

organization's whole acquisition procedure whereby 25.0% of respondents with very great extent and 35.3% of respondents with great extent. Additionally, the majority of the respondents confirmed that the process of developing specifications begins with proper planning whereby 36.8% of respondents with very great extent and 38.2% of respondents with great extent. Interviewee said *"The procurement planning eliminates time-consuming activities, allowing staff to devote attention to more important tasks, we have different departments making procurement decisions, there can be differences in what and how they purchase, The use of planning makes it easier communication for every department to adhere to the organization's procurement standards."* Overall mean of 3.63 which is high mean is an evidence of effective procurement planning in Nyagatare District Hospital.

Furthermore, the majority of the respondents confirmed that delivery schedules that meet the needs of the hospital are developed with contactors in consideration whereby, 22.8% of respondents with very great extent and 37.5% of respondents great extent. Moreover, respondents confirmed that organization defines Terms of Reference early on in the procurement planning phase whereby 19.9% of respondents responded with very great extent and 42.6% of respondents also responded with great extent. Besides, the majority of the respondents confirmed with that performance review expenditures plans benefited on effective procurement planning whereby 39.0% of respondents with very great extent and 35.3% of respondents also great extent.

Additionally, the majority of the respondents confirmed that procurement planning facilitates rapid decision making whereby 27.2% of respondents with very great extent and 40.4% of respondents with great extent. Lastly, the majority of the respondents confirmed that planning helps determine financing resources which improve the effectiveness of procurement whereby 27.2% of respondents with great extent and 30.1% of respondents also with great extent. In agreement with Nurmilaakso (2008) supplying efficiency may have either immediate or indirect effects on a wide range of cross-functional and cross operations, including the flow of goods, money, and information between vendors and buyers.

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Table 3: Effect of supplier selection procedures in Nyagatare District Hospital

Supplier selection procedures	Very great extent	Great extent	Moderate extent	Less extent	No extent	Mean	St. Dev.
Reference checks	54 39.7%	30 22.1%	5 3.7%	19 14.0%	28 20.6%	4.09	1.12
Contacting previous customers to confirm supply performance and obedience to contract	53 39.0%	22 16.2%	6 4.4%	21 15.4%	34 25.0%	3.81	1.15
Financial status checks	49 36.0%	31 22.8%	11 8.1%	23 16.9%	22 16.2%	3.84	1.169
Possibility supplier will announce bankruptcy prior to satisfying organization requirements	25 18.4%	69 50.7%	22 16.2%	15 11.0%	5 3.7%	3.69	1.01
Surge capacity	19 14.0%	63 46.3%	34 25.0%	15 11.0%	5 3.7%	3.56	.98
Supplier's ability to add delivery on short notice	5 3.7%	43 31.6%	52 38.2%	15 11.0%	21 15.4%	2.97	1.09
Indications of supplier quality	31 22.8%	50 36.8%	16 11.8%	22 16.2%	17 12.5%	3.79	1.21
ISO 9000 and 14000 certification	9 6.6%	27 19.9%	51 37.5%	21 15.4%	28 20.6%	2.76	1.18
Ability to meet specifications	48 35.3%	48 35.3%	32 23.5%	5 3.7%	3 2.2%	4.28	.97
Rigorous checks of supplier's capabilities	47 34.6%	17 12.5%	42 30.9%	27 19.9%	3 2.2%	4.56	1.11
Overall mean						3.73	

Source: Field data, September 2022

The results in Table 3 show that almost all the respondents confirmed with the statement about supplier selection procedures in Nyagatare District Hospital whereby 39.7% of respondents confirmed with very great extent and 22.1% of respondents with great extent that there is reference checks. Furthermore, the majority of the respondents confirmed that contacting previous customers to confirm supply performance and obedience to contract whereby, 39.0% of respondents with great extent and 16.2% of respondents with great extent. Moreover, respondents confirm that there is financial status checks whereby 36.0% of respondents responded with very great extent and 22.8% of respondents also responded with great extent. Besides, the majority of the respondents confirmed with that possibility supplier will announce bankruptcy prior to satisfying organization requirements whereby 18.4% of respondents with very great extent and 50.7% of respondents with great extent. Additionally, the majority of the respondents confirmed that there is surge capacity whereby 46.3% of respondents with great extent and 25.0% of respondents with moderate extent.

