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EFFECTS OF RECORDING PROCEDURES ON PROCUREMENT PERFORMANCE: A CASE OF KISII COUNTY SAVINGS AND CREDIT CO-OPERATIVE SOCIETY

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Abstract

There seems to be a deep records management challenge that could have significant influence on procurement performance but whose influence had not been investigated particularly in SACCOs. This study sought to establish the influence of proper recording management on procurement performance at SACCOs in Kisii County. The findings of the study show that: the paper based record system used by the Kisii SACCOS had a significantly negative influence on their procurement performance. Further, the low ICT adoption had a significantly negative influence on the procurement performance. Finally, staff at the procurement section of Kisii SACCOS were adequately knowledgeable and this had had a positive influence on the procurement performance. This study recommends that: The SACCO management should do away with the paper based

recording system and replace with the ICT based system in order to improve lead-time for procurement and the overall procurement performance. The SACCO management should invest significantly in ICT to help spur effective recording management and improve procurement performance. training on the use of the ICT tools must be done to keep staff up to speed with the new development. They should engage in in-service training of their staff on the new and changing procurement laws to curb graft and improve procurement performance. The suppliers should engage in training to improve their awareness and knowledge of procurement laws to improve the overall procurement performance.

Keywords: recording procedures, procurement performance, savings and credit co-operative society

BACKGROUND OF THE STUDY

The weakening global economic conditions are forcing organisations to reinvent their relations

with customers and suppliers alike. Thus, costs must be lowered throughout the procurement process by focusing on value addition. Bottlenecks must be removed and performance measurements

focus on total system efficiency and equitable reward distribution to key players in the process; to achieve win-win situations. The working principle is to create customer satisfaction at the end point of delivery and continuous improvement of process. For decades procurement performance has been attracting great attention from practitioners, academicians and researchers due to poor performance. Adoption of e-procurement has rapidly increased since 1990s; yet organisations still face challenges associated with its advent and use.

Analysis by Wyld (2004) showed that in the United States only 30% of firms surveyed use e-procurement systems for request for quotations (RFQ), online auctions (25%) and e-markets (33%). Despite evidence showing advantages of proper record management, e-procurement systems, many organisations are still reluctant to embrace it. Organisations need to know critical success factors in implementing proper records management, e-procurement strategies, processes and systems. Due to limited vision, management of many organizations fails to appreciate the importance of system-wide performance measures.

The problem of ineffective records system has existed for too long and is a universal rather than a peculiar problem, (Burton, 1989). Thus, it is not limited to a single organization but all business for it is not only limited to the private sector but also to the public sector organization. Many business organizations the world over have not given records system and its management the prominence it deserves. Proper records system began to gain recognition as a result of the industrial revolution that swept the advanced countries of America and Europe in the 1930s. According to Cole (1997) the revolutions resulted into robust industrial activities; Industrialist, therefore, had to learn how to control and manage

the few available materials through stock records system.

Record management (RM) in the procurement function is very important and yet not much emphasis has been placed on the matter. Some 18 baseline studies of Records Management were conducted under the Support for Reforming the Public Procurement System (RPPS) commencing 2007. A scoring system based on 13 key record keeping sub-indicators was developed for conducting an assessment. In the survey, 77.8% obtained low scores ranging from 21% to 49%. Rembe (2011) noted that records management (RM) in most organizations has been unsatisfactory and depressing.

While studies have been done on the factors and challenges influencing procurement management (Saleemi, 2007; Burton, 1979), very few have considered proper recording management and how it influences procurement management as a sole construct. This study was carried out at SACCOs in Kisii which are organizations that seeks to empower its members towards a robust economic development through savings and investments. Consequently, it engages in procurement processes but whose performance based on the proper recording management is not known; hence the need for this investigation.

