



# ANALYSIS OF PROCUREMENT STRATEGIE AND SERVICE QUALITY DELIVERY OF PUBLIC INSTITUTIONS:A CASE OF RWANDA HOUSING AUTHORITY (RHA)

By

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## ABSTRACT

The main purpose of this research was to analyze the procurement strategies and service quality delivery in public institutions.

The research was guided by the following specific objectives: (i) to assess the relationship between procurement policies and service quality delivery, (ii) to analyze the relationship between procurement planning strategies and service quality delivery, (iii) to establish the relationship between buyer/supplier relationship strategies and service quality delivery, and (iv) to analyze the relationship between monitoring and evaluation and service quality delivery. Descriptive survey was used in this study to collect information. The total

population for this study was 81 persons from whom a sample of 67 respondents was calculated using Taro Yamen formula. The purposive sampling technique was used to select the participants. Data were collected using questionnaire and analyzed using mean, standard deviation, mean and regression analysis. The research revealed that in relation to relationship between procurement policies and service quality delivery in RHA, there is an effective procurement policies strategies in the institution which enable the institution to provide good service quality to citizens. Most of respondents also agree with statements related to procurement planning strategies and service quality delivery. Most of

respondents again agree with the statement related to the relationship between buyer/supplier relationship strategies and service quality delivery and this is supported by the fact that all means of their responses are at very high range which indicate the existence of relationship between buyer/supplier relationship strategies and service quality delivery. In relation to relationship between monitoring and evaluation strategies and service quality delivery most of respondents agree with the statements of how monitoring and evaluation strategies affect the service quality delivery in RHA. The results also revealed that deals with combination of predictors of procurement policies, procurement planning, buyer/supplier relationship and monitoring and evaluation to assess the effect of variation in predictors, multiple regressions were performed and it indicated that 82.4% of the variation in service quality delivery is explained by the variation in the independent variables active in the interaction that mean 82.4% of the changes in service quality delivery is attributed to the combined effect of the predictor variables. Since the findings of research indicated existence of procurement strategies through the mean, researcher concludes that procurement

strategies contribute to service quality delivery in RHA.

**Key words:** Procurement strategies and service quality delivery

## CHAPTER ONE: GENERAL INTRODUCTION

This chapter presents the background of the study which relate to the procurement strategies and service quality delivery in public institutions, the problem statement, purpose of the study, objectives of the study, research questions, scope of the Study, significance of the study.

### 1.1. Background of the study

Around the world public sector organizations are experiencing an unprecedented pace of change.

As a result, they are rapidly re-evaluating their operating models and market strategies not just to withstand these market forces, but capitalize on them. Clearly, Procurement has a significant role to play in helping the public sector achieve their objectives and prepare for the uncertainty ahead.

Global trends such as budgetary constraints, global competition for investment, rising customer expectations, budgetary constraints, global competition for investment, public sector reform programs and changing demographics have transformed the environment in which the public sector operates pushed reforms in the public sector aimed at improving service delivery have received considerable focus during the last decade. This, in turn, has broken down old constraints and created new opportunities.

## 1.2. Problem statement

In developing countries, public procurement is increasingly recognized as essential in service delivery (Bisangabasaiji, 2019), and it accounts for a high proportion of total expenditure. By understanding the steps involved with procurement, it is possible to get better understanding of real cost involved with attaining any goods and services (Bailey, 2014). The importance of public organizations as entity designed to serve the public, along with the imperative for accountability, makes studying the problem associated with the public sector essential (Trionfetti, 2018).

Service quality delivery to citizens is one of the key priorities of the Government of Rwanda in the framework of the decentralization journey embarked on since 2000. The Service sector has a significant contribution to national development, and hence to the achievement of Rwanda's ambition to become a service led economy and a middle income country in 2020. The analysis of the contribution of various sectors of the economy to GDP growth in 2016 shows that, the service sector accounts for 48% of GDP (2,902 billions) and is expected to grow to over 70% by 2020 (NISR report, 2019).

However, as it is indicated by the Rwanda Governance Scorecard and the Citizen Report Card, the quality of service delivery in the country is still rated low by the citizens where in 2015 the rate was 71.1%, 67.7% in 2016, and 70.9% in 2017 (RGB, 2018). In order to bridge the gap between the current status and the target of 90% of citizens' satisfaction with service delivery by 2024, the Government of Rwanda came up with different initiatives to guide service delivery improvements.

