

**AN INVESTIGATION INTO FACTORS INFLUENCING PROCUREMENT
PERFORMANCE IN ZAMBIAN COUNCILS – A CASE STUDY OF LUANSHYA
MUNICIPAL COUNCIL**

BY

DAVID SIMPUNGWE

COMPUTER NUMBER: 72100024

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Declaration

I **David Simpungwe** hereby declare that this MBA Dissertation entitled “An Investigating into Factors influencing Procurement Performance of Councils in Zambia: A case of Luanshya Municipal Council” is my original work and has not been presented for a degree in any other University, and all source of materials used for the proposal have been duly acknowledged.

Signature:

Date :.....

Approval

The University of Zambia approves this research Dissertation of **David Simpungwe** as fulfilling part of the requirements for the award of the Master of Business Administration degree.

Name:.....

Signed..... **Date**.....

Dedication

I dedicate this work to my wife Kafula Chipunga Simpugwe, Mwamba my daughter and my late brother Wisdom Simpugwe (may your soul continue resting in peace) and above all, I dedicate this work to the Almighty God who made it possible for me to complete this study.

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ABSTRACT

The main aim of this study was to investigate the factors influencing procurement performance within Luanshya Municipal Council, located in the Copperbelt region of Zambia. To achieve this aim, the research had several objectives, including analysing the relationship between procurement planning and performance, assessing the impacts of political interference on procurement outcomes, and examining the tendering process's effects on overall procurement performance. The study employed a mixed-methods approach, combining quantitative surveys and qualitative interviews to gather comprehensive data. The sample size consisted of 41 respondents, comprising staff members from various departments within the municipal council. Participants were selected based on their involvement in procurement-related activities and their willingness to participate in the study. Findings from the research highlight significant correlations between factors such as the tendering process, information technology utilization, and political interference with procurement performance. Additionally, the study identifies areas for improvement and offers recommendations aimed at enhancing procurement practices at Luanshya Municipal Council, including strengthening procurement planning processes, mitigating political influences, and leveraging technology for better procurement outcomes. Overall, the study contributes valuable insights to the understanding of procurement dynamics in Zambian municipal councils and provides actionable recommendations for improving procurement performance in the public sector.

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List of Abbreviations and Acronyms

ABBREVIATION	MEANING
AG	Auditor General
GDP	Gross Domestic Product
ICT	Information and Communication Technology
MDTF	Multi Donor Trust Fund
ZPPA	Zambia Public Procurement Authority

CHAPTER ONE

BACKGROUND/INTRODUCTION

1.1 Introduction

In this essential chapter, the researcher established a robust foundation for the research. Initially, a comprehensive background to the study is presented, delving into the historical, economic, and social factors that have shaped the context in which the investigation unfolds. Subsequently, the researcher emphasized the significance of the study, elucidating its relevance and implications for both academia and practical applications in the realm of procurement practices within Zambia's municipal councils, with a specific focus on the Luanshya Municipal Council. Following this, the researcher outlined the research objectives, delineating the specific aims that will guide the inquiry. The chapter was concluded by providing an overview of the chapter structure, ensuring that readers are well-prepared for the journey ahead as the factors influencing procurement performance in Zambian councils are analysed.

1.2 Background

Public procurement is a complex and multifaceted domain that encounters challenges on various scales, encompassing global, continental, regional, and national levels. These challenges extend beyond mere compliance with procurement regulations and permeate various facets of the procurement process, including procedures, methods, organizational structures, and the capacity of procurement staff. The intricacies of public procurement are further compounded by a multitude of environmental factors, such as political influences, environmental concerns, societal dynamics, technological advancements, economic fluctuations, and legal considerations. These factors collectively contribute to the complexities and issues faced by public procurement practitioners (Khiyangate, 2016). Consequently, public procurement has come under increased public scrutiny and attention, triggering reforms, and restructuring efforts in the procurement landscape. Zambia, like many other nations, has responded by updating its procurement laws and regulations to enhance transparency and accountability in the procurement process (World Bank, 2019).

Transparency, or the lack thereof, remains a pervasive issue in public procurement systems globally, particularly in Africa. The absence of transparency in the procurement process has far-reaching implications, giving rise to problems such as mismanagement, fraud, and corruption (Aduda et al., 2017). Public procurement constitutes a substantial portion of any nation's economy, with significant

financial resources allocated annually for the acquisition of goods and services. In the case of Zambia, public procurement represents approximately 15% of the Gross Domestic Product (GDP), making it a critical economic activity (World Bank, 2018). The prevalence of corruption in public procurement has necessitated legal and policy reforms aimed at reducing corruption and ensuring value for money in public procurement. This underscores the importance of reviewing and amending the existing Public Procurement Act to align it with international best practices and promote prudent public finance management.

However, the challenge of reducing the cost of public procurement while maintaining efficiency remains a formidable task for governments worldwide. Procurement reforms have emerged as a strategic avenue for achieving cost savings and enhancing overall procurement performance (Khiyangate, 2016). Today, public procurement is a subject of public interest and debate in many countries, prompting continuous reforms, rule restructuring, and the introduction of new regulations to address evolving challenges and enhance the effectiveness of the procurement process.

