

Determinants of Procurement Performance in the case of Jimma Zone Public Sectors

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Abstract

Aim of this study is to assess determinants of procurement performance in the public sectors. To realize purpose of study, descriptive and explanatory research designs and multi-stage sampling technique were employed. The numbers of employees in selected Weredas' were 2660 with the sample size of 348 and 320 questionnaires were returned back. Data collected by Likert scale with one to five, while analyzed by employing Statistical Package for Social Science 20.0 Version. The result of the research shown that transparent legal framework, procurement staff proficiency, anti-corruption measures, utilization of information communication technology and organizational structure has statistically significant positive effect on procurement performance. Recommended public sector to give training to fill the skill gap of procurement staff, to ensure transparency of legal framework, take anticorruption mechanisms to overcome the illegal act in the procurement procedure, utilizing ICT to integrate public procurement, ensure segregation of duties in the organization structure and review of legislations to ensure compliance with the international procurement systems.

Key Words: Procurement, Procurement Performance, Public Money; Public Procurement

1. Background of the Study

Procurement incorporates the entire procedure of obtaining goods and services. Procurement initiates once a concerned body has recognized a necessity and definite on the procurement obligation. It remains through the progressions of risk valuation, seeking and appraising alternate results, contract reward, transfer of and disbursement for the material goods and services, where relevant, the ongoing administration of a agreement and consideration of choices related to the contract. Procurement also encompasses to the final removal of material goods at the expiration of its valuable life (Federal Public Procurement and Property Administration Agency, 2011).

According to United Nations Convention against Corruption (UNCAC), (2013), when the government procurement system reflects competition, transparency and integrity, the scheme is more considerable likely to attain highest worth in procurement and to sustain political legality. These are fundamental objectives for procurement and complement one another. An entirely clear procurement scheme is far-off not as much of probable to ensure difficulties with reliability, as a number of additional participants can exercise mistake in a clear procurement

scheme. In the contrary, a system is weak to implement integrity will possibly have careless rivalry, and transparency is expected to be eroded as bribery drains the procurement system of political legitimacy

An aim of public procurement schemes is to bring worth for money in the expenditure of public moneys whereas obeying to the important guidelines which guide government activities, in specifically transparency and non-discriminating. It accounts 13% of gross domestic product (GDP) on average across organizations for economic cooperation and development countries (OECD) member, has direct effect on the economy and efficiency improvements in procurement consequently offer substantial savings of budget (OECD, 2012).

Procurement receiving properties, works, and services via acquiring, engagement or receiving by whichever predetermined means (Fdrehpr, 2009)

Procurement refers the occupation accountable for acquisition by buying, contract or other permissible technique, equipment, resources, goods and services obligatory by a concern for usage in satisfying needs. Significant duty of procurement for public is the acquiring of properties, works and services via indenture with merchants. Public procurement is a major way in which money of the public will be spent and services for the public will be delivered.

Break of the public trust to undermine the public procurement process by directing procurement to certain favored sellers, or to interfere with the competitive bidding process, whether it's done for bribes, relationship or any other reason.

2. Statement of the Problem

Procurement is a broad concept, which goes beyond purchasing activity, whose purpose is to provide the society the best worth for money. Value supposes fair price, fair quality of the product, appropriate time, appropriate place, and appropriate amount. Procurement is expected to be non-discriminatory, impartial, consistent, and reliable (Public Procurement And Property Administration Agency, 2011). Limited number of studies has been undertaken in Ethiopia, public procurement reform in Ethiopia, factors leading to effective public procurement implementation the case of Amhara Region (Getnet Amdework Chekol & Tilahun Aemiro Tehulu, 2014). Factors affecting procurement performance: Awassa Textile Share Co. (Hamza, Gerbi & Ali, 2017). However, aforementioned studies focus on the public procurement reform, rather than its performance and the second study undertaken on the procurement performance in the share company rather than the public sector. Also, they were done at most four variables by ignoring some of the variables which affects the performance of public procurement this indicates excluding variables that affect public procurement performance. According to Ethiopia Country Procurement Assessment Report Volume one, international criteria for efficiency and effective procurement system addresses existence of a comprehensive and transparent legal framework the use of modernized procurement procedures and practices; a proficient and evenly distributed procurement staff; independent control mechanism, anti-corruption measures with effective sanctions. These issues addressed in the international standards were not considered in the studies conducted so far in Ethiopia in general and specifically in the study area. Therefore, this research gap enables us to cover these aforementioned issues.

