influences future award decisions.	12 (5.9)	16 (7.9)	48 (23.8)	90 (44.6)	36 (17.8)	3.60	1.05
Poorly performing suppliers are excluded from future tenders.	12 (5.9)	13 (6.4)	37 (18.3)	82 (40.6)	58 (28.7)	3.80	1.11
All bids are evaluated using uniform and objective criteria.	10 (5.0)	11 (5.4)	41 (20.3)	85 (42.1)	55 (27.2)	3.81	1.05
Procurement notices allow sufficient time for bid preparation.	6 (3.0)	10 (5.0)	41 (20.3)	91 (45.0)	54 (26.7)	3.88	0.96
The selection process ensures no single vendor is favored.	13 (6.4)	19 (9.4)	45 (22.3)	88 (43.6)	37 (18.3)	3.57	1.08
Suppliers deliver according to agreed schedules and specifications.	8 (4.0)	21 (10.4)	50 (24.8)	89 (44.1)	34 (16.8)	3.59	1.01
Contract clauses are enforced without bias or exceptions.	14 (6.9)	24 (11.9)	43 (21.3)	82 (40.6)	39 (19.3)	3.54	1.12
Breaches of contract result in formal penalties or blacklisting.	17 (8.4)	22 (10.9)	41 (20.3)	78 (38.6)	44 (21.8)	3.54	1.18
Overall Mean						3.64	1.07

Source: (Researcher, 2026)

As seen in Table 2, 90 people (44.6%) agreed with the statement that suppliers are evaluated on quality, delivery, and responsiveness while 28 (13.9%) strongly agreed. However, 44 people (21.8%) were neutral, 29 people (14.4%) disagreed, and 11 people (5.4%) strongly disagreed. The mean ($\bar{x} = 3.47$) and standard deviation ($\sigma = 1.07$) show that there is moderate agreement with regard to the evaluation of the supplier based on quality, delivery, and responsiveness. These results are in line with the study by Glas, Henne, and Essig (2021) where structured supplier evaluation improves procurement and service delivery performance.

The results indicated that 90 (44.6%) of the respondents agreed that previous supplier performance affects future awarding decisions, with 36 (17.8%) of the respondents strongly agreeing, 48 (23.8%) neutral, 16 (7.9%) disagree, and 12 (5.9%) strongly disagree. The average score ($\bar{x} = 3.60$) and standard deviation ($\sigma = 1.05$) revealed that previous supplier performance was perceived to be a crucial determinant for future selections. This was supported by Schiele (2020), who demonstrated that history of supplier performance improves procurement process and reliability of suppliers.

When it comes to excluding poor-performing suppliers from any future tenders, 82 respondents (40.6%) and 58 respondents (28.7%) strongly agreed. On the other hand, 37 respondents (18.3%), 13 respondents (6.4%), and 12 respondents (5.9%) showed neutrality, disagreement, and strong disagreement respectively. The mean ($\bar{x} = 3.80$) and standard deviation ($\sigma = 1.11$) show high levels of agreement regarding the exclusion of poor-performing suppliers in any future tenders. This result supports the statement by Kovács (2020), who indicated that exclusion improves supplier accountability and reduce procurement risks.

With regard to whether all bids are evaluated based on uniform and objective criteria, 85 individuals (42.1%) said yes, while 55 respondents (27.2%) strongly agreed. Nonetheless, 41 individuals (20.3%) felt neutral, 11 individuals (5.4%) disagreed, and 10 individuals (5.0%) strongly disagreed. Based on the mean ($\bar{x}=3.81$) and standard deviation ($\sigma=1.05$), it is apparent that respondents consider the process of evaluating bids as being fair and objective. These results have validated the findings by Bosio, Djankov, Glaeser, and Shleifer (2020), who stressed the significance of uniform evaluation criteria.

The study revealed that 91 respondents (45.0%) agreed that the tender notice allows ample time for bid preparation, whereas 54 respondents (26.7%) strongly agreed. In addition, 41 respondents (20.3%) were neutral, 10 respondents (5.0%) disagreed, and 6 respondents (3.0%) strongly disagreed. The results show that mean ($\bar{x} = 3.88$) and standard deviation ($\sigma = 0.96$) strongly agree that suppliers have ample time for competitive bids. This result agrees with findings of Hoekman and Sanfilippo (2020).