In light of these considerations, this research project aimed to comprehensively investigate the variables influencing efficient procurement performance within Luanshya Municipal Council, located in Zambia's Copperbelt region. By examining the complexities of procurement practices and the factors that impact them, this study aimed to contribute valuable insights that informed procurement reforms, enhance transparency, and ultimately promote prudent public finance management in the Zambian context.

1.3 Statement of the Problem

Since gaining independence in 1964, Zambia's procurement system has undergone multiple legal and administrative reforms to align itself with contemporary international standards. The enactment of the Public Procurement Act in 2020 marked a significant step forward, emphasizing the critical imperatives of transparency, integrity, fairness, and competition, while condemning dishonest and conspiratorial practices. However, despite the existence of a modern legislative framework, instances of procurement malpractice within the public sector, notably corruption, persist due to inadequate implementation, noncompliance, and a lack of rigorous enforcement mechanisms. These irregularities have taken a toll on local councils and other government institutions, with contractual services emerging as a focal point for substandard procurement practices. Reports indicated the procurement of subpar works, questionable contract allocations, delays or non-completion of contracts, inflation of

tender amounts, and widespread disregard for established rules and regulations governing tender invitations and allocations.

Despite the Zambian Government's earnest efforts to enhance the procurement system and its performance, these shortcomings manifest in various ways, including the delivery of low-quality goods and services, the inability to achieve domestic policy objectives, uncoordinated performance that hinders the attraction and retention of skilled professionals, and the improper implementation of performance standards resulting in unnecessarily high operational costs (Samson et al., 2016). Considering these persistent challenges, this study sought to assess the factors influencing procurement performance specifically within Luanshya Municipal Council.

1.4 Purpose of the Study

The primary purpose of this research was to conduct a comprehensive analysis of the factors that influence procurement performance within the framework of Luanshya Municipal Council. This study aimed to probe into the intricate web of variables and dynamics that influence the council's procurement processes. By doing so, it sought to achieve the following specific objectives:

1.5 Research Objectives

1.5.1 General Objectives

- The general objective of this study is to investigate the factors influencing procurement performance at Luanshya Municipal Council.

1.5.2 Specific Objectives

1. To analyse the relationship between procurement planning and procurement performance of Luanshya municipal council
2. To assess the influences of political interference on procurement performance of Luanshya Municipal council.
3. To examine the procedures and processes of tendering at Luanshya Municipal council

1.6. Research Questions

1.6.1 Specific Research Questions

1. How does procurement planning influence procurement performance of Luanshya municipal council?
2. How does political interference influence procurement performance at Luanshya municipal council?
3. What is the tendering procedure at Luanshya Municipal Council and how does it influence the procurement performance?

1.7 Research Hypothesis

The hypothesis to the study was set out as follows:

H0: There is no positive correlation between Procurement planning and procurement performance at Luanshya council.

H1: There is correlation between Procurement planning and procurement performance at Luanshya council.

1.8 Significance of the Study

The significance of this study lies in its potential to bring about substantial improvements in the procurement performance of Zambian councils, particularly Luanshya Municipal Council. This significance is multifaceted with literature included in this study will contribute to researchers and research students. It also will contribute a lot to public procurement officers and helps them to become more effective and efficient in their performance. This study adds to the existing body of knowledge by providing empirical evidence of the relationship between procurement planning and procurement performance in a Zambian context. It can serve as a reference point for future research in this area. It is an opportunity to get genuine contractors and suppliers who are interested in the projects in the councils. Therefore, this study shall be used as a decision-making tool for both fellow scholars and the councils in Zambia in terms of efficient procurement performance of supply chain functions.