Furthermore, the majority of the respondents confirmed that supplier's ability to add delivery on short notice whereby, 31.6% of respondents with great extent and 38.2% of respondents moderate extent. Moreover, respondents confirmed that there is indications of supplier quality whereby 22.8% of respondents responded with very great extent and 36.8% of respondents also responded with great extent. Besides, the majority of the respondents confirmed with that there is ISO 9000 and 14000 certification whereby 37.5% of respondents with moderate extent and 20.6% of respondents also no extent. Additionally, the majority of the respondents confirmed that there is ability to meet specifications whereby 35.3% of respondents with very great extent and great extent. Lastly, the majority of the respondents confirmed that there is rigorous checks of supplier's capabilities whereby 34.6% of respondents with great extent and 30.9% of respondents also with no extent. Overall mean of 3.73 which is high mean is an evidence of effective supplier selection procedures in Nyagatare District Hospital. Uyarra (2010) Greater collaboration with suppliers creates access to information not readily available in the organization allowing for better decisions to be made when drawing up specifications.

Table 4: Effect of contract management in Nyagatare District Hospital

Contract management	Very great extent	Great extent	Moderate extent	Less extent	No extent	Mean	St. Dev.
Contract modifications are monitored, controlled and managed by the organization.	33 24.3%	39 28.7%	53 39.0%	10 7.4%	1 0.7%	4.07	.98
There is supervision and verification that both contracting parties have met their contractual obligations.	29 21.3%	55 40.4%	13 9.6%	23 16.9%	16 11.8%	4.00	1.11
The agreement is kept up to date by both the supplier as well as the purchasing entity.	59 43.4%	15 11.0%	4 2.9%	32 23.5%	26 19.1%	3.91	1.06
Each purchasing contract requires the establishment of a contract management staff.	29 21.3%	46 33.8%	33 24.3%	21 15.4%	7 5.1%	3.51	1.14
Fair contract management reduces purchasing budget shortfalls and boots quality of the work.	52 38.2%	21 15.4%	9 6.6%	28 20.6%	26 19.1%	3.68	1.15
Payment to contractor may be handled and approved more quickly if the contract was properly done.	26 19.1%	51 37.5%	28 20.6%	13 9.6%	18 13.2%	3.40	1.27
Contract protects supplier credibility and fosters positive relationship with organization.	19 14.0%	43 31.6%	31 22.8%	21 15.4%	22 16.2%	3.32	1.29
Organizations undertake post-contract evaluations to evaluate the operating efficiency of delivered items.	33 24.3%	35 25.7%	24 17.6%	19 14.0%	25 18.4%	3.39	1.45
Organization has been able to discover faults and capabilities via contractual regulate.	20 14.7%	53 39.0%	36 26.5%	14 10.3%	13 9.6%	3.39	1.14
For effective contract management, feedbacks have been implemented.	23 16.9%	46 33.8%	33 24.3%	21 15.4%	13 9.6%	3.33	1.20
Overall mean						3.60	

Source: Field data, September 2022

The results in Table 4 show that almost all the respondents confirmed with the statement about contract management in Nyagatare District Hospital whereby 24.3% of respondents confirmed with very great extent and 28.7% of respondents with great extent that contract modifications are monitored, controlled and managed by the organization. Furthermore, the majority of the respondents confirmed that there is supervision and verification that both contracting parties have met their contractual obligations whereby, 21.3% of respondents with great extent and 40.4% of respondents with great extent. Moreover, respondents confirm that the agreement is kept up to date by both the supplier as well as the purchasing entity whereby 43.4% of respondents responded with very great extent and 11.0% of respondents also responded with great extent. Besides, the majority of the respondents confirmed with that each purchasing contract requires the establishment of a contract management staff whereby 33.8% of respondents with great extent and 24.3% of respondents with moderate extent. Additionally, the majority of the respondents confirmed that fair contract management reduces purchasing budget shortfalls and boots quality of the work whereby 38.2% of respondents with very great extent and 15.4% of respondents with great extent.