In fact, issue of service delivery is very much evolving and requires adequate policy,

planning and implementation through effective and efficiency policy and implementation procurement policies.

It is in this line that this research sought to analyze the procurement strategies and service quality delivery of public institutions in Rwanda.

### **1.3. Purpose of the study**

The purpose of this research was to analyze the procurement strategies and service quality delivery in Rwanda Housing Authority (RHA). Suppliers as important stakeholders of the institution play an important role in production operations of the organization, therefore it is imperative to investigate how the procurement strategies and suppliers' relationship with institution affect the service quality delivery of that institution.

### **1.4. Objectives of the study**

This research was guided by general objective and specific objectives.

#### **1.4.1. General objective**

The general objective of the research was to analyze the procurement strategies and service quality delivery in public institutions.

#### **1.4.2. Specific objectives**

The specific objectives were:

- To assess the relationship between procurement policies and service quality delivery,
- To analyze the relationship between procurement planning strategies and service quality delivery,
- To establish the relationship between buyer/supplier relationship strategies and service quality delivery,
- To analyze the relationship between monitoring and evaluation and service quality delivery.

### **1.5. Research questions**

The research answered the following questions:

- What is the relationship between procurement policies and service quality delivery?
- What is the relationship between procurement planning strategies and service quality delivery?
- What is the relationship between buyer/supplier relationship strategies and service quality delivery?

- What is the relationship between monitoring and evaluation and service quality delivery?

## **CHAPTER TWO:**

### **LITERATURE REVIEW**

#### **2.0. Introduction**

This chapter reviews the relevant literature by various scholars and researchers on compensation strategies and their effect on employee retention. The chapter discusses the following subsections: theoretical framework, conceptual framework, empirical review, critique of the existing literature, and the research gaps.

#### **2.1. Conceptual review**

A conceptual framework is important to a researcher because it helps in limiting the scope of data relevant to the study by focusing on specific variables and viewpoint. As defined by Cherry (2015) concept as a fixed principle that has been developed to elucidate some characteristic of the natural

world. A conceptual framework should reveal an understanding of concepts that are relevant to the research topic. The concepts reviewed for this study was based on the relevant theories that explain procurement policies, procurement planning, buyer/supplier relationship, monitoring and evaluation and service quality delivery.

#### **2.1.1. Procurement policies strategies**

A review of selected public procurement research reveals a tendency to treat the field in a way that distances it from “policy.” Based on the view of Bolton (2006), public procurement is considered as an instrument, mechanism, tool or lever for promoting what they label as policies such as industrial and economic development and assistance to historically disadvantaged groups. Based on the system of model, policies could more precisely be the impacts which public institutions intend to achieve through specific procurement policies.

#### **2.1.2. Procurement planning strategies**

Procurement planning is a major issue in the practice of procurement yet little emphasis is placed on planning in most government financed projects, hence lack of planning has characterized most procurement entities

(World Bank, 2014). Procurement planning is very relevant for the attainment of procurement major goal of value for money, however much attention has not been given to it in most developing countries like Ghana (World Bank, 2014). In Tanzania, it is reported that procurement budgeting is given less attention and also there is no definite procurement planning for most government projects (World Bank, 2015).

### **2.1.3. Buyer/supplier relationship strategies**

As a supply chain consists of a network of suppliers, their input is essential to ensuring the quality of the products/services desired by the customers. To develop lasting relationship between buyer and supplier to assure the quality of the products and services they provide is challenging. In fact, that relationship affect suppliers' quality commitment, therefore it is very important to maintain that relationship and have effective communication between them.

### **2.1.4. Monitoring and evaluation strategies**

Brown and Hyer (2010) described controlling and monitoring the process of system tracking a checklist which is simple to that which is sophisticated, in order to identify

changes in the novel plan. These researchers further indicated that in any given controlling and monitoring process, there is need for team assigned to work on the project to be in agreement on the approaches which are appropriate in monitoring process as it is one of the key performance indicators (KPIs) in project construction.

### **2.1.5. Concept of service quality delivery**

People's perception about the quality of government services is the evidence of performance of government institution (Chingos, Henderson, and West, 2018). Service quality is a multidimensional construct. In developing country consumers evaluate service quality as comparing to the developed country such as European and American country (Brahmbhatt Baser and Joshi, 2011). Dimension of service quality were positively relating with the customer satisfaction. Such as reliability, responsiveness, tangibility and empathy were related with the customer satisfaction. Service quality dimensions are dependent factors to the relationship between customer satisfactions (Jenet Manyi Agbor, 2011).