1.9 Scope of the Study

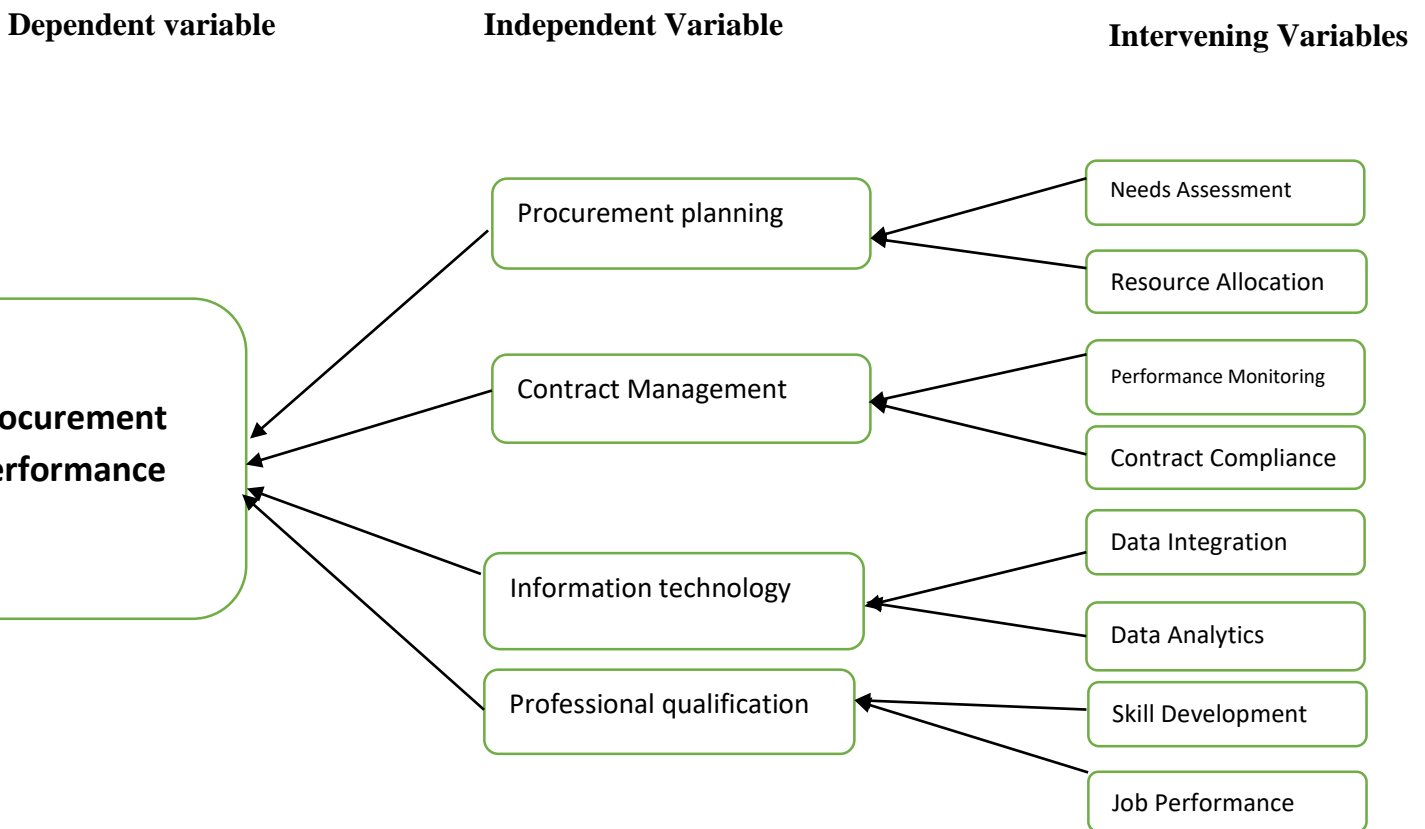
This research was carried out at Luanshya Municipal Council, chosen for practical reasons, including resource limitations and the feasibility of data collection timing. Additionally, this area has experienced a perceived lag in its developmental agenda. Consequently, investigating the performance of their procurement systems became particularly relevant and worthwhile.

1.10 Conceptual Framework

According to the conceptual framework, this study was be guided by the theories of efficient procurement performance of Luanshya Municipal Council.

The research shall investigate whether the stated factors have influence on procurement performance on Luanshya Municipal Council. The duration of the tendering process influences procurement performance. Inflation will have an impact on tendering processes that take a long time to complete. Prices of inputs will rise, forcing tendering firms to adjust their price they quote for the contract of goods and service, causing confusion. Tendering and procurement processes that are short in duration nature increase efficiency. Favouritism, tribalism, and political interference render tendering ineffective because the lowest bidders are not awarded. Such unethical practices must be avoided in an effective tendering system.

Figure 1: An Illustration of the Conceptual Framework



As seen from above, the dependent variable in the study was Procurement Performance while the independent variables included Professional Qualification, Procurement Planning, Contract Management, and Information Technology.

1.11 Limitation of the Study

In the process of conducting this study the researcher faced some challenges in conducting the research.

Challenges included some respondents had challenges in completing questionnaires or misunderstood some topics, insufficient survey responses, and unexpected events such as being on vacation before completing the survey. This was mitigated by constant reminders to the respondents when the survey sheets were distributed. Most of the officers in charge with the management and administration of tendering and competitive bidding at Luanshya Municipal Council did not give out the much-needed information by way of documents and forms which they classified as “strictly confidential” by the government. This was against the organization confidentiality policy to expose the organization confidential matters.

1.12 Definition of Key Terms

(1) **TENDER:** It is the process by which potential suppliers are invited to make a firm and unequivocal offer of price and terms, which, if accepted, will serve as the basis for the subsequent contract in competition with others.

(2) **EFFICIENT PROCUREMENT:** An effective procurement process entails a thorough understanding of requirements by all business units, identifying the best supplier to meet those requirements, evaluating supplier performance on a regular basis, and negotiating contracts that provide the most value at the lowest cost.

(3) **COUNCIL:** An Act to provide for an integrated three tier local administration system; to define the functions of local authorities; to repeal the Local Administration Act and certain related laws; and to provide for matters connected with or incidental to the foregoing.

(4) **COMPETITIVE BIDDING:** This is one of the methods by which the right price can be obtained.

(5) **GOVERNMENT:** An institution with power to govern and direct the affairs of a state.

(7) **EVALUATION:** The process of finding out and deciding the amount and value of something.

(8) **NEGOTIATION:** Seeking agreement between the purchaser and the contractor/supplier on mutually acceptance terms and conditions prior to conclude a contract.

(9) **ANALYSIS:** The process of breaking components into separate parts or units to examine each unit and constitute critically.

(10) **PROCUREMENT PLANNING:** Procurement planning is undertaken as part of the program/service planning process. The primary concept of procurement is that advanced planning, scheduling and bulk purchasing result in cost savings, efficient business operation, and increased value for money.