As for the issue of whether the selection process takes into consideration the fact that no one provider should be favored, there were 88 respondents (43.6%) who agreed, and 37 respondents (18.3%) who strongly agreed. However, there were also 45 respondents (22.3%) who remained neutral, 19 respondents (9.4%) who disagreed, and 13 respondents (6.4%) who strongly disagreed. This shows the moderate level of agreement between the respondents (mean = 3.57; standard deviation $\sigma = 1.08$). This statement corroborates with Bosio, Djankov, Glaeser, and Shleifer (2020).

On whether suppliers meet the schedule and specification agreements, 89 respondents (44.1%) agree and 34 respondents (16.8%) strongly agree. However, 50 respondents (24.8%) remain neutral, 21 respondents (10.4%) disagree, and 8 respondents (4.0%) strongly disagree. The average ($\bar{x} = 3.59$) and standard deviation ($\sigma = 1.01$) show positive perceptions on supplier reliability and contract fulfillment. This study confirms the assertions by Loader (2020), which asserts that supplier reliability is key to procurement effectiveness and service delivery success.

In addition, the research established that 82 respondents (40.6%) considered that contract provisions are implemented with no biases or exemptions, and 39 respondents (19.3%) strongly believed so. However, 43 respondents (21.3%) did not hold any stance on the question, while 24 respondents (11.9%) disagreed and 14 respondents (6.9%) strongly disagreed. The mean ($\bar{x}=3.54$) and the standard deviation ($\sigma=1.12$) suggest a moderate level of trust in contract enforcement processes. The results of the study are consistent with those of Albano et al. (2021) that showed the importance of contract enforcement.

Likewise, 78 respondents (38.6%) were in agreement and 44 respondents (21.8%) strongly agreed on the fact that violation of contracts leads to some form of penalty or blacklisting. On the other hand, 41 respondents (20.3%) had a neutral stance, 22 respondents (10.9%) disagreed, and 17 respondents (8.4%) strongly disagreed. It is evident from the mean ($\bar{x} = 3.54$) and standard deviation ($\sigma = 1.18$) that there is a perception among the respondents that punishment is an aspect of supplier management. This observation aligns with Caldarelli, Fiondella, Maffei, and Spanò (2021), who found that sanctions and monitoring mechanisms strengthen supplier accountability and procurement performance.

As such, the average mean obtained from the statements on supplier selection was $\bar{x} = 3.64$ and $\sigma = 1.07$, suggesting that the overall view on supplier selection in state-owned companies is a positive one. It is evident that the evaluation of suppliers, performance-based supplier selection, competitive bidding, and enforcement

play an important role in improving the performance of service delivery. Issues related to unfairness, inconsistency, and lack of enforcement show that further improvements are needed. These results support Glas et al. (2021) who argued that procurement performance improved when organizations employed supplier evaluation and enforcement techniques consistently.

From the qualitative analysis, it is clear that supplier selection positively influences service delivery performance through the supplier assessment process, competitive bidding, and the use of contract enforcement mechanisms. It was pointed out that suppliers are evaluated in terms of quality, reliability, delivery, and responsiveness, thus enabling organizations to select appropriate service suppliers. Nevertheless, there are challenges such as the lack of uniformity in the use of evaluation criteria, favoritism, and lack of compliance to contract agreements. Some key informants pointed out that while procurement processes are meant to be open and impartial, some challenges affect their efficiency at times. The results indicate that having a proper structure for supplier selection contributes positively towards better service delivery performance. This result is consistent with Loader's (2020) assertion that effective supplier selection involves a balance between cost, quality, and reliability, although challenges in the process could affect procurement effectiveness. It is also consistent with the research conducted by Glas, Henne, and Essig (2021) to prove that proper structure in supplier evaluation contributes to better procurement performance.