3. Literature Review

3.1. Procurement Performance

Procurement performance is not only a means to control and monitor procurement function, but it also not an end in itself. Performance is a key driver to improve the quality of services for organizations to change their focus and become more competitive.

3.2.Transparent Legal Framework

It's substantial for the procurement officers' of public office to aware the legitimate and regulatory framework of procurement system of the public institute to escape doing mistakes that lead to deviations (OECD S.-G. o., 2019). Transparency defined as unlimited access by the community to well-timed and trustworthy evidence on public sectors' activities, decisions and performance. Absence of transparency in public sectors procurement system is main problem for sustainable economic development and procurement undertakings might be the foundation of objectionable activities such as bribery, dishonor and misuse of resources of the society (Getnet Amdework Chekol & Tilahun Aemiro Tehulu, 2014). Transparency is a crucial characteristic of a comprehensive procurement scheme and commonly involves the publicity of acquiring prospects and the exposé of the procedures to be followed; activity of acquisition procedures openly and obviously, according to prearranged guidelines and techniques which bounds the decision of administrators; and providing scheme for inspection and administering practicable guidelines. Specified the acquiring bodies regularly require a high degree of decision in the acquirement procedure; and it's also transparency that permits this performance of decision to be checked (UNCAC, 2013).

Hypothesis 1: transparent legal framework has positive significant effect on the procurement performance

3.3.Competency of Procurement Staff

According to Kiage (2013), competency of staff affects procurement performance for both procurement departments in particular and to whole ministry in general and practiced staffs undertake responsibilities in a professional manner and cuts excess usage of resources in Kenya Ministry of Energy. In connection with this, competent staffs solve problems happened in the procurement process and perform their duties effectively, efficiently whereas; performance of incompetent is ineffective and inefficient. Low competency of employees negatively affects effectiveness of the public procurement (Kimote, E. M., & Kinoti, J. , 2017). Competencies of the staff in procurement process positively affect the procurement performance (Ketemaw, Temesgen & Gadisa, 2020). Staff competence affects the performance procurement which has been measured in terms of training, incentive, and skills of negotiation in the procurement system, ingenuity, personal and investigative knowledge and placement of officers based on their abilities (Hamza, Gerbi & Ali, 2017). Acquisition is a dedicated topic that necessitates a great extent of awareness and skillfulness of individuals who are involved in acquisition of properties and services (Federal Democratic Republic of Ethiopia Public Procurement and Property Administration Agency, 2011). The lack of professionalization remains the greatest weakness in a number of countries. Procurement is not recognized as a definite occupation in a third of OECD nations (OECD, ND).

Hypothesis 2: Competency of procurement staff has positive significant effect on the procurement performance

3.4.Anti-Corruption Measure

Procurement for the society frequently comprises high value and multifaceted contacts which provide worthwhile occasions for manipulation. The transparency of the whole procurement system of the public sectors from pre bidding to bid evaluation and contract execution is critical to fight against manipulation. When the checking happens in a single phase, it will most probably merely change nature of exploitation rather than diminish it. Procurement system of public sector is a part of undertaking by officials which is susceptible to bribery, with representatives and public administrators by means of chances to influence the procedure to advantage themselves, their partners, or administrative parties (Mwemezi, 2013). Corruption in public procurement is not only an anxiety for the developing countries, but also occurs in developed worlds that needs adequate controls in all countries. Countries have extensive laws and regulations in place; but their system is not free from corruption