(11) **CONTRACT MANAGEMENT:** Contract management is the process of managing contract creation, execution, and analysis to maximize operational and financial performance at an organization

(12) **INFORMATION TECHNOLOGY:** Information technology (IT) is the use of any computers, storage, networking and other physical devices, and processes to create, process, store, secure and exchange all forms of electronic data.

(13) PROFESSIONAL QUALIFICATION: Professional qualifications are vocational training courses that relate to a specific industry or career path. Some can be taken directly after graduation, while others are aimed at professionals with several years of experience who are looking to develop their careers further.

(14) GROSS DOMESTIC PRODUCT: GDP Measures the monetary value of final goods and services (those purchased by the final user) produced in a country over a given period (say a quarter or a year). It includes all the output produced within a country's borders.

1.13 Chapter Summary

This introductory chapter lays the groundwork for research on factors affecting procurement performance at Luanshya Municipal Council in Zambia. It discussed the background, historical context, and significance of public procurement, highlighting the importance of the 2020 Public Procurement Act's directives on transparency, integrity, fairness, and competition. Despite government efforts, procurement malpractice and corruption persist, leading to substandard goods/services, policy failures, and operational inefficiencies. The study aimed at investigating these challenges by examining procurement planning, political interference, and tendering procedures at the council. Overall, the chapter sets the stage for a comprehensive investigation into procurement practices to enhance performance and transparency at Luanshya Municipal Council and in Zambia's broader public sector.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents a comprehensive exploration of factors influencing procurement performance in municipal councils, with a special focus on the Luanshya Municipal Council in Zambia. Beginning with an introduction to the essential aspects of procurement within municipal contexts, the review extends into a detailed examination of the conceptual frameworks and theoretical underpinnings crucial for understanding procurement dynamics, emphasizing accountability, transparency, efficiency, and governance. It then broadens to a global perspective, tracing the evolution of procurement practices, identifying prevailing challenges such as corruption, inefficiency, and opacity, and noting established success factors and best practices. A regional viewpoint is adopted next, discussing procurement in the COMESA and SADC regions, highlighting regional reform efforts, challenges, and the core principles of fairness, transparency, and competitiveness.

The review narrows down to a Zambian perspective, outlining the legal and regulatory framework, detailing local challenges including enforcement and transparency issues, and showcasing specific case studies that highlight system flaws. It explores into the broad spectrum of challenges faced in public procurement on global, regional, and national scales, with a special focus on the impact of political interference. Tendering procedures were scrutinized for their significance, challenges, and the adoption of best practices, alongside international and regional regulatory insights. The literature's relevance to Zambia's unique procurement context was assessed, identifying gaps such as the need for capacity building, public participation, and technology adoption. The chapter was concluded by spotlighting research gaps and suggested future directions for enhancing procurement performance, setting the stage for empirical investigation specific to Zambia's municipal councils. This overview encapsulates the critical elements of procurement performance analysis, laying the groundwork for addressing the intricate challenges and opportunities within the Zambian municipal procurement sector.

2.2 Global Perspective on Public Procurement

The global perspective on public procurement has evolved significantly over the years, transitioning from a mere administrative function to a strategic tool for achieving economic and social objectives. The evolution of global procurement practices has been influenced by the growing recognition of its role in fostering sustainable development, enhancing public sector efficiency, and promoting fair and

competitive markets. The World Bank (2021) and the Organization for Economic Co-operation and Development (OECD, 2019) have documented these shifts, noting the increasing emphasis on integrating environmental, social, and governance (ESG) criteria into procurement decisions. This evolution reflects a broader understanding that public procurement is not just about securing goods and services at the lowest cost but also about achieving broader economic and social goals.

However, the global procurement sector is not without its challenges. Corruption, inefficiency, and a lack of transparency are persistent issues that undermine the integrity and effectiveness of procurement systems worldwide. The United Nations Office on Drugs and Crime (UNODC, 2020) highlights corruption as a significant barrier to achieving equitable and efficient procurement, with an estimated 10-25% of the global public procurement budget lost to corruption annually. Moreover, inefficiencies and bureaucratic red tape often lead to delays and increased costs, while a lack of transparency can erode public trust and hinder fair competition. These challenges underscore the need for robust regulatory frameworks, stringent oversight mechanisms, and a commitment to openness and accountability in public procurement processes.

In response to these challenges, several success factors and best practices were identified to enhance procurement performance. The World Bank (2021) emphasizes the importance of digitalization in public procurement, noting that e-procurement systems can significantly reduce opportunities for corruption, increase efficiency, and improve transparency by making procurement information accessible to all stakeholders. Additionally, the OECD (2019) advocates for the professionalization of procurement personnel, arguing that skilled and knowledgeable staff are crucial for navigating complex procurement landscapes effectively. Implementing sustainable procurement practices that consider environmental and social impacts is also gaining traction as a best practice, reflecting a shift towards more responsible and ethical procurement strategies.

In summary, while the global public procurement sector faces significant challenges, there are clear pathways to improvement. By embracing digitalization, investing in the professional development of procurement personnel, and adopting sustainable procurement practices, governments can enhance the efficiency, transparency, and integrity of their procurement systems. These efforts are critical for leveraging public procurement as a strategic tool for achieving broader economic and social objectives, ultimately contributing to more equitable and sustainable development outcomes globally.