Transparency in Procurement Practices

Table 3: Transparency (n = 202)

Statement	SD F (%)	D F (%)	N F (%)	A F (%)	SA F (%)	Mean	Std. Dev
All procurement follows guidelines set by national regulations.	11 (5.4)	13 (6.4)	44 (21.8)	90 (44.6)	44 (21.8)	3.71	1.14
Staff follow a documented procedure for every procurement activity.	9 (4.5)	16 (7.9)	48 (23.8)	90 (44.6)	39 (19.3)	3.66	1.06
Legal audits are conducted to verify compliance.	9 (4.5)	13 (6.4)	37 (18.3)	82 (40.6)	61 (30.2)	3.86	0.96
Major procurements are conducted through open and competitive bidding.	6 (3.0)	17 (8.4)	41 (20.3)	85 (42.1)	53 (26.2)	3.80	0.95
Deviation from open tendering requires written approval.	9 (4.5)	10 (5.0)	41 (20.3)	91 (45.0)	51 (25.2)	3.82	0.96
Tender advertisements are publicly posted in accessible forums.	10 (5.0)	14 (6.9)	42 (20.8)	87 (43.1)	49 (24.3)	3.74	1.03
Final award results are published for stakeholder reference.	13 (6.4)	15 (7.4)	36 (17.8)	86 (42.6)	52 (25.7)	3.73	1.07
Procurement documents can be requested through formal channels.	12 (5.9)	18 (8.9)	40 (19.8)	84 (41.6)	48 (23.8)	3.69	1.09
Tender evaluations are documented and archived for transparency.	10 (5.0)	12 (5.9)	38 (18.8)	89 (44.1)	53 (26.2)	3.81	1.02
Overall Mean						3.76	1.03

Source: (Researcher, 2026)

According to Table 3, 90 respondents (44.6%) responded positively that all procurement processes adhere to guidelines set up by national regulations, while 44 respondents (21.8%) strongly agreed. On the other hand, 44 respondents (21.8%), 13 respondents (6.4%), and 11 respondents (5.4%) were neutral, disagreed, and strongly disagreed respectively. The calculated mean ($\bar{x} = 3.71$) and standard deviation ($\sigma = 1.14$) reflect the respondents' perception that procurement processes are guided by national regulations. The above finding supports the study by Williams and Quinot (2021) where the regulatory frameworks set up the foundation for transparency and accountability in public procurement systems.

Concerning whether procurement staff adheres to documented procedures in all procurement activities, 90 respondents (44.6%) answered 'agree' while 39 respondents (19.3%) answered 'strongly agree'. On the other

hand, 48 respondents (23.8%) gave a 'neutral' answer, 16 respondents (7.9%) answered 'disagree' while 9 respondents (4.5%) answered 'strongly disagree'. With a mean score of $\bar{x} = 3.66$ and a standard deviation of $\sigma = 1.06$, it is clear that procurement staff largely follows the prescribed procedures. This discovery is consistent with the results of Glas, Henne, and Essig (2021) who discovered that following formal procurement procedures improves accountability and transparency in procurement process.

With regards to legal audits carried out for purposes of compliance verification, 82 participants (40.6%) responded positively while 61 (30.2%) strongly agreed. However, 37 respondents (18.3%) were neutral, 13 respondents (6.4%) disagreed and 9 respondents (4.5%) strongly disagreed. The mean ($\bar{x} = 3.86$) and standard deviation ($\sigma = 0.96$) imply a very positive response with regard to the presence of verification tools for compliance. This is consistent with findings by Jeppesen (2020), who noted the importance of audit tools in increasing transparency and accountability within procurement systems.

It was found that 85 (42.1%) respondents agree that all major procurement processes are made through competitive bidding while 53 (26.2%) strongly agree with it. In addition, 41 (20.3%) respondents showed neutrality, 17 (8.4%) respondents disagreed, and 6 (3.0%) strongly disagreed. The mean ($\bar{x} = 3.80$) and the standard deviation ($\sigma = 0.95$) show strong support for competitive bidding. This result supports the findings of Flynn & Davis (2021), where they claim that open tendering increases competition, transparency, and procurement effectiveness.