Furthermore, the majority of the respondents confirmed that payment to contractor may be handled and approved more quickly if the contract was properly done whereby, 37.5% of respondents with great extent and 20.6% of respondents moderate extent. Moreover, respondents

confirmed that contract protects supplier credibility and fosters positive relationship with organization whereby 31.6% of respondents responded with very great extent and 22.8% of respondents also responded with moderate extent. Besides, the majority of the respondents confirmed with that organizations undertake post-contract evaluations to evaluate the operating efficiency of delivered items whereby 24.3% of respondents with very great extent and 25.7% of respondents also great extent. Additionally, the majority of the respondents confirmed that organization has been able to discover faults and capabilities via contractual regulate whereby 39.0% of respondents with great extent and 26.5%% moderate extent. Lastly, the majority of the respondents confirmed that for effective contract management, feedbacks have been implemented whereby 33.8% of respondents with great extent and 24.3% of respondents also with moderate extent. Overall mean of 3.60 which is high mean is an evidence of effective contract management in Nyagatare District Hospital. Research findings conducted by Ramaya et al (2006) revealed that procurement practices come from deliberate moves by group whose mission it is to spread this technology far and wide. To fully reap the advantages of this technology's use, the company needs spend more in training and skill development for its employees.

Table 5: Effect of monitoring and evaluation in Nyagatare District Hospital

Monitoring and evaluation	Very great extent	Great extent	Moderate extent	Less extent	No extent	Mean	St. Dev.
At certain periods, the supply chain system is analyzed to ensure its efficacy	9 6.6%	40 29.6%	45 33.1%	21 15.4%	21 15.4%	2.96	1.15
Once an anomaly is discovered in the procedures, corrective measures are implemented.	75 55.1%	40 29.4%	16 11.8%	0 0.0%	5 3.7%	4.32	.942
To guard against frauds, organization reviews its procedures.	62 45.6%	51 37.5%	10 7.4%	10 7.4%	3 2.2%	4.16	1.00
Quality products and services can only be maintained by regular supplier selection process.	63 46.3%	34 25.0%	25 18.4%	8 5.9%	6 4.4%	4.02	1.13
Timely solutions are found for problems that arise through procurement cycle.	30 22.1%	50 36.8%	30 22.1%	14 10.3%	12 8.8%	3.52	1.19
Purchases are closely monitored in order to keep controlling expenses	60 44.1%	51 37.5%	21 15.4%	2 1.5%	2 1.5%	4.21	.86
There is an independent committee that open and evaluate bids.	25 18.4%	34 25.0%	44 32.4%	22 16.2%	11 8.1%	3.29	1.18
Received products and services are compared against local purchase order	10 7.4%	27 19.9%	56 41.2%	20 14.7%	23 16.9%	2.86	1.14
Periodic supplier audits are done to correct compliance.	56 41.2%	51 37.5%	19 14.0%	7 5.1%	3 2.2%	4.10	.97
Local purchase order and delivery note are compared to the invoice	42 30.9%	46 33.8%	27 19.9%	12 8.8%	9 6.6%	3.73	1.18
Overall mean						3.72	

Source: Field data, September 2022

The results in Table 5 show that almost all the respondents confirmed with the statement about monitoring and evaluation in Nyagatare District Hospital whereby 29.6% of respondents confirmed with great extent and 33.1% of respondents with moderate extent that at certain periods, the supply chain system is analyzed to ensure its efficacy. Furthermore, the majority of the respondents confirmed that once an anomaly is discovered in the procedures, corrective measures are implemented whereby, 55.1% of respondents with very great extent and 29.4% of respondents with great extent. Moreover, respondents confirm that to guard against frauds, organization reviews its procedures whereby 45.6% of respondents responded with great extent and 37.5% of respondents also responded with great extent. Besides, the majority of the respondents confirmed with that

quality products and services can only be maintained by regular supplier selection process whereby 46.3% of respondents with very great extent and 25.0% of respondents with great extent. Additionally, the majority of the respondents confirmed that timely solutions are found for problems that arise through procurement cycle whereby 22.1% of respondents with very great extent and 36.8% of respondents with great extent.

Furthermore, the majority of the respondents confirmed that purchases are closely monitored in order to keep controlling expenses whereby, 44.1% of respondents with very great extent and 37.5% of respondents great extent. Moreover, respondents confirmed that there is an independent committee that open and evaluate bids whereby 25.0% of respondents responded with great extent and 32.4% of respondents also responded with moderate extent. Besides, the majority of the respondents confirmed with that received products and services are compared against local purchase order whereby 19.9% of respondents with great extent and 41.2% of respondents also moderate extent. Additionally, the majority of the respondents confirmed that periodic supplier audits are done to correct compliance whereby 41.2% of respondents with very great extent and 37.5% great extent. Lastly, the majority of the respondents confirmed that local purchase order and delivery note are compared to the invoice whereby 30.9% of respondents with very great extent and 33.8% of respondents also with great extent. Overall mean of 3.72 which is high mean is an evidence on the role of Monitoring and evaluation in Nyagatare District Hospital. Dza, Fisher & Gapp (2013) Government procurement advancement issues in Africa were summed. They reported that Africa countries reforms are necessitated by competition build on accountability, improve transparency, among others. Quality management is seen as a good sign by these lenders that their loans would be repaid and used for their intended purposes

