

Effective Leadership and Management of the Procurement Process in Ugandan Procuring and Disposing Entities. A Case Study of Kabale District Local Government

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Abstract: *The study was about effective leadership and management of Procurement process, Case study of Kabale District Local Government. It was guided by the following objectives; to examine the challenges that affect the procurement process, to establish solutions to the challenges that affect the procurement process, and to assess the effect of effective leadership on the management of the procurement process. The research study used descriptive design, qualitative and quantitative approaches. The research used questionnaire and interview guide during the process of data collection. The study population was 68 respondents chosen from all the departments of the organization including both top managers, Middle level managers and Lower cadre employees of the organization. The results indicate a strong relationship between effective leadership and management of the procurement process. Effective leadership is very core in enhancing the procurement process as it helps in enhancing organization performance, enables resource allocation and is also core for enhancing management full support. It was recommended that there should be enough resources to enhance togetherness and transparency to facilitate proper management of procurement costs. Effective leadership is very necessary for executing the procurement function and increasing its efficiency.*

Keywords: Leadership, Stakeholder, Management, Procurement

1.1 Background

Lewin, Lippett & White (1939), asserts that Leadership is influencing others to successfully achieve mission, vision and goals of the organization. There are three broad types of leadership; Autocratic, Democratic and Laissez-faire. Different scholars have come up with other types of leadership approaches including Situational Leadership whereby leaders adapt their approach according to the situation. Others talk about transactional leaders that use carrot and stick, and transformational leaders who seek to inspire, challenge, and create an environment of trust.

Leadership is very different to management because Managers achieve results through proper utilization of resources, their functions include planning, directing, monitoring, organizing, controlling, commanding, and coordinating (Kotter). Leaders tell us where we are going, and managers tell us how we are going to get there. Leaders concentrate on the vision. Managers make it happen. When I think about my organization, I see this distinction clearly.

Public procurement is one of the pillars of economies within the developing countries. Indeed in most developing countries, it accounts for between 10% and 40% of GDP. Unfortunately, despite such a huge role of public procurement in developing countries, there are high doubts that the resources committed to public organizations are not being used appropriately. High levels of corruption, lack of transparency and increased inefficiency are the main reasons why public procurement has suffered setbacks in positively impacting on the economy.

Kabale District Local Government is found in Kigezi region South Western Uganda. It has three constituencies that is Ndorwa West, Ndorwa East and Kabale Municipality. Its core mission is to provide services to the ordinary people in form of infrastructure like roads, hospital, schools, promotional of Agriculture and other essential services with aim of improving the welfare and overall standards of living of the people. Many organizations face several limitations while conducting the procurement process due to issues relating to effective leadership and this thereby led to the need to conduct this research study.

2.0 LITERATURE REVIEW

2.1 Challenges that hinder managing procurement management.

To full achieve objectives, the treasury provides support by facilitating the introduction of appropriate materials to government departments. The scarcity of skills is a common problem in discussion. This has been identified as the greatest hindrance to the efficiency of public procurement. There is need for enough capacity like structures with professional personnel to provide effective leadership when managing the procurement process.

McCarthy (2006) notes that insufficient capacity and knowledge by Supply Chain Management actors to handle procurement processes that have led to bad governance.

Van Zyl (2006) also asserts that there is insufficient appropriate bid committees use of unqualified suppliers passing over of bids for incorrect reasons utilization of the incorrect procurement process in respect of the thresholds extensions of validity periods and incorrect of the limited bidding process.

Accountability constitutes a central pillar to public procurement without transparent and accountable systems the vast resources channeled through public procurement system run the danger of being entangled with increased corruption and misuse of funds (Deppesan, 2010). According to Mallaba (2004) fraud and corruption cost tax payers hundreds of millions of rand each year over the last few years the impact of fraud has led to the promulgation special legislation and improvement in existing legislation that led to creation among others of directorates of special operations, commonly known as the scorpions, special investigations units within departments and the appointment of forensic consultants (Mallaba 2004). Hence, there is an urgent need to rethink innovative ways of curbing corruption and some other administration malpractices within South Africa spheres of government. To right the scourge of maladministration mismanagement of finances fraud and corruption government needs to strengthen and review existing internal control system to dated deficiencies.

Inadequate measures for monitoring and evaluation of Supply Chain Management effective policy-making requires information on whether government are doing things right and whether they achieve the results intended (Accucdo, Rivera, Lime & Hwang, 2010). Strong monitoring and evaluation systems provide the means to compile and integrate this valuable information into the policy cycle thus providing the basis for sound governance and accountable public policies Acevedo et al, (2010). Inadequate monitoring and evaluations is linked to the absence or the poor presence of a control environment and the government entities are placed in a difficult position to give effect to implement Supply Chain Management as required by the policy. Hence deviations or noncompliance goes detected or is identified after the fact according to a business day report. The procurement exercise in government have spent millions of rand in ways that contravened lacks and regulations. The national and provincial government and their entities have notched irregular, unauthorized, fruitless and wasteful expenditure that contravene laws and regulations. These is lack of proper monitoring and evaluation as required (Stemela, 2009).