On the issue of whether deviation from the open bidding process is required to be approved in writing, there was agreement among 91 respondents (45.0%), while there was strong agreement among 51 respondents (25.2%). On the other hand, there were 41 respondents (20.3%) who were neutral, 10 respondents (5.0%) who disagreed, and 9 respondents (4.5%) who strongly disagreed. The mean ($\bar{x} = 3.82$) and the standard deviation ($\sigma = 0.96$) show a high degree of procedural control in exception procurement processes. This finding confirms the views of OECD (2020) in which it was argued that proper approval procedures ensure procurement integrity and help to avoid the misuse of procurement exceptions.

In respect of whether tender advertisements are advertised publicly in accessible media, 87 respondents (43.1%) answered positively while 49 respondents (24.3%) strongly agreed. Nevertheless, 42 respondents (20.8%) were neutral, 14 respondents (6.9%) disagreed, and 10 respondents (5.0%) strongly disagreed. From the mean ($\bar{x} = 3.74$) and standard deviation ($\sigma = 1.03$), it can be observed that the procurement advertisements are easily accessible by potential bidders. This is supported by the findings of Hoekman & Sanfilippo (2020) that show that the public advertising of procurement opportunities increases transparency and participation in procurement process.

The issuance of award result findings was approved by 86 respondents (42.6%), while those who strongly agreed were 52 respondents (25.7%). However, 36 respondents (17.8%) were neutral, 15 respondents (7.4%) disagreed, while 13 respondents (6.4%) strongly disagreed. Mean ($\bar{x} = 3.73$) and standard deviation ($\sigma = 1.07$) reflect moderately good disclosure of procurement results. This is corroborated with Djankov, Islam & Saliola (2021) stating that disclosure of procurement findings increases transparency and decreases information asymmetry.

On the issue of whether procurement documentation can be accessed through official procedures, 84 (41.6%) respondents agree and 48 (23.8%) strongly agree while 40 (19.8%) respondents are neutral, 18 (8.9%) disagree, and 12 (5.9%) strongly disagree. With a mean value of 3.69 and standard deviation of 1.09, this indicates that there is access to procurement information but there is room for improvement. This finding further confirms the assertion made by Peled (2020) that access to procurement information is an essential requirement for transparency and accountability.

Regarding the documentation and archiving of tender evaluations for transparency, 89 participants (44.1%) said yes and 53 participants (26.2%) strongly agreed. On the other hand, 38 participants (18.8%) had a neutral

response, 12 participants (5.9%) disagreed, and 10 participants (5.0%) strongly disagreed. The mean value ($\bar{x}$ = 3.81) and the standard deviation (σ = 1.02) show that there is good practice in terms of documentation and archiving of records. This result corroborates with Thai (2020) who states that documentation and record management are essential elements in transparent procurement systems.

Overall, the results for the transparency statements gave a composite mean of $\bar{x}$ = 3.76 and σ = 1.03, implying a positive outlook on transparency practices in state corporations in Nairobi City County. The results indicate that the procurement processes are governed by set rules and regulations, audited, and involve open tenders and disclosure of information. Nonetheless, there is still need for more work in order to ensure the full implementation of the measures for transparency. The results are supported by the conclusion made by Williams and Quinot (2021), that procurement transparency is not solely dependent on rules and regulations but on enforcement as well. From the results obtained qualitatively, it is clear that transparency practices positively influence service delivery performance based on compliance with procurement regulations, open tendering, information disclosure, and accountability mechanisms. The respondents indicated that procurement processes are normally conducted based on set processes, audits, and tendering process. However, some inconsistency in the process and delay in accessing information was experienced. It was also pointed out by the key informants that internal audits and online procurement process have improved transparency and monitoring of procurement processes. Therefore, it is evident that transparency increases accountability, stakeholder satisfaction, and performance of service delivery. The results obtained above have affirmed the work done by Søreide and Williams (2022) who indicated that effective regulation and oversight increase procurement transparency and accountability. The results have also confirmed the work done by Dawson and Lawson (2021) who proved that online procurement process improves transparency and performance of service delivery.