## 2.2. Theoretical review

A theoretical framework is important to a researcher because it helps in limiting the scope of data relevant to the study by focusing on specific variables and viewpoint. Cherry (2015) defines a theory as a fixed principle that has been developed to elucidate some characteristic of the natural world. A theoretical framework should reveal an understanding of theories and concepts that are relevant to the research topic (Labaree, 2013). The theoretical review for this study was based on the relevant theories that explain service quality delivery in public institution such as resource based theory, public Choice Theory, agency Theory and the theory of Work Adjustment (TWA).

### 2.2.1. Principal-Agency Theory

An agency relationship is “a contract under which one or more persons (principals) engages another person (the agent) to perform some service on their behalf which involves delegating some decision making authority to the agent” (Jensen and Meckling, 1976). Caers *et al.* (2006) described the assumption of principal-agent relationships as one that will always be characterized with conflict between the principals’ interests and

that of the agent; and the agent is interested in pursuing his or her own goals.

Agency relations are all contractual arrangements, for instance between an employer and employee or the state and the governed, lawyer and the client, buyer and supplier and others. (Eisenhardt, 1989). This study focuses on the agency relationship which arises between procurement entities and elected representatives of the government. The public through the elected members of parliament are the principals on behalf of citizens, whereas the Metropolitan Municipal District Assemblies officials (heads of procurement entities, procurement officers, planning officers, engineers and heads of departments) are the agents.

### 2.2.2. Information Asymmetry

The agency theory functions on the assumption that the principal and agent do not have the same amount of information, as a result the agent is in the position to take decisions to his advantage, and many times it is to the disadvantage of the principal (McCue and Prier, 2008). Principal-agent relationships are mostly typified with uncertainty not only in the level of an agent’s skills, knowledge and abilities but also how the agent achieves his required output, thus

whether he acts in the principals' interest or not (McCue and Prier, 2008). Information asymmetry therefore describes the inability of the principal to properly measure the extent to which the agent makes decisions that coincide with the principal's best interest (McCue and Prier, 2008). This relates to the situation where procurement officials are in the position of being knowledgeable than the government (or the electorates) who put them in those positions and as such they act in their own interest.

### 2.2.3. Agency Costs

Agency costs refers to "the sum of the costs of structuring, bonding, and monitoring contracts between agents" (Jensen, 2016, p. 21). Agency relationships come with both monitoring and bonding costs for both the principal and the agent this can be both monetary and non-monetary (Jensen and Meckling, 1979). There is some divergence between the principals' and the agent's decisions (Jensen and Meckling, 1979). To limit or curb this divergence from the principals' interest his interest, the principal makes provision incentives for the agent or putting in monitoring systems thereby incurring costs in an attempt to limit the agents' activities (Jensen and Meckling, 1979). In other cases, the agent will incur

bonding cost in order to guarantee the principal that he will take actions or make decisions that will not be at the detriment of the principals' interest (Jensen and Meckling, 1979).

### 2.2.4. Resource-based theory

To comprehend how any organizations, attain viable competitive advantage the resource-based concept has been advanced. For an organization to compete in the global market there is the need to develop new technologies together with new business strategies. The best understanding of the new ways to implement and adopt new technologies such as information technology is necessary due to their short life cycle which leads to changing cost increase of using the Information Technology (Bridge et al. 1998). Basing the argument on resource-based philosophy, the competitive advantage only develops in a resource heterogeneity condition (diverse resources across companies) and immovability of resources (the inability of rival organizations to acquire resources from other firms) (Barney, 2016).

## 2.3. Empirical review



This section presents the empirical review on the relationship between procurement policies and service quality delivery, procurement planning and service quality delivery, buyer/supplier relationship and service quality delivery, monitoring and evaluation and service quality delivery.

### **2.3.1. Procurement policies and service quality delivery**

Husseni & Shale (2016) assessed the impact of procurement policies on service delivery. The study deployed that corporate social responsibility has a significant effect on service delivery. This means that for organization to acquire social reputation, it has to consider social responsibility as an important practice so that quality products would be produced. It was also established that organizational procurement activities can be sustained through the distribution of good and quality products by organizations. Organizations turn to perform well when it takes the responsibility of producing quality products to the society. Individuals in the society always have a taste for good quality products and therefore if organization is able to produce quality products to satisfy the needs of the individuals, there would be high taste and preference for that particular organization thereby serving as a motivation

to organization hence sustaining procurement.