Statement of the Problem

Based on an audit exercise carried out at Supplies Branch Kenya at the end of financial year 2014/2015 some significant discrepancies were noted in many organizations more than 65% of the inventory records did not match the physical inventory at the store, Supplies personnel could not explain ksh3.8 million in missing inventory due to phony inventory sheets. This implies a deep records management challenge that could have significant influence on procurement performance

but who influence has not been investigated particularly in SACCOs. Although in 2003, the GOK began implementing reforms to address inefficiency in the use of Public resources and weak institutions of governance. The regulations are reinforcing professionalism by providing comprehensive performance standards, continuous monitoring and evaluation through regulatory reports. The SASRA 2010 and 2011 reports, shows that SACCOs has greatly invested in systems, product development and service to members to remain competitive. On the other hand, to enhance transparency and accountability SASRA has directed the SACCOs to use public procurement guidelines as provided by the public procurement and disposal Act. Productivity of Sacco societies has also been quite low compared to banks while at the same time they continue to absorb excessive portion of the contributions by members, becoming a principal cause of long term procurement problems (Hawamdeh, 2008). Procurement burdens. About 31% of Sacco societies rely on old records in selecting their suppliers creating inefficiency, while 69% search through internet catalogue in selecting suppliers Comick (2009). A study by Chan and Lee (2012) found that organizations which adopted e-procurement strategies have enhanced procurement performance by reduced costs through transactional and process efficiencies and thereby promoting their procurement performance.

Objectives of the Study

This study sought to establish the effect record management on procurement performance in Kisii County SACCO Societies.

Specific Objectives

The specific objectives of the study included to;

1. Determine the influence of paper-based record system on procurement function in Kisii County SACCO societies.
2. Assess the influence of ICT adoption on record management in SACCO societies in Kisii County.
3. Establish the relationship between staff knowledge and procurement performance in SACCO societies in Kisii county

LITERATURE REVIEW

Theoretical Literature Review

This study was based on two theories;

Hegelian Dialectic Theory by (Hegel, 1995). The theory has it that the organisational entity exists in a pluralistic world of colliding events, forces, or contradictory values that compete with each other for domination and control. Oppositions may be internal or external to an entity with several conflicting goals or interest groups competing for priority.

The theory explains that change in organizations occurs when opposing values, forces or events gain sufficient power to confront and engage the status quo. Opposing forces are termed thesis (status-quo) and antithesis (new situation). Records management systems, procurement procedures, information communications technology and emerging knowledge in procurement and supply chain management in general face several challenges to overcome the obtaining status-quo. Dialogue and consensus-building are primary tools.

Supply Chain Management (SCM): Theory

According to Chopra and Meindl (2001), "SCM engages the management of flows between and among stages in a supply chain to minimize total cost". This definition implies that SCM involves

management of flows of products, information, and finance upstream and downstream in the supply chain. In the course of time, the most considerable benefits to businesses with advanced SCM capabilities will be radically improved customer responsiveness, developed customer service and satisfaction, increased flexibility for changing market conditions, improved customer retention and more effective marketing (Horvath, 2001).

Research Gaps

In recent years, there has been increasing amount of research on constraints to business relationships and performance. This issue has been raised in literature on marketing, procurement, information systems and strategy. However, there is still fragmented evidence on how procurement systems operate, especially between public sector Procuring Entity and their suppliers. From the Public Procurement and Disposal Regulations, it is unclear whether procurement procedures favor small suppliers in their relationship with PEs or put them at a disadvantage. More investigations in this field are needed to better understand how procurement performance can impact on the competitive capabilities of PEs and the wider SC. Therefore, this demonstrates that there is still room to study which other factors influence procurement performance. The inefficiencies of traditional public procurement system include a chain of non-value-adding clerical activities and excessive documentation. Thus there is a gap on the effect of poor record management which gives leeway formal practices. This gap can be filled by enhancing the adoption of e-procurement that simplifies the end-to-end SC modules. This study is expected to fill the gap between inefficiencies of traditional procurement systems and aspirations of PEs to integrate applications seamlessly and exchange information with trading partners.

RESEARCH METHODOLOGY

The study The study employed a case study research design and targeted 20 procurements officers at the Wakenya Pamoja SACCO and 230 staff of firms supplying goods and services to the county. It also targeted the procurement officer of the SACCO. Simple random sampling was used to select 75 employees of the county and contractor firms while purposive sampling was used on procurement officer. Questionnaires were administered on both employees; interview schedule was given to chief procurement officer. Data was analyzed using descriptive analysis; Pearson's correlations and regression analysis to test hypotheses. The data was then presented in tables with the aid of SPSS.

RESEARCH FINDINGS AND DISCUSSION

Influence of Paper-Based Record System on Procurement Performance

One factor that has been found to influence the procurement performance is the record keeping and management and particularly the paper based kind. To find out if it was also true for the SACCOS, this study's first objective sought to determine the influence of paper-based record system on procurement performance. The result is as seen in table 1.