2.2 Solutions to the challenges affecting the procurement process

Mccarthy (2006), explains that the formulation of policies and regulations that are suitable for decision making by putting into consideration the facts relating to the business environment help in enhancing the procurement process. Organizations are always advised to conduct research and development so as to be able to come up with the most appropriate and suitable courses of action which will assist in addressing some of the challenges that do greatly affect the business environment.

Moses et al. (2013) asserts that the management of costs that are associated with the business environment through proper and effective budgeting and forecasting can help in enhancing the management of the procurement process. This is can be done by ensuring proper planning to ensure that financial resources are well utilized to control or minimize wasteful expenditure.

Stemela, (2009), says that addressing issues relating to accountability by being transparent while executing the activities and programs of the organization thereby providing success for the procurement management process. Accountability helps in enhancing proper resource allocation through controlling embezzlement of funds and high levels of corruption.

Chari et al. (2016), expressed that maintaining high level of professional ethics and standards assists in regulating discipline which is fundamental for the success of the procurement process. This enhances quality assurance, and trust by all the stakeholders in the organizations. This leads to increase in the number of clients which are necessary in increasing the sales volume and revenue.

2.3 The effect of effective leadership on management of the procurement process

According to Chari et al. (2016) leadership and management support influence all aspects of procurement process including the setup of new systems and green procurement which are necessary for boosting the levels of transparency. The absence of leadership and management support has also been responsible for the failure of many procurement processes and initiatives. Basing on the research findings, management support is core since it is the top management staff who are responsible for approve funding for specific procurement exercises and initiatives.

Moses et al. (2013) explains that for any procurement exercise and initiative to be successful, it must enjoy full management support. The top management is charged with the responsibility coming up with goals and visions of the organization, enhancing commitment to change in the organization's structure and processes as well as in formulating strategies and policies necessary in enhancing procurement performance. Therefore, if any procurement initiative does not have the support of top leadership and management, its chances of success are slim. The top management is, therefore, required to give appropriate support and attention to the procurement in order to bring forth improved organizational performance.

Amemba et al. (2013), asserts that Leadership and management support plays a very important role in bringing forward high levels of enhanced organizational performance in procurement. The Procurement process involves a flow of goods, services and works across supply chains that involve many firms. The success of an organization's procurement is, therefore, highly dependent on the company's ability to support the procurement function and maintain good relations with other firms that form part of the supply chain network (Oyuke and Shale, 2014).

Etse and Asenso-Boakye (2017), carried out a study on the components affecting compliance level with people in general procurement law in Ghana. The study revealed that powerless best administrations bolster in acquisition framework has a measurably critical effect on consistence level. It was also found out that poor record administration and leadership rehearses influence obtainment proficiency in associations as it were. The investigation prescribes that the company's satisfactory controls ought to be set up by presentation of benefiting solid best administration bolster and having set up an information administration programming for overseeing records in contact with these both inward and outside partners ought to be associated with the electronic information programming for Transparency and effectiveness

Hui et al., (2017) stipulates that proper allocation of duties and responsibilities is the option and way for promoting accountability and transparency and provides grounds for the level of compliance to rules and regulations pertaining a particular organization and industry at large. Rossi (2017) explains that formal obligations and activities should initially be characterized obviously, settled upon, and connected best down inside and inside an association in the event that they are to be successful and proficient.

3.0 Research Methodology

3.1 Research design

The study used a descriptive survey design which is both quantitative and qualitative approaches.

3.2 Target Population

The study targeted 68 employees of Kabale District Local Government.

3.3 Sample and Sampling Techniques

The study used purposive sampling, stratified sampling and simple random sampling techniques.

3.4 Sample Size

Table 1: Sample size determination

Target population	Target population	Sample size	Sampling technique
Senior Level Staff	30	30	Purposive sampling
Middle level Staff	25	18	Simple random sampling
Lower Level staff	35	20	Simple random sampling
Total	85	68	

Source: Primary data 2022.

3.4 Data sources

Data was got from primary and secondary sources.

3.5 Data collection instruments

Data was collected using a survey questionnaire and interview guide.

3.6 Quality control

Reliability

Reliability is a way of assessing the quality of the measurement procedure used to collect data in a dissertation.

Validity Test

This was done with the aim of establishing the relevancy and applicability of the study in line with the research problem.

3.7 Data Processing and Analysis

Data was edited and coded using SPSS and also analyzed qualitatively and quantitatively. It was also analyzed using linear regression to establish the relationships between the variables.