Hypothesis 3: Anti-corruption measure has positive significant effect on the procurement performance

3.5.Utilization of Information Communication Technology

As per Chipepo Chifuti & Richard Mwale Kasongo (2020) Pointed out that, the utilization of information communication technology positively impacts the procurement performance and increase the communication channel among the parties involved in the procurement process and coordination of activities in nongovernmental organization in Zambia. Poor automation reduces the effectiveness of the public procurement (Kimote, E. M., & Kinoti, J. , 2017). Economic development would not be justifiable without appropriate employment of suitable technologies. Accordingly, Government Ethiopia sponsored change and revision of technologies from out of the country while structuring the crucial competences at domestic (Ababayehu Mamo, Abebe Mekuriaw & Frehiwot Woldehanna, 2014). In connection with this, (Tiruaem Awoke & Amanpreet Singh, 2020), found that information communication technology can advance the current acquisition endeavor in Ethiopian public Universities.

Hypothesis 4: Utilization of information communication technology has positive significant effect on the procurement performance

3.6.Organizational Structure

Organization structure recognizes the association among the members, organized by explaining their responsibilities, accountabilities and power. It outlines an association among numerous members, outlines of power and the lines of communication. (Tiruaem Awoke & Amanpreet Singh, 2020) Pointed out that, structure an organizational creates favorable occupational atmosphere by creating relaxed operational relations between numerous administrative sections and that affects the performance of the public procurement performance in the Ethiopian public Universities.

Effective organizational structure enables appropriate working interactions among various sub-units in the organization that definitely advance firms efficiency within the organizational units. The organizational structure has an effect on operational performance and designates the relationship between specialization of work procedure and labor productivity. Performance of an organization basically depends on the structure of the organization and existence of precise organization structure helps people to achieve better, divide tasks and increase productivity (Maduenyi, Oke , Fadeyi & Ajagbe, 2015).

Hypothesis 5: Organizational structure has positive significant effect on the procurement performance

4. Research Methodology

The purpose of this study is investigation determinants of procurement performance and to check the hypothesis to achieve the objective of the research. Quantitative research design has been implemented to gather data. Moreover, descriptive and explanatory research designs were used.

For conducting valuable and very productive research, the sources of data and methods that going to be used for collecting the necessary data shall be proper. To this end, the study primary source of data has been collected via questionnaire. The questions incorporated in the questionnaire were based on five-point Likert scale.

According to Kumar (2019), sample size for quantitative and qualitative researcher is in the opposite philosophy. For quantitative research, the sample size expected to represent unbiased of the population it has been selected.

The target population of the study was employees and top management of the study area who are currently working in Jimma Zone. The total population considered for the study was public sectors currently operating in Jimma Zone, which has 21 districts. However, mainly due to time and cost considerations some of the districts have been excluded deliberately from the list. Therefore, based on multi-stage sampling technique optimal sample size have been set to realize the intention of the research. At the first stage, eight districts were taken as sample purposively from twenty-one districts based on the number of populations in the districts. Accordingly, Seka Chokorsa, Kersa, Dedo, Goma, Omo Nada, Limu Seka, Limu Kosa and Jimma Town Administration are districts that have been selected as a sample. Then, proportional number has been selected from aforementioned districts by using stratified random sampling techniques. The numbers of employees in selected Woredas were 2660.

According to (Yamane Taro, 1967) sample size computed as: $n = \frac{N}{1+N(e^2)}$ (1)

n= Sample size	Where, n= 348
N= Population size of the study	N= 2660
e= level of precision	e= 5%

$$n = \frac{2660}{1+2660(.05^2)} = 348$$

In order to analysis the data gathered, both descriptive and inferential statistics have been made. Descriptive statistics (mean, maximum, minimum and standard deviation) have been employed in order to summarize the collected data and presenting using tables. While, the econometric analysis tool that is multiple regression model has been employed.