### **2.3.2. Procurement planning strategies and service quality delivery**

Johan (2006) further came up with some important service delivery improvement slogans. He said he who fails to plan for service delivery, plans to fail delivering services to the public. And if it cannot be measured, it cannot be improved. If we only plan to comply with regulations, we are not managers, we are robots. What we plan we must implement. What we implement, we must monitor. We should not be afraid to ask the customer (citizens). They really do know best what they need and what they get. It is not always the same thing.

### **2.3.3. Buyer/supplier relationship strategies and service quality delivery**

The study of buyer-seller relationships is grounded in some well-established frameworks in such as transaction cost theory, political economy theory, social exchange theory and resource dependence theory (Robicheaux et al., 2014). In addition, empirical models, drawing on a variety of management disciplines have been proposed and tested in the literature. These include the

IMP (Industrial Marketing and Purchasing Group) interaction model (Hakansson, 1982), network models (Jarillo, 2013), channel models (Heide et al., 1992) and partnership models (Helper et al., 1995). These studies differ somewhat in their approach to purpose (descriptive versus theoretical), research design (cross-sectional versus longitudinal), unit of analysis (firm, dyad or network) and schools of thought (European and North American).

#### **2.3.4. Monitoring and evaluation strategies and service quality delivery**

Without proper accountability mechanisms, public officials, especially procurement practitioners, do not account for action taken, which easily opens up the risk of increased fraud and corruption (Ambe, 2018). It is further noted by Badenhorst-Weiss (2018) that fraud and corruption in the public sector, especially procurement, cost tax payers hundreds of millions of funds each year. Bizana *et al.* (2015) reveal that the risk of these occurrences will almost certainly lead to the poor performance of services. Public institutors, therefore, runs a reputational risk, as citizens and communities become increasingly negative and bitter towards government (Weiss, 2018).

#### **2.4. Research Gap**

When it comes to the study of service delivery in public sector, limited research exists that addresses procurement issues as factors influencing the provision of services. There is limited research in the area of procurement policies and in particular with respect to its implications on service delivery. Chalton (2014) conducted a research on the challenges of implementing procurement policies in state corporations in Kenya, Nyaboke, *et al.* (2013), conducted research on the effects of public procurement policies on organizational performance which focused on the water sector, while, Obiero (2008) did a study on the challenges in the implementation of the Public Procurement & Disposal Act 2005 in the Ministry of Higher Education, Science and Technology in Kenya. This study therefore sought to establish the effects of procurement strategies as one of the factors on public institutions performance in their effort to deliver service with specific interest in Rwandan public institutions as service providers that is crucial to other service provision. The research also used regression analysis as methodology of the research.

## CHAPTER THREE:

### RESEARCH METHODOLOGY

#### 3.0. Introduction

This chapter presents a detailed description of the research methods that are used to collect relevant data to the study. It contains the research design, study population, sample size, sampling technique, data collection methods, measurement of variables, reliability and validity, data processing, data analysis, ethical consideration and anticipated limitations.

#### 3.1. Research Design

Descriptive survey was used in this study to collect information. A descriptive survey is a process of collecting data from the members of a population in order to determine the current status of the subject under study with respect to one or more variables (Mugenda and Mugenda, 2003). This is because it enables collecting of information about people's attitudes, opinions, habits or any of the variety of education or social issues. According to Babbie (2011), descriptive study is concerned with finding out who, what, why, where and how of the variables, which is the concern of this research.

#### 3.2. Study population

A research population is a large collection of individuals or objects that is the main focus of a scientific query (Young, 2003). It is for the benefit of the population that researches are done. However, due to the large sizes of populations, researchers often cannot test every individual in the population because it is too expensive and time-consuming. The total population for this study is 81 persons who are employees of Rwanda Housing Authority.