Procurement Efficiency

Table 4: Procurement Efficiency (n = 202)

Statement	SD F (%)	D F (%)	N F (%)	A F (%)	SA F (%)	Mean	Std. Dev
Requisition-to-award timelines are regularly monitored.	9 (4.5)	15 (7.4)	42 (20.8)	92 (45.5)	44 (21.8)	3.73	1.04
Time taken at each procurement stage is recorded for analysis.	10 (5.0)	16 (7.9)	39 (19.3)	90 (44.6)	47 (23.3)	3.74	1.07
Cycle time improvements are included in annual performance reviews.	8 (4.0)	18 (8.9)	40 (19.8)	87 (43.1)	49 (24.3)	3.75	1.06
Procurement overheads are controlled through process automation.	11 (5.4)	20 (9.9)	38 (18.8)	85 (42.1)	48 (23.8)	3.70	1.08
Cost-cutting initiatives are applied without compromising quality.	7 (3.5)	16 (7.9)	41 (20.3)	88 (43.6)	50 (24.8)	3.79	1.03
Spending on procurement administration is benchmarked annually.	13 (6.4)	17 (8.4)	37 (18.3)	84 (41.6)	51 (25.2)	3.71	1.09
E-procurement platforms are used for vendor registration and bidding.	10 (5.0)	14 (6.9)	36 (17.8)	89 (44.1)	53 (26.2)	3.82	1.02
Purchase requests are submitted and approved electronically.	6 (3.0)	11 (5.4)	34 (16.8)	91 (45.0)	60 (29.7)	3.93	0.97
Digital records have replaced manual files in procurement tracking.	8 (4.0)	12 (5.9)	35 (17.3)	88 (43.6)	59 (29.2)	3.90	1.00
Overall Mean						3.79	1.04

Source: (Researcher, 2026)

Table 4 shows that the respondents who answered that procurement timelines are being monitored on a regular basis are 92, which represents 45.5% of the respondents, whereas 44 respondents, representing 21.8% of the total number of respondents, answered that procurement timelines are monitored regularly and strongly

agree with this statement. However, there were 42 respondents, representing 20.8%, who were neutral regarding the question; meanwhile, 15 respondents, representing 7.4% of the total number of respondents, disagreed, and 9 respondents, representing 4.5% of the total number of respondents, strongly disagreed with the statement.

As far as the measurement of the duration spent on each stage of the procurement process is concerned, 90 respondents (44.6%) agreed, while 47 respondents (23.3%) strongly agreed. Furthermore, 39 respondents (19.3%) remained neutral, 16 respondents (7.9%) disagreed, and 10 respondents (5.0%) strongly disagreed. With a mean value ($\bar{x} = 3.74$) and standard deviation ($\sigma = 1.07$), the findings indicate that the measurement of the procurement process is common practice. This study is consistent with Lorentz et al. (2021), whose findings indicate that process measurements enhance procurement decision-making and efficiency.

Regarding whether the reductions in cycle times are incorporated in the yearly performance reviews, 87 (43.1%) participants agreed while 49 (24.3%) participants strongly agreed. Nevertheless, 40 (19.8%) participants were neutral, 18 (8.9%) participants disagreed, and 8 (4.0%) participants strongly disagreed. The mean ($\bar{x} = 3.75$) and standard deviation ($\sigma = 1.06$) show that continuous improvement activities are incorporated in the performance evaluation processes of organizations. The results are consistent with Arrowsmith (2020), who asserted that the performance monitoring system is essential for procurement improvement and accountability.

In respect to the issue of whether procurement overhead is managed using process automation, 85 (42.1%) respondents indicated agreement, while 48 (23.8%) responded strongly agree. On the other hand, 38 (18.8%) respondents were neutral, 20 (9.9%) disagreed and 11 (5.4%) strongly disagreed. Mean ($\bar{x} = 3.70$) and standard deviation ($\sigma = 1.08$) values show positive views about the effect of automation on cost control. This result corroborates the findings of Mikalef, Boura, Lekakos, and Krogstie (2020) that digital technologies increase operational efficiency and cost management.

Concerning whether cost-saving programs can be implemented without jeopardizing quality, 88 people (43.6%) and 50 people (24.8%) agreed and strongly agreed, respectively. 41 people (20.3%) were neutral, while 16 people (7.9%) and 7 people (3.5%) disagreed and strongly disagreed, respectively. From the mean ($\bar{x} = 3.79$) and standard deviation ($\sigma = 1.03$), there is clear evidence that the organization receives strong support on efficiency programs that ensure quality services. These results support Dubey, Gunasekaran & Bryde (2020) findings where efficient implementation of the programs improves organizational performance.