Multiple regression technique is employed to assess an outcome of a variable upon another variable. The main input of this technique lets extra factors to enter the analysis independently so that a consequence of all can be assessed. It is also valuable for calculating the effect of numerous concurrent influences upon a dependent variable. The model is stated from both predictor variables- represented by TLFW, CS, ICM, ACM, UICT and OS, and dependent (denoted by 'PPE'). Symbolically, it is represented as follows;

$$PP = \beta_0 + \beta_1 TLFW + \beta_2 CS + \beta_3 ACM + \beta_4 UICT + \beta_5 OS + \epsilon_i \dots \dots \dots (2)$$

Where:

- PPE= Procurement Performance ACM= Anti-Corruption Mechanism
 TLFW= Transparent Legal Framework OS= Organizational Structure
 PSProf = Procurement Staff Proficiency
 UICT= Utilization of Information Communication Technology
 ϵ_i = Random Error β_0 = Constant
 The coefficients $\beta_1, \beta_2, \beta_3, \beta_4$ and β_5 are the parameters of the predictor variables.

5. Result

The objective of the study is to assessment determinants of procurement performance by employing both descriptive and explanatory research design. The study analyzes the collected data using various statistical tools and presents the result and discussion accordingly. Questionnaires were sent to 348 public sector officers including head of the public sectors and Job process owners. Among 348 surveys disseminated, 320 questionnaires were returned from the distributed questionnaires with the response rate of 91.95%. Pallant, (2005) pointed out that, the generality can't be repetitive for further study with lesser sample size. It's logical to take sample of 15 for every independent variable, consequently, quantity of sample size is more than the summation of fifty and eight times the number of predictor variables in the given study. The data gathered from 320 officials with the response percentage of 91.95% is appropriate to conclude the study, since an amount of independent variables in the research are five.

To achieve objective of this research, descriptive and regression analysis were used to analyze the data. The regression analysis, multiple linear regression assumptions have been checked to ensure about the validity of data for dependent and independent variables. Therefore, multicollinearity, normality, autocorrelation and outliers of data have been checked to forward valid conclusion of the study. Data collected from the returned questionnaire were entered into SPSS version 20.0 for analysis. For each five likert scale questionnaires of dependent and independent variable, average of every participant has been taken to fill in the software.

5.1.Results of Descriptive Statistics

Mean, maximum, minimum and standard deviation were engaged to investigate and current outline of Procurement Performance (dependent variable) and predictor variables such as TLFW, PSProf, ACM, UICT and OS were employed in the research. The mean value for explained and predictor variables of every participant were used to enter the data in the SPSS since every variable has five likert scale questionnaires from the extents of strongly agree to strongly disagree. Table 1 in the following shows the descriptive statistics result.

Table 1 Descriptive Statistics of Determinants of Procurement Performance

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Procurement Performance (PP)	320	1.40	5.00	3.2513	.79709

Transparent Legal Framework (TLFW)	320	1.80	5.00	3.5438	.67156
Procurement Staff Proficiency (PSPProf)	320	1.20	5.00	3.2906	.85290
Anti-corruption Measures (ACM)	320	1.80	4.60	3.1525	.69894
Utilization of Information Communication Technology (UICT)	320	1.40	4.80	3.0306	.76993
Organizational Structure (OS)	320	1.40	5.00	3.2162	.76407
Valid N (listwise)	320				

Field Survey

Mean value is the division of the entire values of a number of specified items in a series by the entire number of observations. On other hand, standard deviation shows a signal of in what way distant the distinct replies to a question differ or depart from the mean. Standard deviation expresses the investigator in what way spreads out the answers were concentrated around the mean and widespread (Kothari, 2004).