#### 3.3. Sample size

Sample size is part of the population that the researcher chooses to use in a research as a representation of the total population. The population of the study selected using Sloven's formula  $n = \frac{N}{1+N(e)^2}$  (Kuzel, 1992) whereby n is the sample size, N is the total population and e is the sampling error (0.05).

$$n = \frac{81}{1 + 81(0.05)^2}$$
$$n = \frac{81}{1 + 81(0.0025)}$$
$$n = \frac{81}{1 + 0.2025}$$
$$n = \frac{81}{1.2025} = 67$$

The sample size of the study was 67 who are employees of Rwanda Housing Authority.

### 3.4. Sampling technique

Kothari (2007) defines sampling design/technique as a definite plan for obtaining a sample from the sampling frame. The sampling techniques used was purposive sampling technique, whereby the participant of the research was selected based on the purpose of this research.

### 3.5. Data collection methods

The study used both primary and secondary data; for the secondary data, the researcher reviewed books, articles and documents from university library and other libraries in Kigali related to the topic under the study; secondly the researcher used questionnaire as a major tool of primary data collection. The questionnaire had 3 major parts section and each section contained concerning each objective.

#### 3.5.1. Questionnaire

The questionnaire included closed-ended questions where respondents chose from the alternative answers. Questionnaire is chosen because of the following advantages: it saves time since many respondents can be dealt

with at once, it allows easy analysis of data collected, it is easy to administer when the sample is literate.

In designing questionnaires, the researcher used Likert scale to measure the respondents' views on the critical factors of procurement strategies and service quality delivery. The same rating scale was also used for the factors of performance of public institutions. Using Likert Scale, the respondent indicated whether he/she strongly agree (SA), agree (A), disagree (D), or strongly disagree (SD).

### 3.6. Measurement of variables

Quantitative survey-based approaches to measuring service quality such as SERVQUAL (Parasuraman, et al. 1985) measure the gap between service users' perceptions and expectations across a series of standardized dimensions characterizing the service. Each of these dimensions (eg. in the case of SERVQUAL: tangibles; reliability; responsiveness; competency, credibility and courtesy; Parasuraman et al., 1988) was measured using generic questions, data being collected from a statistically representative sample via a survey instrument such as a questionnaire.

### 3.7. Reliability and validity

Mugenda & Mugenda (2008), emphasized that reliability is done using Cronbach's Alpha Model on SPSS and that consistency is the assessment of the degree to which study instrument gives reliable results or data after repetitive trials. Reliability is the consistency of measurement, or the extent to which an instrument measures the same method every time it is used under the same circumstance with the similar subject (Bryman, 2015).

#### Table 3.1: Reliability statistics

Validity of research instruments is established when what was targeted to be measured is carried out clearly without accidentally including additional factors. The validity of this research instrument was measured through the opinion of experts especially the research supervisor, who is knowledgeable in this field. It was also tested during the pilot study.

### 3.8. Data processing

Raw data was transformed into meaningful interpreted report using different techniques. In order to get quality information, there is generally need for standard checking so that

the researcher could end up with realistic data, which clearly reflect the depicted situation. Thus, stand checking was done through editing, coding, and tabulation. This is done in order to reduce detailed data to manageable proportions through editing of data, the coding the data and make the tabulation of data.

### 3.9. Data analysis

Spearman (Pearson) correlation coefficient measures the extent to which, as one variable increases, the other variable tends to increase, without requiring that increase to be represented by a linear relationship. If, as the one variable increases, the other decreases, the rank correlation coefficients were negative

#### Description of Regression Analysis

The model used in the study took the form below:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

Where: Y= Service quality delivery as measured by tangibility, reliability, responsiveness, competency, credibility and courtesy.

$\alpha$ = Constant Term

$\beta$ = Beta Coefficient –This measures how many standard deviations a dependent

variable will change, per standard deviation increase in the independent variable.

### **3.10. Anticipated limitations**

During this research, a number of limitations are anticipated especially when collecting data. Some respondents were reluctant to provide the required information or they might provide wrong information altogether to cover-up the weakness of their Institution. In order to overcome the challenges and constraints, the researcher approached management of the RHA and respondents in a manner to create environment of assurance and trust.

### **3.11. Ethical considerations**

The researcher complied with ethical procedures to protect the rights of the research participants, involving the principle of voluntary participation which requires that participants do not need to be coerced into participating in this research. The following ethical measures was adhered to: Right of the participant, in this study, no attempt was made to harm participants deliberately and those who could experience any form of harm be it through victimization, emotional or otherwise.