Table 1 influence of paper-based record system on procurement performance

	SA		A		N		D		SD		Mean	SD
	F	%	F	%	F	%	F	%	F	%		
The SACCO still uses paper based record system significantly in its procurement function	13	21.7	19	31.7	3	5.0	16	26.7	9	15.0	3.18	.81
paper based record system is effective and timely	8	13.3	12	20.0	3	5.0	31	51.7	6	10.0	3.28	.82
There is need to have a new way, away from the paper based record system to improve procurement performance	12	20.0	24	40.0	4	6.7	12	20.0	8	13.3	2.67	.87
The paper based record system has had a negative influence on the procurement performance at the SACCO	14	23.3	26	43.5	2	3.3	14	23.3	4	6.7	2.47	1.1

From table 1, it is clear that majority at 53.3% agreed with the assertion that the SACCO still used paper based record system significantly in its procurement function. Only 41.7% agreed and 5.0% were undecided. This implies that the SACCO still had a traditional mode of recording management in their procurement processes. Records, asserted Thurston (2002), are critical to the operations of any organisation. No entity can operate successfully if it relies on human memory or paper based records that are easy to manipulate alone to keep trail of her transactions. Procurement records are a vital resource to any organisation that strives to conduct operations effectively. Organisations need accurate and accessible records that are tamper-free, original, reliable and able to reveal institutional memory for informed decision making and the paper based recording system is not that tamper proof method. PEs

should strictly comply with documentation, recording, minuting and filing requirements. The documentation should be kept in orderly, accessible and clean conditions.

When asked whether the paper based record system was effective and timely, 61.7% disagreed, 33.3% agreed and 5.0% were neutral. This implies that the traditional recording system was fraught with significant challenges that affected the procurement performance. this result supports the need for electronic, ICT based methods of recording. David (2005) opined on the future of managing electronic records, which is complex and goes beyond the procurement. He contended that firms need an understanding of current ICT trends and business processes and must accept that records systems are products of the moment. The future lies in electronic systems that are more recent in business logic and more useful in business support.

The respondents were then asked if there was need to have a new way, away from the paper based record system to improve procurement performance. On this, 60.0% of respondents agreed, 33.3% disagreed and 6.7% were undecided. This is a positive indication of the need to move forward. Again, David (2005) suggested in agreement to this result that firms need an understanding of current ICT trends and business processes and must accept that records systems are products of the moment. The future lies in electronic systems that are more recent in business logic and more useful in business support.

When finally asked if the paper based record system had had a negative influence on the procurement performance at the SACCO, 68.3% agreed, 28.3% disagreed, and 3.3% were undecided. This implies that the paper based recording system was not an effective recording

management system and that its use had had a negative influence on the procurement performance of the SACCOs. One of the best ways to implement a record management policy is utilizing a business that specializes in it; there are a myriad of companies that offer record management solutions for both paper and electronic documents. Bolton (2006) noted that such solutions make it easy to track, retrieve, and securely store important documents. With so many threats facing entities today, prevention with record management is one vital key to managing a successful. Rembe (2011) observed that RMS should be accorded a high organisational status and ranking in terms of budgetary allocation, investment in human resource development, records storage space and equipment. It should be viewed as a critical support function.

Influence of ICT Adoption of Record Management on Procurement Performance

The second objective sought to establish the influence of ICT adoption of record management on procurement performance. The results are clear in table 2.

Table 2 influence of ICT adoption of record management on procurement performance

	SA		A		N		D		SD		Mean	SD
	F	%	F	%	F	%	F	%	F	%		
There has been some adoption of ICT for procurement functions	12	20.0	29	48.3	6	10.0	7	11.7	6	10.0	2.70	1.0
We however do not use it frequently	5	8.3	33	55.0	7	11.7	8	13.3	7	11.7	3.05	.87
The ICT adoption is still low	12	20.0	28	46.7	7	11.7	8	13.3	5	8.3	2.67	.83
We do not have all the ICT based gadgets and materials to actualize the procurement performance	10	16.7	27	45.0	6	10.0	13	21.7	4	6.7	2.87	.94
Due to the low ICT adoption, the procurement performance has been significantly hampered	5	8.3	32	53.3	10	16.7	8	13.3	5	8.3	2.69	.74

From table 2 it is clear that majority at 68.3% agreed that there had been some adoption of ICT for procurement functions. Only 21.7% disagreed and 10.0% were neutral. This is an indication that The SACCOS had bought some ICT gadgets for record keeping. This is a positive implication. Saunders (1997) reckoned that personnel in procurement are, in a sense, information processors. They receive, analyze, make decisions and distribute information in order to manage the flow of goods and services in the SC. ICT is an enabler for information sharing which organisations in the procurement system can use for eliminating bloated inventory levels caused by cumulative effect of poor information cascading up through a SC.