Table 1 above elucidated descriptive statistics, mean values for Procurement Performance (PP) 3.2513 and the mean values of Transparent Legal Framework (TLFW), Procurement Staff Proficiency (PSPProf), Anti-corruption Measures (ACM), Utilization of Information Communication Technology (UICT) and Organizational Structure (OS) are 3.5438, 3.2906, 3.1525, 3.0306 and 3.2162 respectively. The mean values of both explained and predictor variables are above the moderate value of 3 which is found in the likert scale. The standard deviation of Procurement Performance (PP) and independent variables Transparent Legal Framework (TLFW), Procurement Staff Proficiency (PSPProf), Anti-corruption Measures (ACM), Utilization of Information Communication Technology (UICT) and Organizational Structure (OS) 0.79709, 0.67156, 0.85290, 0.69894, 0.76993 and 0.76407 respectively. The outcome shows that, the deviance of data from the average value for 320 officials were lower than one.

5.2. Correlation of the Variables

Correlation describes the degree of an association between the orderings of two variables. Pearson's correlation coefficient is a statistical measure of the strength of a linear association between paired data, its value fall in between -1 and +1. The positive result of an association labels a rise of one variable raises another variable and vise-versa; while, the negative correlation sign demonstrates the rise of a variable declines the other variable and vise-versa. Moreover, no correlation means the effect of one variable has no result on the other variable either by decrease or increase.

Table 2 Correlation of the Variables

		PP	TLFW	PSPProf	ACM	UICT	OS
PP	Pearson Correlation	1					
TLFW	Pearson Correlation	.397**	1				
PSPProf	Pearson Correlation	.555**	.460**	1			
ACM	Pearson Correlation	.424**	.065	.230**	1		
UICT	Pearson Correlation	.258**	-.116*	.070	.472**	1	
OS	Pearson Correlation	-.058	.055	-.275**	-.151**	-.291**	1

** . Correlation is significant at the 0.01 level (2-tailed).
 * . Correlation is significant at the 0.05 level (2-tailed).

Source: Field Survey

Table 2 above revealed association between dependent and predictor variables, independent variables TLFW, PSProf, ACM, UICT and OS have direct association with PP. The association concerning dependent variable and independent variables are between in the range of 0.055 to 0.555. According to Pallant, (2005), the correlation between variables is $r = \pm 0.10$ to -0.29 small, $r = \pm 0.30$ to 0.49 medium and $r = \pm 0.50$ to 1.0 large. The UICT and OS are found in the small correlation value range with PP that indicates weak relationship with PP, whereas the correlation of TLFW and ACM variables and PP were in the range of medium that indicates average/medium relationship with PP. Moreover, correlation between PSProf and PP is high, that indicates the strong relationship of PSProf and PP. Also the maximum value of correlation between two variables is 0.555.

5.3. Regression Result on the Determinants of Procurement Performance

The next part debates about the model summary, ANOVA and the coefficients of the study..

Table 3 Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change in R Square	Change in F	df1	df2	Sig. F Change	Durbin-Watson
1	.679 ^a	.461	.452	.59011	.461	53.605	5	314	.000	1.652

a. Predictors: (Constant), OS, TLFW, ACM, UICT, PSProf

b. Dependent Variable: PP

Source: Field Survey

The model summary indicates the quantity of variance in the dependent variable by the independent variables. The Table 3 revealed that procurement performance (PP) and five independent variables are significantly interrelated with the correlation coefficient $R = 0.679$. Additionally, the table also reports the model of procurement performance (PP) with the coefficient of determination (R square) is 0.461. R square value indicates procurement performance for 320 public sector employees is explained by the changes in practices of Transparent Legal Framework (TLFW), Procurement Staff Proficiency (PSProf), Anti-corruption Measures (ACM), Utilization of Information Communication Technology (UICT) and Organizational Structure (OS), on the contrary 0.539 is leftovers unexplained.