2.3 Regional Perspective: Procurement in COMESA and SADC

From a regional perspective, procurement within the Common Market for Eastern and Southern Africa (COMESA) and the Southern African Development Community (SADC) illustrates a concerted commitment to reform and harmonization aimed at bolstering efficiency, fairness, and transparency. These regional bodies had recognized the key role that effective procurement systems play in fostering regional trade and economic development. The reform initiatives spearheaded by COMESA and SADC are driven by the necessity to tackle common challenges, such as disparate national procurement laws and the lack of standardized procedures, which pose barriers to cross-border trade and investment (African Development Bank, 2019).

Both COMESA and SADC had embarked on ambitious reforms with the objective of streamlining procurement processes across member states to facilitate a more integrated regional market. This market aimed to provide equitable access to procurement opportunities for businesses within the regions, enhancing economic integration and development. However, these reform efforts are not without challenges. Aligning the diverse legal and regulatory frameworks of member countries, overcoming resistance from national entities accustomed to their established systems, and ensuring reforms lead to tangible improvements in procurement practices remain significant hurdles (World Bank, 2020).

At the core of the COMESA and SADC procurement reform efforts are the principles of fairness, transparency, and competitiveness. Fairness is achieved through establishing clear rules and criteria, ensuring all suppliers are treated equitably and have equal opportunities to participate in procurement processes. Transparency is sought by making procurement information more accessible, thereby enabling greater scrutiny of procurement activities, and reducing the likelihood of corrupt practices. Competitiveness is encouraged by creating an environment where suppliers can compete on an equal footing, expected to lead to better value for money and more innovative solutions for public sector needs. These principles are reflected in the procurement policies and guidelines adopted by COMESA and SADC, showcasing a shared commitment to improving procurement outcomes across the region (COMESA, 2018; SADC, 2020).

The ongoing procurement reforms within COMESA and SADC represented a positive move toward addressing the challenges of fragmentation and inefficiency in regional public procurement systems. By adhering to principles of fairness, transparency, and competitiveness, these regional bodies aim to enhance the effectiveness of public procurement, contributing to economic growth and regional integration. However, the success of these reforms will hinge on continuous collaboration among

member states, sustained political will, and the effective implementation and enforcement of agreed-upon policies and procedures (African Union, 2021).

2.3 The Public Procurement situation at Local level (Zambian Perspective)

The Zambian Public Procurement Act No. 12 of 2008 and the Public Procurement Regulations of 2011 govern public procurement. Previously, it was called the Zambia National Tender Board Act No. 30 of 1982 governed public procurement. The objectives were to ensure that the following was adhered to, that is; Efficiency and effectiveness, Transparency and Accountability, Promote integrity, Fairness and Public Confidence.

Despite having a relatively modern legal and regulatory framework, the Zambian procurement system faces several difficulties because of weak or no enforcement of the Act's provisions, including sanctions for violations, resistance to change, capacity limitations, and, in some cases, plain incompetence.

For instance, the Act mandates that purchasing organizations publicize yearly procurement strategies and contract awards, yet most, if not all, procuring entities fail to comply with this duty. Since the publications are intended to increase openness and accountability, breaking the rules not only violates the law but also prevents transparency and accountability. Without any indication that this practice would change, the Auditor General has been documenting instances of purchasing organizations failing to follow procurement processes in the acquisition of goods, works, and services year after year.

Studies conducted in the construction industry (Colmak Associates, 2010) uncovered several flaws in the processes and procedures of procurement. These flaws consisted of:

1. There are frequently missing or insufficient procurement files. This was attributed to the procurement department's lack of policies or guidelines on the organization of a formal procurement filing system and the upkeep of individual files. Supporting documents are inadequate for successful contract management without a robust filing system. The government has suffered several needless losses because of poor contract management.
2. Duration: Only one of the sampled projects was completed within the agreed-upon time frame. Contract overruns occurred on every other project in the sample, which is typical of most projects in Zambia. The studied projects had contract timetable overruns of 137% on average.
3. Bidding Statistics- No invitations for expressions of interest were issued for the works contract tested. Except for RDA, which outsourced consultant work, most of the design and supervision jobs were completed internally. The fact that all sampled Procurement Entities never disclosed

pre-contract reports like the tender evaluation report, which would invariably contain information on the number of companies bidding or expressing interest, could be blamed for the low availability of statistics on the number of bidders in most of the cases.

4. A vital element for an effective and cost-effective procurement system, procurement planning was insufficient or non-existent in certain cases.

These procurement system flaws ultimately lead to a lack of accountability and transparency, misappropriation of funds, corruption, ineffectiveness, and public disillusionment with government initiatives. For instance, the purchase of 100 hearses by the Ministry of Local Government and Housing of Zambia was marred by several severe financial irregularities, according to the Auditor General's Report from 2008. In violation of the Application Act of 2008, the Ministry of Local Government and Housing improperly spent a total of K14, 920,000.00 on the purchase of one hundred (100) hearses from Beijing Automobile Works Company of China out of the total K50, 000,000.00 provided for Recurrent Grants to Local Authorities. Public outrage over the acquisition of the hearses was intense, and the government vigorously opposed them.