When asked whether however they used the ICT recording based systems frequently, 63.3% disagreed, 25.0% agreed and 11.7% were neutral. This implies that while there were efforts to have the ICT employed, its adoption was still low. In agreement to literature, ICT provides new ways to store, process, distribute and exchange key information with customers and suppliers in the entire procurement system. Simatupang and Sridharan (2005) emphasized that information is the glue that holds organisations together and can be used to integrate procurement process activities both within a process and across multiple processes. Information on demand, forecasting and replenishment is recognized as a central component in integration of planning and control. Internal integration focuses on cross-functional processes. Externally, focus is on relationships with outside customers and suppliers. A relationship can have various intensity levels ranging from lowest open-market negotiations, cooperation and coordination to the highest collaboration level and that a high level of ICT adoption in recording management would inevitably improve the procurement performance.

When asked whether the ICT adoption was still low, 66.7% agreed, 21.7% disagreed and 11.7% were neutral. This is an indication that ICT adoption was low at the implied detriment of the procurement performance at the SACCOS. Thomas and Rainer (2005) opined that procurement systems have long been supported by ICT. With the implementation of ERP systems in the 1990s, EDI connections with suppliers were established through automation of delivery schedules by linking user materials management system with supplier systems. ICT enables organisations to decentralise operational procurement processes and centralise strategic ones due to higher transparency. Prior to e-

procurement, strategic procurement often dealt with routine tasks such as individual transactions. Strategic aspects were frequently neglected, with the buyer having little influence over the choice of suppliers and purchased products. Internet technologies facilitate faster and more efficient operational procurement processes enabling managers to concentrate on strategic tasks.

When asked if the SACCOS did not have all the ICT based gadgets and materials to actualize the procurement performance, 61.7% agreed, 28.3% disagreed and 10.0% were neutral. Again, this is an indication that ICT adoption was low at the implied detriment of the procurement performance at the SACCOS. With this they are missing out on what Christopher (2005) contended that, there is a dimension to information that enables supply and demand to be matched in multiple markets, often with tailored products, in ever-shorter time frames. This enables suppliers to react in real-time to market changes. ICT serves as the connection between various stages of the system, allowing them to co-ordinate and maximise total supply profitability. It is crucial to the daily operation of each stage in the procurement process.

When finally asked if due to the low ICT adoption, the procurement performance had been significantly hampered, 61.7% agreed, 21.7% disagreed and 16.7% were neutral. This implication agrees with reviewed literature from Bowersox, Closs and Cooper (2007) that argued that ICT provides the means for collecting relevant demand data, developing a common database and providing a means for transmitting order information. It allows organizations to change the way they source supplies for smooth operations but its lack of adoption creates poor procurement performances. From the responses obtained, all the above data was reliable as most of the respondents indicated that there was low ICT adoption.

Relationship Between Staff Knowledge of Recording Management and Procurement Performance.

The third objective of the study sought to determine the relationship between staff knowledge of recording management and procurement performance. The result is as seen in table 3.

Table 3 Staff Knowledge of Recording Management and Procurement Performance

	SA		A		N		D		SD		Mean	SD
	F	%	F	%	F	%	F	%	F	%		
The staff in my opinion are knowledgeable about recording management	10	16.7	31	51.7	5	8.3	12	20.0	2	3.3	2.42	.61
Their knowledge has helped in the procurement process	6	10.0	31	51.7	5	8.3	14	23.3	4	6.7	2.65	1.0
There are in-service training to improve the knowledge which is however not done frequently	10	16.7	27	45.0	7	11.7	13	21.7	3	5.0	2.53	.94
There is need to have in-service training to improve the knowledge	11	18.3	29	48.3	6	10.0	8	13.3	6	10.0	2.40	.85

From the table 3, majority at 68.3% agreed that staff in their opinion were knowledgeable about recording management, 31.7% disagreed and 5.0% were neutral. This implies that the procurement staff were deemed knowledgeable about their work and particularly the recording management aspects. Saunders (1997) believed that successful functioning of organizational structures and

effective operation of planning control systems is dependent on the quality and ability of staff employed. Strategic plans should include information on the acquisition, development, use and reward of human assets. Plans need to take into account the current state of development of the procurement function and the strategic direction in which its state might change.