Table 4 ANOVA^a of Determinants of Procurement Performance

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	93.335	5	18.667	53.605	.000 ^b
	Residual	109.345	314	.348		
	Total	202.680	319			

a. Dependent Variable: PP

b. Predictors: (Constant), OS, TLFW, ACM, UICT, PSProf

The ANOVA table above reports the summary of analysis of variance and F-statistics, which reveals the value of $F(5, 314) = 53.605$, $p < .0005$ is significant at the 0.0001 level. The value of F is large enough because F-calculated is greater than table value of $F(5, 314) = 2.21$ it can be concluded that the set of independent variables (Transparent Legal Framework (TLFW), Procurement Staff Proficiency (PSProf), Anti-corruption Measures (ACM), Utilization of Information Communication Technology (UICT) and Organizational Structure (OS)) as a whole were contributing to the variance of procurement performance (PP) and therefore, the model represents the actual practice of the public procurement in the study.

Table 5 Coefficients^a of Determinants of Procurement Performance

Model	Unstandardized Coefficients		Standardized Coefficients Beta	T	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
	B	Std. Error				Lower Bound	Upper Bound	Tolerance	VIF
(Constant)	-.805	.316		2.549	.011	-1.425	-.184		
TLFW	.229	.057	.193	4.009	.000	.117	.341	.742	1.347
1 PSProf	.406	.047	.435	8.599	.000	.313	.499	.672	1.487
ACM	.287	.055	.251	5.203	.000	.178	.395	.736	1.358
UICT	.178	.051	.172	3.486	.001	.077	.278	.709	1.410
OS	.145	.048	.139	3.040	.003	.051	.239	.823	1.215

$$PP = -.805 + .193TLFW + .435PSProf + .251ACM + .172UICT + .139OS$$

Where, PP= Procurement Performance, TLFW=Transparent Legal Framework, PSProf=Procurement Staff Proficiency, ACM=Anti-corruption Measures, UICT=Utilization of Information Communication Technology and OS=Organizational Structure.

Multiple regressions were employed to investigate the effect of Transparent Legal Framework (TLFW), Procurement Staff Proficiency (PSProf), Anti-corruption Measures (ACM), Utilization of Information Communication Technology (UICT) and Organizational Structure (OS)) prediction extent of Public Procurement Performance. Using multiple regressions require variables to fulfill the assumptions of multicollinearity, autocorrelation, outliers and normality (Joseph F. Hair Jr. William C. Black Barry J. Babin Rolph E. & Anderson, 2014)

Preliminary analyses were undertaken to guarantee violation of the assumptions of normality, autocorrelation, outliers and multicollinearity. Similarly, the associations between the independent variables contained in the investigation were examined. Entire predictor variables were statistically correlated with procurement performance indicates that the data was suitably correlated with the dependent variable for examination through multiple linear regressions. In the Table above, all predictor variables were statistically significant with $p < .01$ and $p < .05$, ($\beta_1 = .193$, $p = 0.000$), ($\beta_2 = .435$, $p = 0.000$), ($\beta_3 = .251$, $p = 0.000$), ($\beta_4 = .172$, $p = 0.001$) and ($\beta_5 = .139$, $p = 0.003$) the results were confirmed the expected sign of hypothesis for predictor variables.

6. Discussion

6.1. Transparent Legal Framework (TLFW)

(WERE, 2014) in public institutions in Kenya found that, the existing legal framework affects the efficiency of the public procurement function and gaps in legislation hindered efficiency in public procurement.

Table 5 above elucidates the existence of direct relationship of transparent legal framework (predictor variable) and procurement performance (dependent variable) with ($\beta_1 = 0.193$, $p = 0.000$), the effect shows that, the predicted hypothesis is supported to the variable. The result shows when other independent variables (competency of staff, anti-corruption measures, utilization of information communication technology and organizational structure) are constant, for every increase of transparent legal framework the procurement performance increases by 0.193.