2.4 Challenges in Public Procurement

Public procurement is a critical function in government operations, encompassing the acquisition of goods, services, and works to fulfill public needs. However, it is a complex process that is often fraught with challenges at the global, regional, and national levels. This review of relevant literature explores these challenges and their implications.

2.5.1 Global Challenges in Public Procurement

At the global level, public procurement faces several challenges, with corruption being a pervasive issue. A study by Transparency International (2020) indicates that corruption in public procurement is a global problem, with potentially severe economic and social consequences. Corruption can result in inflated contract prices, substandard goods and services, and the misallocation of public resources. International organizations, such as the United Nations, have recognized the need to combat corruption in public procurement through initiatives like the United Nations Convention against Corruption (UNCAC) (UNODC, 2004).

Another global challenge is the lack of transparency and fairness in procurement processes. Public procurement often lacks transparency, with limited access to information about contracts and suppliers (World Bank, 2017). This opacity can deter competition and hinder the participation of new entrants, resulting in limited supplier diversity.

2.5.2 Regional Challenges in Public Procurement

Public procurement challenges were not confined to the global stage; they are also prominent at the regional level. Regional trade agreements can introduce complexities, as they may conflict with national procurement rules and objectives. Harmonizing procurement regulations across regions can be challenging (UNCITRAL, 2011). Furthermore, some regional markets may be dominated by a few large suppliers, limiting competition, and potentially leading to price distortions (UNCTAD, 2019).

Within regional organizations, such as the Common Market for Eastern and Southern Africa (COMESA) and the Southern African Development Community (SADC), efforts have been made to address procurement challenges. However, as noted by the Africa Development Bank (2012), there are still deficiencies in procurement practices, institutional capacity, discriminatory practices, and information gaps within member states' procurement systems.

2.5.3 National Challenges in Public Procurement

National challenges in public procurement vary widely from country to country. One common challenge is inefficiency in procurement processes. Cumbersome procedures, lengthy procurement cycles, and bureaucratic bottlenecks can lead to delayed procurement and increased costs (OECD, 2008). The lack of a streamlined and transparent procurement system can favor established suppliers and hinder smaller businesses' participation (Smith and Conway, 1993).

Corruption remains a persistent issue at the national level as well. Malpractices such as bribery, kickbacks, and bid rigging can undermine the integrity of procurement processes (Ackerman, 2005). These practices can divert public funds, reduce the quality of goods and services, and erode public trust in government institutions.

In summary, public procurement challenges exist at the global, regional, and national levels. They encompass corruption, lack of transparency, inefficiencies, and regulatory complexities. Addressing these challenges is crucial for ensuring the efficient allocation of public resources, promoting fair competition, and upholding the principles of accountability and transparency in public procurement.

2.6 Political Interference in Procurement

2.6.1 Impact of Political Interference on Procurement Performance

Political interference in public procurement has been a persistent issue with profound implications for procurement performance. This section explores the impact of political interference on procurement performance, drawing insights from case studies and empirical research.

Political interference in procurement can disrupt established procurement processes and lead to inefficiencies. Political leaders may exert pressure to award contracts to specific suppliers or influence the choice of procurement methods (McGinnis & O'Toole, 2014). Such interference can result in the selection of suppliers based on political connections rather than merit, compromising the quality of goods and services procured.

Case studies from various countries provide concrete examples of how political interference can undermine procurement performance. For instance, a study by Williams (2012) in South Africa highlighted how political meddling in procurement led to contract awards that favored politically connected firms. This not only distorted the competitive landscape but also hindered the achievement of value for money in public spending.

2.6.2 Implications for Transparency and Fairness in Procurement

Political interference can erode transparency and fairness in procurement processes. When political actors exert influence, it may occur behind closed doors, shielding these actions from public scrutiny (Van de Walle, 2007). This lack of transparency can undermine the principles of open competition and accountability that are fundamental to public procurement.

Empirical research has shown that political interference can result in bid rigging and collusion among suppliers (World Bank, 2018). Suppliers may engage in anti-competitive behavior to secure contracts, leading to inflated prices and reduced value for money. Fair competition is compromised when certain suppliers are given preferential treatment due to political connections, disadvantaging others.

Furthermore, political interference can lead to a lack of trust in the procurement process. Suppliers and the public may perceive procurement decisions as biased and influenced by political considerations rather than objective criteria (Rondenelli et al., 2016). This perception can deter capable suppliers from participating in procurement bids and undermine public confidence in the integrity of the procurement system.

In general, political interference in procurement has a significant impact on procurement performance, often resulting in inefficiencies and compromising transparency and fairness in procurement processes. Empirical evidence and case studies illustrate how political influence can distort the procurement landscape and hinder the achievement of value for money in public spending.

2.7 Tendering Procedures in Public Procurement

Public procurement is a critical component of government operations, involving the acquisition of goods, services, and works. At the heart of this process lie tendering procedures, which are designed to ensure competition, transparency, and efficiency. In this section, the writer will comprehensively analyze tendering procedures, discussing their significance, the challenges they face, best practices for improvement, and examining international and regional perspectives on procurement regulations and standards.