The respondents were asked if their knowledge had helped in the procurement process. On this 61.7% agreed, 30.0% disagreed and 8.3% were undecided. This is an indication that the staff were skilled and knowledgeable and this had improved procurement performance. Such skills and knowledge are important as Leenders and Fearon (2002), had noted that the large number of items, huge monetary volume involved, need for an audit trail, severe consequences of poor performance, and the potential contribution to effective organisational operations associated with the procurement function are five major reasons for developing a sound, professionally managed procurement system. They further argue that qualifications are crucial for value-based management which requires employees to assess and improve processes while contributing to team performance.

When asked if in the same vein, there were in-service training to improve the knowledge which was done frequently, 61.7% disagreed, 11.7% were neutral and 26.7% agreed. This is an indication of lack of in-service training to horn the skills of the staff. Qualifications enhance staff ability to perform, enabling them to make better decisions, work as a team, and adapt to change, while increasing efficiency, quality, productivity and job satisfaction. Training is often for improving immediate work while education develops people for the long term. To enable

individuals to create value consistently, both education and training are needed.

When the respondents were asked if therefore, there was need to have in-service training to improve the knowledge, 66.7% agreed, 23.3% were undecided and 10.0% were neutral. This is an indication that while there was an opinion about staff qualifications attested by the interviews results from the procurement officers themselves, there was need to have more training.

Correlation Analysis

As part of the analysis, Pearson’s Correlation Analysis was done on the Independent Variables and the dependent variables. The result is as seen on Table 4.

Table 4 Correlation Analysis

	Procurement Performance	Paper Based System	Staff Knowledge	ICT
Procurement Performance	1			
Pearson Correlation				
Sig. (2-tailed)				
N	60			
Paper Based System	.555**	1		
Pearson Correlation				
Sig. (2-tailed)	.000			
N	60	60		
Staff Knowledge	.635**	.433**	1	
Pearson Correlation				
Sig. (2-tailed)	.000	.000		
N	60	60	60	
ICT	.712**	.205**	.038	1
Pearson Correlation				
Sig. (2-tailed)	.000	.005	.000	
N	60	60	60	60

Pearson correlation analysis was conducted to examine the relationship between the variables. The measures were constructed using summated

scales from both the independent and dependent variables. As cited in Wong and Hiew (2005) the correlation coefficient value (*r*) range from 0.10 to 0.29 is considered weak, from 0.30 to 0.49 is considered medium and from 0.50 to 1.0 is considered strong. However, according to Field (2005), correlation coefficient should not go beyond 0.8, to avoid multicollinearity. Since the highest correlation coefficient is 0.712 which is less than 0.8, there is no multicollinearity problem in this research (Table 4).

All the independent variables had a positive correlation with the dependent variable with ICT for recording management having the highest correlation of ($r=0.712, p < 0.01$) paper based recording system had the least correlation with a correlation of ($r=0.555 p < 0.01$) and then staff knowledge with a correlation of ($r=0.635 p < 0.01$). This indicates that all the variables are statistically significant at the 99% confidence interval level 2-tailed. This shows that all the variables under consideration have a positive effect on the dependent variable.

Regression Analysis

Since the measures that are used to assess the primary constructs in the model are quantitative scales, regression analysis can be used to achieve this end. Regression analyses are a set of techniques that can enable us to assess the ability of an independent variable(s) to predict the dependent variable(s). As part of

the analysis, Regression Analysis was done. The results is as seen on Table 5 next.