4.0 Presentation, Analysis and Interpretation of Findings

4.1 Gender of the respondent

Table 1: Respondent gender

Gender	Frequency	Percentage
Female	30	44
Male	38	56
Total	68	100

Source: Field data 2022

From the table it is observed that 56% of the respondents were females and 44% were males.

4.2 Marital Status

Table 2: Respondents marital status

Marital Status	Frequency	Percentage
Single	20	29
Married	45	65
Divorced / separated	2	3
Widowed	1	2

Total	68	100
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Source: Field data 2022

As observed from the table above it is noted that 29% of the respondents were single, 65% were married, and 3% were divorced / separated and 2% were widowed,

4.3 Education Level

Table 3: Respondents level of education

Education Level	Frequency	Percentage
Certificate	10	16
Diploma	15	22
Bachelors	30	41
Masters	5	8
Others	8	12
Total	68	100

Source: Field data 2022

From the illustration above, is seen that 16% of the respondents had certificate as level of education, 22% Diploma holders, 41% Bachelor's degree holders, 8% Masters holders and 12 % were in others category.

4.4 Challenges affecting the procurement process

Table 4: Responses on the challenges affecting the procurement process

Response	SD	D	NT	A	SA	No
1 Policies and Regulations	10	21	03	19	15	68
	15%	31%	4%	28%	22%	100%
2 Costs associated with procurement	07	11	03	35	12	68
	10%	16%	04%	51%	18%	100%
3 Accountability issues	05	00	07	23	33	68
	7%	00%	10%	34%	49%	100%
4 Professional ethics	04	09	00	23	32	68
	06%	13%	00%	34%	50%	100%

Source: Field data 2022

As shown above, it is seen that 28% of the respondents agreed that policies and regulation pause a big challenge to the procurement process, 51% also agreed that the costs associated with the procurement process can limit its implementation and execution, 49% strongly agreed that accountability issues can have a big effect on the management of the procurement process and 50% observed that professional ethics is a great challenge in as far as the management of the procurement process is concerned.

4.5 Solutions to the Challenges affecting the procurement process

Table 5: Responses on solutions to the challenges affecting the procurement process

Response	SD	D	NT	A	SA	No
1 Proper policy formulation	10	21	03	19	15	68
	15%	22%	04%	28%	31%	100%
2 Ensuring proper budgeting	07	11	03	35	12	68
	10%	16%	04%	51%	18%	100%
3 Ensuring transparency	05	00	07	23	33	68
	07%	00%	10%	34%	49%	100%
4 Training employees to maintain professional ethics	04	09	00	23	32	68
	07%	13%	00%	34%	47%	100%

Source: Field data 2022

From the table it is noted that 31% of the respondents strongly agreed and asserted that proper policy formulation is very vital in addressing the challenges that affect the procurement process, 51% agreed and came up with ensuring

proper budgeting, 49% strongly agreed that ensuring transparency can lead to a conducive procurement process and 47% strongly agreed that training employees to maintain professional ethics is very important for the success of the procurement process.

4.6 The relationship between Effective Leadership and management of the procurement process

Table 6: The relationship between Effective Leadership and management of the procurement process

Response	SD	D	NT	A	SA	No
1 Influence all aspects of life	00	05	00	30	33	68
	00%	07%	00%	44%	49%	100%
2 Helps in enhancing management full support	04	07	03	32	22	68
	06%	11%	04%	47%	32%	100%
3 Ensure consistence	5	00	04	43	16	68
	07%	00%	06%	63%	24%	100%
4 Enhance organization performance	02	00	04	29	33	68
	03%	00%	06%	42%	49%	100%
5 Facilitate proper resource allocation	00	06	02	40	20	68
	00%	09%	03%	59%	29%	100%

Source: Field data 2022

From the table above it is observed that majority of the respondents 49 % strongly agreed that effective leadership influences all aspects of live, 47% also agreed that it helps in enhancing management full support, 63% also agreed that it ensures consistence, 49% also stated that it helps in enhancing organizational performance and 59% also stipulated that effective leadership is core in facilitating proper resource allocation.

5.0 Conclusions, and Recommendations

5.1 Conclusions

The research study established that there is a great relationship between Effective leadership and management of the procurement process. The study farther established that effective leadership plays a fundamental role on the management of the procurement process through supporting procurement and disposal activities.

The research used both qualitative and quantitative approaches and also collection of the data was done using a questionnaire and an interview guide.

The research farther found out that effective leadership is very necessary and core for enhancing the management of the procurement process.

5.2 Recommendations

The research study recommends that there should be a principle of together and transparency, acquisition of valuable resources and also ensure that leadership gaps are addressed to ensure efficiency and effectiveness in the procurement process.

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