6.2. Competency of Staff (CS)

Hamza, Gerbi & Ali (2017) pointed out that the loss of key competencies of staff negatively affects performance procurement, on the contrary existence of experience, creativity, interpersonal and analytical skills of procurement staff positively affects performance procurement. Staff competency measured interns of employees' profession, qualification, experience and training has a significant positive influence on procurement performance (Ketemaw, Temesgen & Gadisa, 2020). Were (2014) in public institutions in Kenya found that, staff competencies affect greatly the efficiency of procurement function that requests procurement staff to have basic competencies of knowledge, skills and ability to progress efficiency of public procurement function.

As it has been shown in the Table 5, competency of staff directly affects the performance of the public procurement ($\beta_2 = 0.435$, $p = 0.000$), the outcome indicates that, the predicted hypothesis is supported to the variable. The result shows when other independent variables (transparent legal framework, anti-corruption measures, utilization of information communication technology and organizational structure) are constant, for every increase of competency of staff, the procurement performance increases by 0.435.

6.3. Anti-Corruption Mechanism (ACM)

Mwemezi (2013), study undertaken in Tanzania and China pointed out that public procurement is an area susceptible to misconduct and bribery and have thus introduced measures to combat corruption. A major challenge to be undertaken in this respect is the compatibility of anti-corruption policies with cost of compliance, administrative problems and with the promotion of competition. Having inclusive regulatory framework not sufficient combat corruption but, it needs an incorporation of laws, regulations, competency, effective enforcement and ethical conduct to fight corruption. Moreover, political willingness for detection, immediate investigation and trial are precondition to successful fighting against corruption.

As it has been shown in the Table 5, anti-corruption mechanism directly affects the performance of the public procurement ($\beta_3 = 0.251$, $p = 0.000$), the result indicates that, the expected hypothesis is supported. The effect shows when other independent variables (transparent legal framework, utilization of information communication technology and organizational structure) are constant, for every increase of ACM, the procurement performance increases by 0.251.

6.4.Utilization of Information Communication Technology (UICT)

As it has been shown in the coefficient Table 5 above, Utilization of Information Communication Technology positively related to the public procurement performance with the ($\beta_4 = 0.172$, $p= 0.001$), this infers the theory is supported in the study. Thus, public procurement performance positively influenced by the UICT, the higher the UICT, and then the public procurement performance will increase. For every additional unit UICT by controlling independent variables in the study public procurement performance increased by 0.172.

6.5.Organizational Structure (OS)

Table 5 above revealed that, Organizational Structure directly affects the public procurement performance with ($\beta_5 = 0.139$, $p=0.003$), that supports stated hypothesis at $p>0.01$. Thus, the result concludes that when Organizational Structure increased by one unit, public procurement performance increased by 0.139 by controlling other independent variables in the study. On the other hand, the public procurement performance is highly affected by the Organizational Structure itself, the higher the degree of Organizational Structure, then the level of public procurement performance in the public sectors of Jimma Zone will increase.

7. Conclusion

This study was conducted with the aim of investigating determinants of procurement performance and specifically the study required to find out whether transparent legal framework, competency of staff, anti-corruption mechanism, utilization of information communication technology and organizational structure has an association with procurement performance. Descriptive and explanatory research design was employed by collecting primary source of data from public sectors in Jimma Zone Public sectors.

Overall, the multiple linear regression model has explained the procurement performance very with R-squared values as high as 0.461. Based on the survey of public sector officers of the Jimma Zone regression result revealed that Procurement Staff Proficiency is a highest significant predictor of procurement performance followed by anti-corruption measures that is the next significant predictor variable of the procurement performance. Additionally, transparent legal framework, utilization of information communication technology and organizational structure are significant predictor variables that are affecting the performance of public procurement.

It has been recommended Jimma Zone public sectors to give training to fill the skill gap of the procurement staff, ensure the transparency of legal framework, take the anticorruption mechanisms to overcome the illegal act in the procurement procedure, utilize ICT to integrate the public procurement, ensure segregation of duties in the organization structure and review of legislations to ensure compliance with the international procurement systems.

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