Whereas benchmarking of the amount spent in purchasing management each year was concerned, 84 respondents (41.6%) responded positively and 51 respondents (25.2%) strongly agreed. Nonetheless, 37 respondents (18.3%) neither agreed nor disagreed, 17 respondents (8.4%) disagreed and 13 respondents (6.4%) strongly disagreed. With the average of 3.71 and standard deviation of 1.09, moderate agreement is observed for the practice of procurement benchmarking. This result agrees with Luzzini, Caniato, Ronchi, and Spina (2021) who have shown that benchmarking helps improve efficiency in procurement and cost management.

Regarding the question on whether digital procurement platforms are used to register vendors and receive bids, 89 participants (44.1%) answered in the affirmative while 53 (26.2%) strongly agreed with the statement. However, 36 (17.8%) respondents were neutral; 14 (6.9%) disagreed while 10 (5%) strongly disagreed. The mean ($\bar{x} = 3.82$) and standard deviation ($\sigma = 1.02$) imply that many organizations have adopted the use of digital procurement platforms. The above result agrees with Rotich & Okello (2021) who observed that E-procurement systems have a major role in improving efficiency in public institutions.

With respect to the extent to which purchase requisitions are electronically submitted and approved, 91 participants (45.0%) agreed while 60 participants (29.7%) strongly agreed. On the other hand, 34 participants (16.8%) remained neutral, 11 participants (5.4%) disagreed, and 6 participants (3.0%) strongly disagreed.

From the mean value of 3.93 and the standard deviation of 0.97, it is evident that there is high adoption of electronic approval systems. This finding agrees with Kipkorir, Wanyoike & Kemboi (2022), which shows that e-procurement systems increase the efficiency of approvals while decreasing the administrative burden.

Lastly, 88 respondents (43.6%) agreed while 59 respondents (29.2%) strongly agreed that digital records have substituted manual records in terms of procurement record-keeping. Nevertheless, 35 respondents (17.3%) were neutral, 12 respondents (5.9%) disagreed, and 8 respondents (4.0%) strongly disagreed. The mean value ($\bar{x} = 3.90$) and standard deviation ($\sigma = 1.00$) show high support for digital record-keeping systems. The results agree with those by Muriithi & Wanjau (2021) in the sense that the digital records increase procurement record-keeping, efficiency, and transparency.

In general, the procurement efficiency statements gave a composite mean of $\bar{x} = 3.79$ and $\sigma = 1.04$, reflecting overall favorable views about procurement efficiency activities in state corporations. From the results, it is evident that procurement efficiency monitoring, cost control, and digitization of procurement have positive effects on service delivery performance. But there is need for further improvement in the monitoring of processes, administrative efficiency, and technology integration. These findings are similar to those of Karjalainen and van Raaij (2020), who found that integrated procurement efficiency practices greatly increase performance and service delivery in organizations.

According to the qualitative findings, procurement efficiency improves the performance of service delivery through effective procurement process, cost control, and the application of digital procurement systems. The respondents indicated that the use of automated and digital procurement systems has led to increased efficiency, but some challenges like administrative delays and limitations of the system continue to exist. Generally, the findings show that procurement efficiency plays an important role in improving the performance of service delivery. These results confirm those reported by Patrucco et al. (2020) and Karjalainen & van Raaij (2020). The efficiency of the procurement process and digitalization positively impact organizational performance and service delivery outcomes.

Correlation Analysis

Table 5: Correlation Matrix

		Procurement Planning	Supplier Selection	Transparency	Procurement Efficiency	Service Delivery Performance
Procurement Planning	Pearson Correlation Sig. (2-tailed)	1.000				
Supplier Selection	Pearson Correlation Sig. (2-tailed)	0.678**	1.000			
Transparency	Pearson Correlation Sig. (2-tailed)	0.592**	0.553**	1.000		
Procurement Efficiency	Pearson Correlation Sig. (2-tailed)	0.638**	0.597**	0.606**	1.000	
Service Delivery Performance	Pearson Correlation Sig. (2-tailed)	0.655**	0.709**	0.587**	0.681**	1.000
	Sig. (2-tailed)	01.000	0.000	0.000	0.000	