Table 5 Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	F-Statistic	R Square	Adjusted R Square	t	Sig.
		B	Std. Error	β					
1	(Constant)	2.767	.361	.287	114.491	.848	.841	7.668	.000
	ICT	.168	.065	.193				2.593	.004
	Staff Competence	.385	.078	.393				5.968	.000
	Paper based system	.284	.065	.324				4.383	.000

b. Dependent Variable: Procurement Performance

The F-statistics produced ($F = 114.491$.) was significant at 5 per cent level ($Sig. F < 0.05$), thus confirming the fitness of the model and therefore, there is statistically significant relationship between paper based recording system, ICT based recording system, staff knowledge and skills and procurement performance. Further, the coefficient of determination R^2 value was 0.841. This shows that 84.1 per cent of the variance in dependent variable (procurement performance) was explained and predicted by independent variables (per based recording system, ICT based recording system, staff knowledge and skills)

Further, the t-value of constant produced ($t = 7.668$) was significant at .000 per cent level ($Sig. F < 0.05$), thus confirming the fitness of the model. Therefore, there is statistically significant relationship between paper based recording system, ICT based recording system, staff knowledge and skills and procurement performance. and based on the results of the coefficients it can be concluded that all the null hypotheses are rejected.

Thus, the four hypotheses:

Table 6 Hypotheses Testing

Hypothesis	Test	Results	Remarks
H_{01} : There is no significant effect of paper based recording system on procurement performance at the Kisii Saccos;	Regression .000	Significant	Rejected
H_{02} : There is no significant effect of ICT adoption on procurement performance at the Kisii Saccos;	Regression .004	Significant	Rejected
H_{03} : There is no significant effect of staff knowledge on procurement performance at the Kisii Saccos;	Regression .000	Significant	Rejected

SUMMARY

The Based on the first objective, it is clear that majority at 53.3% agreed with the assertion that the SACCO still used paper based record system significantly in its procurement function. When asked whether the paper based record system was effective and timely, 61.7% disagreed. The respondents were then asked if there was need to have a new way, away from the paper based record system to improve procurement performance. On this, 60.0% of respondents agreed. When finally asked if the paper based record system had had a negative influence on the procurement performance at the SACCO, 68.3% agreed.

Based on the second objective, it is clear that majority at 68.3% agreed that there had been some adoption of ICT for procurement functions. When asked whether however they used the ICT recording based systems frequently, 63.3% disagreed. When asked whether the ICT adoption was still low, 66.7% agreed. When asked if the SACCOS did not have all the ICT based gadgets and materials to actualize the procurement performance, 61.7% agreed. When finally asked if

due to the low ICT adoption, the procurement performance had been significantly hampered, 61.7% agreed.

Based on the third objective, majority at 68.3% agreed that staff in their opinion were knowledgeable about recording management. The respondents were asked if their knowledge had helped in the procurement process. On this 61.7% agreed. When asked if in the same vein, there were in-service training to improve the knowledge which was done frequently, 61.7% disagreed. When the respondents were asked if therefore, there was need to have in-service training to improve the knowledge, 66.7% agreed.

Conclusion of the study

Based on the objectives and findings of the study, the following are the conclusions;

Based on the first objective, the SACCO still used paper based record system significantly in its procurement function. The paper based record system was not however effective and timely and there was need to have a new way, away from the paper based record system to improve procurement performance. Finally, the paper based record system had had a negative influence on the procurement performance at the SACCO. It can thus be concluded that the paper based record system used by the Kisii SACCOS had a significantly negative influence on their procurement performance.

Based on the second objective, there had been some adoption of ICT for procurement functions. However, the organization used the ICT recording based systems infrequently. The ICT adoption was still low and SACCOS did not have all the ICT based gadgets and materials to actualize the procurement performance. Finally, due to the low ICT adoption, the procurement performance had been significantly hampered. It can thus be

concluded that the low ICT adoption has a significantly negative influence on the procurement performance.

Based on the third objective, staff were knowledgeable about recording management and their knowledge had helped in the procurement process. In the same vein, there were no in-service training to improve the knowledge and therefore, there was need to have in-service training to improve the knowledge. It can be concluded that the staff at the procurement section of Kisii SACCOS were adequately knowledgeable and this had had a positive influence on the procurement performance.

Recommendations of the study

Based on the objectives and conclusions this study recommends;

The SACCO management should do away with the paper based recording system and replace with the ICT based system in order to improve lead-time for procurement and the overall procurement performance.

The SACCO management should invest significantly in ICT to help spur effective recording management and improve procurement performance. training on the use of the ICT tools must be done to keep staff up to speed with the new development.

The SACCO management should engage in in-service training of their staff on the new and changing procurement laws to curb graft and improve procurement performance

The suppliers should engage in training to improve their awareness and knowledge of procurement laws to improve the overall procurement performance.

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