## **CHAPTER FOUR**

### **DATA ANALYSIS, PRESENTATION AND INTERPRETATION**

#### **4.0. Introduction**

This chapter presents the findings on procurement strategies and service quality delivery in RHA.

#### **4.4. Inferential Statistics**

Further the study carried out inferential statistics to examine the model as conceptualized in chapter one. Correlation analysis was used to show the strength of the relationship between dependent and independent variables while regression analysis was used to confirm or reject hypothesis of this research. In addition, correlation analysis was used as a multicollinearity test whereby if two independent variables had correlation coefficient of + or - 0.7, then multicollinearity was a problem.

**4.4.1. Correlation analysis**

**Table 4.15: Summary of Correlation**

*Key 1- Service quality delivery 2- procurement policies 3- Procurement planning 4- Buyer/supplier relationship, 5- Monitoring and evaluation.*

Results in Table 4.15 revealed that there was a positive and significant relationship between procurement policies and service quality delivery (rho=0.392, p value<0.05). This implies that a unit increases in the procurement policies in RHA increases service quality delivery by 39.2%. Secondly, there was a positive significant relationship between procurement planning and service quality delivery (rho =0.358, p value <0.05). This implies that a unit increase in procurement planning in RHA increases service quality delivery by 35.8%.

Thirdly, there was a positive and significant relationship between buyer/supplier relationship and service quality delivery (rho =0.562, p value <0.05). This implies that a unit increases in buyer/supplier relationship in RHA increases service quality delivery by 56.2%.

Lastly, there was a positive and significant relationship between monitoring and

evaluation and service quality delivery (rho =0.542, p value <0.05). This implies that a

Pearson correlation	1	2	3	4	5
Service quality delivery	1				
Procurement policies	0.392**	1			
Procurement planning	0.358*	0.392**	1		
Buyer/supplier relationship	0.562**	0.392**	0.358*	1	
Monitoring and evaluation	0.542**	0.392**	0.358*	0.542**	1

Model	Unstandardized Coefficients		T	Sig.
	B	Std. Error		
(Constant)	.324	.863	.292	.774
Procurement policies	.389	.255	0.021	.046
Procurement planning	.800	.482	0.032	.047
Buyer/supplier relationship	.812	.288	0.021	.012
Monitoring and evaluation	.781	.322	0.045	0.045

	0.00	0.643	0.00	0.00
** Correlation is significant at the 0.01 level (2-tailed).				
* Correlation is significant at the 0.05 level (2-tailed).				

unit increases in monitoring and evaluation in RHA increases service quality delivery by 54.2%.

**Table 4.18: Coefficients**

From the data in table 4.18, the established regression equation was:

$$Y = 0.324 + 0.389X_1 + 0.800X_2 + 0.812X_3 + 0.781X_4$$

Table 4.18, revealed that holding procurement policies, procurement planning, buyer/supplier relationship, monitoring and evaluation to a constant zero, service quality

delivery would be 0.324. Indeed, this constant called y-intercept is not realistic but it is a needed parameter in the model.

Also, a unit increase in procurement policies, would lead to increase in service quality delivery by a factor of 0.389, a unit increase in procurement planning, lead to increase in service quality delivery by a factor of 0.800 and a unit increase in buyer/supplier relationship would lead to increase in service quality delivery by a factor of 0.812 and a unit increase in monitoring and evaluation, lead to increase in service quality delivery by a factor of 0.781. The study also found that all the p-values were less than 0.05, this indicates that all the variables were statistically significant in influencing the service quality delivery.

R squared is coefficient of determination which tells us the variation in the dependent variable due to changes in the independent variable, from the findings in the table 4.16 the value of adjusted R squared was 0.824, an indication that there was variation of 82.4% on service quality delivery due to changes in procurement strategies of RHA which are: procurement policies, procurement planning, buyer/supplier relationship and monitoring and evaluation. This shows that 82.4% changes in RHA service quality delivery

could be accounted by procurement strategies of this institution. A strong positive relationship between the study variables marked by  $R=0.864$  is shown in table 4.16.

## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter which is the conclusion and recommendations, presents the major findings of the research, goes on with the conclusion of the researcher, recommendations and it ends with the recommendations for further research related to this topic.