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

Table 5 shows the results from correlation analysis between procurement practices and service delivery performance. The results show that all procurement practices are positively correlated with service delivery performance ($p = 0.000$). Supplier evaluation had the strongest correlation with service delivery performance ($r = 0.709$), followed by procurement efficiency ($r = 0.681$), procurement planning ($r = 0.655$) and transparency ($r = 0.587$). This implies that the improvement in supplier evaluation, procurement process, planning and transparency is positively associated with better service delivery performance in state enterprises. Further analysis of the results indicated that there were strong positive associations between the procurement practice variables. There was a strong relationship between procurement planning and supplier selection ($r = 0.678$) and procurement efficiency ($r = 0.638$). Transparency was also positively associated with procurement efficiency ($r = 0.606$) and supplier selection ($r = 0.553$). Therefore, this means that procurement practices should incorporate planning, supplier management, transparency, and efficiency in order for effective service delivery performance to be realized. The research findings are consistent with those by Patrucco, Moretto, and Ronchi (2022) that integrated procurement practices improve organizational and service delivery performance.

Regression Analysis

To assess the extent to which procurement planning, supplier selection, transparency, and procurement efficiency predict service delivery performance, a multiple regression analysis was conducted.

Table 6: Model Summary

Model	R	R Square	Adjusted R-Square	Std. Error of the Estimate
1	0.768	0.590	0.582	0.447

Predictor: Procurement Planning, Supplier Selection, Transparency, Procurement Efficiency

According to the results presented in Table 6, procurement planning, selection of suppliers, transparency, and procurement efficiency have a significant impact on variations in the performance of service delivery. The coefficient of determination ($R^2 = 0.590$) shows that 59.0% of the variations in service delivery performance are explained by the four procurement practices. The adjusted coefficient of determination ($R^2 = 0.582$) supports the fact that procurement practices serve as strong predictors of the performance of service delivery. However, the results show that there is 41.0% of unexplained variation. Thus, other factors can affect the performance of service delivery as well. The standard error of the estimate equals 0.447 and shows the reliability of the prediction made by the model. The findings obtained are consistent with the research by Patrucco, Moretto, and Ronchi (2022), which showed that integrated procurement practices significantly influence the performance of organizations and service delivery.

Analysis of Variance

To evaluate the overall significance of the regression model, an ANOVA was conducted. The F-statistic tests whether the independent variable significantly predicts the dependent variable.

Table 7: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	85.213	4	21.303	106.599	.000
	Residual	59.087	295	0.200		
	Total	144.300	299			

From the ANOVA results in Table 7, it can be seen that the regression model was statistically significant ($F = 106.579$, $p < 0.001$). This means that the combination of procurement planning, supplier selection, transparency, and procurement efficiency predict the performance of service delivery in state corporations. From the large F-value and the statistically significant p-value, it can be concluded that the regression model is well fitting the data and the relationship established is not accidental. This means that the procurement practices play an important role in explaining the variation in service delivery performance. Therefore, the results confirm that procurement planning, supplier selection, transparency, and procurement efficiency are important predictors of service delivery performance.

Regression Coefficients

The regression coefficients were used in determining how much procurement planning, supplier selection, transparency, and procurement efficiency affect service delivery performance in state corporations.

Table 8: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.423	0.310	–	1.364	0.174
	Procurement Planning	0.341	0.072	0.301	4.736	0.000***
	Supplier Selection	0.407	0.069	0.382	5.913	0.000***
	Transparency	0.118	0.058	0.106	2.034	0.043*
	Procurement Efficiency	0.197	0.063	0.181	3.127	0.002**

The findings reveal that procurement planning, procurement suppliers, transparency, and procurement efficiency all positively and significantly affect service delivery performance. The selection of suppliers proved to have the highest positive effect on service delivery performance ($\beta = 0.407$, $p < 0.001$). This suggests that supplier evaluation and selection play a very critical role in improving service delivery performance. Procurement planning was found to be positively significant ($\beta = 0.341$, $p < 0.001$) and this shows that forecasting, budgeting, and scheduling improve service delivery. Similarly, the efficiency in procurement significantly influenced the performance in service delivery ($\beta = 0.197$, $p = 0.002$). Thus, it means that the efficiency in procurement process and technology makes a difference in the performance of an organization. The transparency, on the other hand, had a positive and significant impact ($\beta = 0.118$, $p = 0.043$), albeit the impact was comparatively smaller than the impacts of the other variables. Altogether, it is clear from the results above that all the four procurement practices have a positive influence on service delivery performance, where the practice of supplier selection was the most influential. This finding agrees with Ambe & Badenhorst-Weiss (2020).