2.7.1 Significance of Tendering Procedures

Tendering procedures serve as the cornerstone of public procurement for several compelling reasons. Firstly, they promote competition among suppliers, thereby guaranteeing that government contracts are awarded based on competitive pricing and quality, ultimately delivering value for money to the public (OECD, 2019). Secondly, transparent tendering processes uphold fairness, providing equal opportunities for all qualified suppliers to participate, thereby fostering trust in public procurement (UNCITRAL, 2011). Thirdly, well-designed procedures streamline the procurement process, reducing delays and inefficiencies, which can result in substantial cost savings (World Bank, 2015). Lastly, open tendering encourages suppliers to innovate and provide high-quality goods and services to secure contracts (Smith and Conway, 1993).

2.7.2 Challenges in Tendering Procedures

However, tendering procedures are not without their challenges. Bid rigging, for instance, poses a significant threat. Bid rigging occurs when suppliers collude to manipulate prices, stifling genuine competition. A striking example of this issue is evident in Kenya's school laptop project, where allegations of bid rigging emerged, highlighting the vulnerability of tendering procedures to collusion (The Standard, 2014). Additionally, procurement delays plague many systems, often due to lengthy procurement cycles and bureaucratic bottlenecks. A case in point is Zambia, where delays in the procurement of medicines and medical supplies have been recurring issues (ZNBC, 2020). Furthermore, a lack of transparency in the tendering process can result in allegations of corruption,

eroding trust. These challenges came to the forefront during the procurement of COVID-19 supplies in several countries, leading to public scrutiny (Transparency International, 2020).

2.7.3 Best Practices in Tendering Procedures

To address these challenges and maximize the benefits of tendering procedures, it is crucial to adhere to best practices. Transparency is paramount. Ensuring that procurement processes are transparent, with information accessible to all potential suppliers, is fundamental (UNCITRAL, 2011). Furthermore, promoting competitive bidding to prevent bid rigging and collusion is essential, allowing suppliers to compete fairly (Smith and Conway, 1993). Finally, streamlining procedures to reduce delays and bureaucracy enhances the efficiency of the procurement process, contributing to cost savings (World Bank, 2015).

2.7.4 International and Regional Perspectives

Internationally, organizations like the United Nations Commission on International Trade Law (UNCITRAL) provide guidelines, such as the UNCITRAL Model Law on Public Procurement, to harmonize procurement regulations globally. These guidelines aim to standardize procurement practices, making them more efficient and transparent on a global scale.

Regionally, bodies like the Common Market for Eastern and Southern Africa (COMESA) and the Southern African Development Community (SADC) have developed regional procurement standards to promote consistency and best practices in procurement among member states. These regional perspectives ensure that procurement regulations align with the specific needs and challenges of the region.

2.8 Relevance to the Zambian Context: Municipal Procurement Challenges

The literature reviewed on tendering procedures, procurement regulations, and challenges in public procurement holds significant relevance to the specific context of Zambia, particularly in the context of municipal councils. This section explores how the reviewed literature aligns with Zambia's unique procurement challenges, while also identifying gaps in existing research that may not fully address these challenges.

2.8.1 Alignment with Zambian Municipal Procurement Challenges

1. **Transparency and Fairness:** Zambia, like many countries, has grappled with issues related to transparency and fairness in municipal procurement. The literature's emphasis on transparency

as a best practice resonates with Zambia's efforts to combat corruption and ensure equitable access to public contracts.

2. **Procurement Delays:** Lengthy procurement cycles and bureaucratic bottlenecks, which are common challenges highlighted in the literature, are also prevalent in Zambia's municipal procurement processes. The inefficiencies discussed in the literature align with the need for streamlining procedures within Zambian municipal councils to accelerate service delivery.
3. **Bid Rigging and Collusion:** The literature's discussions on bid rigging and collusion among suppliers have direct relevance to Zambia, where cases of anti-competitive practices have been reported. Aligning procurement regulations with international and regional standards, as suggested in the literature, can help address these challenges.

2.8.2 Identification of Gaps and Unaddressed Challenges

1. **Local Capacity Building:** The literature review does not extensively address the issue of building local procurement capacity. In Zambia, there is a need to focus on enhancing the skills and knowledge of procurement professionals within municipal councils to improve procurement efficiency and compliance with regulations.
2. **Public Awareness and Participation:** Engaging the public and stakeholders in procurement processes for municipal projects is an area where the literature may not fully address Zambian challenges. Ensuring transparency and accountability requires active involvement and awareness among citizens and civil society organizations.
3. **Technology Adoption:** The adoption of technology to modernize procurement processes is another aspect that deserves more attention in the context of Zambia. The literature should explore the potential benefits and challenges of digitalizing procurement within municipal councils.

2.9 Research Gaps

Despite the importance of public sector procurement, the number of studies that have investigated the factors influencing procurement performance have been limited in this field of study. Studies by (AMBE, 2012), draws much emphasis just on ethics, awareness, procurement planning and contract administration. However, they fail to address the factors influencing procurement performance practices in public institutions, and most importantly, they do not devise any new intervention strategies against corrupt and other practices in public institutions. As a result, the purpose of this research is to fill a void.