#### 5.1. Summary of the major findings

In this research 6.6% of total respondents strongly that RHA provides information and documents requested by the Rwanda Public Procurement Authority to avoid misuse and misappropriation of public funds, 50.8% Of total respondents agree with the statement and 42.6% of respondents remained neutral. The mean of whether RHA provides information and documents requested by the Rwanda Public Procurement Authority to avoid misuse and misappropriation of public funds was 3.87 and standard deviation was 0.46. Regarding the statement on whether



RHA provides the bidders with equal opportunity and treatment in bidding for procurement contracts, 11.5% strongly agree with the statement, 59.0% of total respondents agree with the statements while 29.5% of respondents remained neutral, with mean of 4.01 and standard deviation of 0.43.

On the basis of the second objective of this research which is to analyze the relationship between procurement planning strategies and service quality delivery; table 4.6, revealed that 27.9% strongly agree that identification the project scope affects the service quality delivery in RHA, 60.7 % agree with the statement, 9.8% remained neutral and 1.6% disagree with a mean of 4.43 and standard deviation of 0.42. In this research 24.6 % of total respondents strongly agree that selecting equipment packages needed allow the service quality delivery in RHA, 57.4% of respondents agree with the statement, 16.4% of respondents remained neutral and 1.6% remaining disagree that selecting equipment packages needed allow the service quality delivery in RHA with a mean of 4.43 and standard deviation of 0.42.

Regarding the third objective of the research which was to establish the relationship between buyer/supplier relationship strategies and service quality delivery; table 4.7, 31.1% of the total respondents strongly agree that having a strong relationship between suppliers and RHA contribute to the service quality delivery in this institution, 65.6% of total respondents agree with the statement and 3.3% of respondents remained neutral with a mean 4.75 and standard deviation of 0.40, regarding the statement stating that allowing suppliers to participate in elaboration of contract terms allow the service quality delivery in RHA, 27.9% of total respondents strongly agree with the statement, 63.9% agree with the statement and 8.2% of total respondents remained neutral with a mean of 4.73 and standard deviation of 0.36.

In relation to the fourth objective of the research which was find out the relationship between monitoring and evaluation and service quality delivery; table 4.8, revealed that 16.4% strongly agree that RHA ensures that routine monitoring of all current contracts is maintained so that swift remedial measures can be taken when problems arise, 70.5% agree with the statement and 13.1% remained neutral with mean of 4.52 and a standard deviation of 0.43. Regarding the

statement on whether RHA monitors the delivery schedules of all purchases to ensure that they are dispatched, delivered or collected on time, 14.8% of total respondents strongly agree with the statement, 63.9% agree with the statement and 21.3% remained to the statement with mean of 3.45 and standard deviation of 0.38.

In relation to the statement on whether, RHA monitors the activity and performance in accordance with the contract to ensure that levels of service are maintained and that deliverables are submitted or completed on time; 13.1% of total respondents strongly agree with the statement, 67.2% agree with the statement and 19.7% remained neutral that RHA monitors the activity and performance in accordance with the contract to ensure that levels of service are maintained and that deliverables are submitted or completed on time with a mean of 3.61 and standard deviation of 0.36.

## 5.2. General conclusion

The study tried to present the findings of assessing the expectations and perceptions of procurement strategies and service quality delivery in public institutions context in Rwanda. The assessment of service quality expectations and perceptions investigated in

this study has proved to be reliable in RHA though a remarkable number of respondents remained neutral in terms of procurement strategies in RHA and some disagreed with the statements related to service quality delivery.

The research revealed that procurement policies, procurement planning, buyer/supplier relationship and monitoring and evaluation affect the service quality delivery in Rwanda Housing Authority; this indicated by the fact that there was big number of agreement with the statements related to the procurement strategies and service quality delivery in RHA. Thus; the researcher concluded that procurement strategies affect service quality delivery in RHA.

## 5.3. Recommendation

The researcher recommends RHA to put in place rigorous measures to ensure that procurement strategies are based on carefully crafted plans that take into consideration the regulations of the procurement and disposal Act. The management of RHA should eliminate all elements of corruption in procurement strategies and promote integrity in the procurement process. This will in turn lead to improvement service delivery. Effective coaching in understanding

procurement strategies and service delivery should continuously be organized to refresh RHA staff.

### **5.3.1. Area for further research**

At the end, researcher does not claim to have exhausted all that is the research topic but researcher just marks the run way and calls for the future researchers to complete this research by conducting research on the impact of procurement strategies on service quality delivery in private institutions in Rwanda.



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