Table 6: Correlation analysis

		PP	SSP	CM	M&E	OP
PP	Pearson Correlation	1	.671**	.626**	.572**	.697**
	Sig. (2-tailed)		.000	.000	.000	.000
	N		136	136	136	136
SSP	Pearson Correlation		1	.716**	.722**	.710**
	Sig. (2-tailed)			.000	.000	.000
	N			136	136	136
CM	Pearson Correlation			1	.811**	.670**
	Sig. (2-tailed)				.000	.000
	N				136	136
M&E	Pearson Correlation				1	.825**
	Sig. (2-tailed)					.000
	N				136	136
OP	Pearson Correlation					1
	Sig. (2-tailed)					
	N					136

Source: Field data, September 2022

PP: Procurement planning, **SSP:** Supplier Selection Procedures, **CM:** Contract management, **M&E:** Monitoring and evaluation, **OP:** Organizational performance

Table 6 shows that there is a significant relationship between Procurement planning and organizational performance with a Pearson correlation of 0.697 and a $p=0.000 < 0.05$, Pearson correlation of 0.710 and a $p=0.000 < 0.05$ for Supplier Selection Procedures and organizational performance, Pearson correlation of 0.670 and a $p=0.000 < 0.05$ indicating that contract management and organizational performance of Nyagatare District Hospital are strongly associated. Pearson correlation of 0.825 and a p-value of 0.000 which less than the significance level of 0.05 indicating monitoring & evaluation and organizational performance of Nyagatare District Hospital are significantly correlated. Research by Carter(2011)Procurement should be involved in the budgeting process, supplier choice and consolidation, concern for the environment and issues touching on quality and technological advances. Stakeholders are increasingly demanding that organizations should address and manage the environmental and social issues that impact their organization.

Table 7:Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-3.963	2.893		-1.370	.173
Procurement planning	1.526	.239	.369	6.387	.000
Supplier Selection Procedures	.084	.231	.026	.362	.018
Contract management	.774	.250	.236	3.098	.002
Monitoring and evaluation	1.699	.196	.657	8.654	.000

a. Dependent Variable: Organizational performance

Source: Field data, September 2022

The model used in the study took the form below:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where: Y= Organization performance.

α = Constant Term , β = Beta Coefficient

ϵ = the error term which is assumed to be normally distributed with mean zero and constant variance, X1= Procurement planning, X2 = Supplier Selection Procedures, X3= Contract management, X4= Monitoring and evaluation variables.

Table 7 on regression equation shows that success of project will always depend on a constant factor of -3.963 regardless of the existence of other determinants. The other variables explain that; every unit increase in Procurement planning will increase performance of Nyagatare District Hospital by a factor of 1.526. Every unit increase in Selection Procedures will increase performance of Nyagatare District Hospital by a factor of 0.084. Every unit increase in Contract management will decrease performance of Nyagatare District Hospital by a factor of 0.774. Every unit increase in Monitoring and evaluation will increase performance of Nyagatare District Hospital by a factor of 1.699. For all variables; Procurement planning ($p=0.000<0.05$), Supplier Selection procedures ($0.018<0.05$), Contract management ($p=0.002<0.05$) and Monitoring and evaluation ($p=0.000<0.05$) which gave the right to reject all null hypothesis of the study.

CONCLUSION AND RECOMMENDATIONS

The research used descriptive, inferential statistics methods to analyze data. Responses from respondents are summarized with descriptive, correlation and regression analysis. The findings showed that there is positive effect of procurement practices on organizational performance.

It is suggested that Nyagatare District Hospital's administrative and medical personnel work more closely together when making decisions about what supplies to purchase.

The procuring entity and the public institution sellers should work together to develop tight partnerships for common benefit. To work together on creating a system that combines their transactions, the Procuring organization and the supplier will have access to each other's information, experience, and technology.

Procurement committee in particular, should be knowledgeable about all e-procurement practices and requirements; they should have the best skills and expertise on the systems.

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