FINDINGS, CONCLUSION AND RECOMMENDATIONS

The study focused on analyzing how the following aspects affect the delivery of services by the state corporations: procurement planning, selection of suppliers, transparency and procurement efficiency. The research results showed that procurement planning has a significant effect on the service delivery performance. In general, the respondents agreed that proper procurement planning, objective supplier selection, transparent procurement process and efficient procurement systems ensure better service delivery performance. The results showed that supplier selection and procurement planning have a particularly significant role in service delivery performance.

The correlation analysis results show positive and statistically significant correlations between the performance of all the procurement practices and service delivery performance. The supplier selection process had the highest positive correlation with the performance of service delivery ($r = 0.709$, $p < 0.01$), procurement efficiency ($r = 0.681$, $p < 0.01$), procurement planning ($r = 0.655$, $p < 0.01$), and transparency ($r = 0.587$, $p < 0.01$). From the results above, it is clear that improvements in procurement practices have a positive impact on the service delivery performance of state corporations. Regression analysis also confirms that procurement planning, supplier selection, transparency, and procurement efficiency account for a large portion of the variation in service delivery performance ($R^2 = 0.590$). This shows that procurement practices under review explain 59.0% of the service delivery performance. However, 41.0% of the variation in service delivery performance is unexplained. This means that other factors may also have an effect on the service delivery performance of organizations.

Further analysis of the regression coefficients showed that all procurement activities positively affect service delivery performance in a statistically significant manner. Supplier selection was found to be the most influential factor ($\beta = 0.407$, $p < 0.001$), followed by procurement planning ($\beta = 0.341$, $p < 0.001$), procurement efficiency ($\beta = 0.197$, $p = 0.002$), and transparency ($\beta = 0.118$, $p = 0.043$). This means that improved procurement practices positively impact the performance of service delivery. The qualitative findings further reinforced the quantitative findings in that procurement planning helps in resource allocation and coordination, whereas selection of suppliers helps in enhancing the quality and reliability of goods and services that are procured. The respondents also indicated that transparency fosters accountability and trust from the stakeholders, and efficiency in the procurement process leads to operational effectiveness as a result of automation. However, administrative barriers, lack of consistent adherence to procurement procedures, and technical barriers were cited among the obstacles to effective service delivery.

The findings of the study indicate that procurement planning, supplier selection, transparency and procurement efficiency have a significant and positive impact on service delivery performance in state corporations in Nairobi City County. It is also found that supplier selection has the highest impact on service delivery performance followed by procurement planning, procurement efficiency and transparency. Effective supplier selection, competitive bidding, effective procurement planning, efficient procurement processes and procurement transparency play a vital role in ensuring better service delivery results. In summary, the study indicates that although service delivery performance can be determined by various factors, procurement process is a very important determinant of organizational performance and service delivery performance.

In terms of improving service delivery performance, the study recommends that procurement planning processes be bolstered through proper demand forecasting, budgeting, and scheduling of procurement activities. To improve supplier selection process, the study suggests that proper supplier evaluation criteria be developed and adhered to, encourage competitive tendering processes, and continuous monitoring of supplier performance. In terms of improving procurement processes at the institutional level, the study suggests that procurement processes be made more transparent by making more information on procurement available and adhering to procurement procedures. The research also recommends improving the efficiency of the procurement process by enhancing automation of the procurement process, integration of e-procurement

systems, and constant review of procurement cycle time to reduce time losses and costs. Lastly, the research recommends that the capacity of institutions be improved through the constant training of procurement staff, better resource allocation, and improved oversight measures.

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