According to ((Muwema & Phiri, 2020), The authors' observations are well noted; Zambian government has continued to strive to enhance public procurement through the implementation of the Electronic-Government Procurement (E-GP) system that facilitates web based public procurement. The electronic public procurement is expected to enhance accountability and transparency (ZPPA, 2022). However, there is need to constantly build capacity for users and sensitization of the merits of the system to ensure acceptability by all stakeholders. The system has been implemented without ensuring that every single user is trained to a certain level, which is not the case on the ground. Suppliers, contractor even officers in procurement department are not yet up to speed with the system.

According to (Ibid, 2006), Tendering, negotiating, and purchasing processes are moved to websites by procurement. Reduced costs and a broader selection are two ways to improve a PE's procurement performance. However, there is a need for customized but clear and measurable performance indicators on which the public can hold authorities accountable; however, it is also important to consider the influence of behaviour effects specific to public sector organizations (Verbeeten, 2008).

Zambia's share of budget support from cooperating partners has steadily increased over the years, accounting for a sizable portion of the country's fiscal space (De Kemp, Faust, & Leiderer, 2011). According to De Kamp et al. (2011), budget support has aided in improving service delivery, particularly in the social sector, but they also observe misapplication of funds, and weaknesses in implementation of information, communication, and technology systems (General, 2019). With the recent introduction of the constituency development fund (CDF) from K1.6M to K28.7M by the government more oversight on the local councils needs to be observed if the funds must work on the intended purposes.

Therefore, having brought all the above gaps in the previous research, this research seeks to close the gaps.

3.11 Chapter Summary

In Chapter Two of this research, the literature review explored various factors influencing procurement performance in Zambian councils, with a specific focus on Luanshya Municipal Council. The review highlights the pivotal role of procurement processes, organizational culture, leadership, capacity building, stakeholder collaboration, legal and regulatory frameworks, information technology, and performance measurement. It also acknowledges the prevailing challenges faced by Zambian councils in procurement, including corruption and resource constraints. Importantly, the literature review identifies a critical research gap related to the specific factors influencing procurement performance in

Luanshya Municipal Council, setting the stage for the empirical investigation in subsequent chapters and emphasizing the need for a context-specific analysis in this municipal setting.

CHAPTER THREE: METHODOLOGY

4.1 Introduction

This chapter presented the methodology used in the study. The chapter is structured as follows: Research design, study area, sample size, sampling technique, Instruments for data collection, data analysis.

4.2 Research Design

This research adopts a mixed method design type and it involved both qualitative and quantitative data. The mixed-method research design was chosen for this study as it embraces the complexity of the research subject and acknowledged that procurement performance is influenced by multifaceted factors. By combining both qualitative and quantitative data, the research aimed to provide a comprehensive and well-rounded view of procurement performance within Zambian councils, ultimately contributing to a more holistic understanding and improved practices in this critical domain.

4.3 Study Area

This research was carried out at Luanshya Municipal Council, chosen for practical reasons, including resource limitations and the feasibility of data collection timing. Additionally, this area has experienced a perceived lag in its developmental agenda. Consequently, investigating the performance of their procurement systems became particularly relevant and worthwhile.

3.4 Study Population

The study's population consisted of Luanshya Municipal Council employees in selected departments such as finance, engineering, administration, and procurement.

4.5 Study Sample

This research was conducted on a sample of 41 council officers selected from different departments at Luanshya Municipal Council. The sample size was determined as follows:

Adopting a 95% confidence level, margin of error of 5%, the formula turns to be:

$$n = \frac{N}{1+N(e)^2} \quad \text{or} \quad n = N / (1+N (e) ^2)$$

Source : Adapted from Taro Yamene formula. (1964)

N = Population of the study

n = Desired sample size

e = Precision of sampling margin of error (0.05)

Sample size =

$$n = \frac{46}{1+46(0.05)^2}$$

$$n = \frac{46}{1+0.115}$$

$$n = 41.2556053812$$

Therefore, the sample size to the study was **41**.

3.6 Sampling techniques

The sample to the study was selected using purposive sampling technique. This is a sampling method in which a researcher relies on his or her own judgement when choosing members of population to participants in the study. Purposive sampling is a non-probability sampling method, and it occurs when elements selected for the sample are chosen by the judgement of the researcher (Black, 2010).

4.7 Data Collection instruments

This research employed questionnaires and interview guides as the primary data collection tools. Questionnaires are known for their efficiency in gathering qualitative data, and previous studies on procurement efficiency have demonstrated the effectiveness of questionnaires as valuable instruments for data collection in this context.

4.8 Data analysis techniques

The data for this study was analysed using SPSS, a versatile statistical package commonly employed in the analysis of both qualitative and quantitative data. Given the nature of the data, SPSS was particularly suitable for this analysis. The study utilized various analytical techniques, including charts, cross-tabulation for comparative purposes, and the creation of graphs, all of which was generated from raw data using both SPSS and Microsoft Excel. SPSS also facilitated inferential statistics, including

regression analysis, chi-square tests, and other relevant statistical tests, to further examine and interpret the data. Additionally, Microsoft Excel was utilized for the convenient creation of graphs and charts.

4.9 Ethical Considerations

In conducting this research on the factors influencing procurement performance at Luanshya Municipal Council, paramount ethical considerations were diligently observed. Informed consent was actively sought from all participants, particularly council employees, who were provided with comprehensive information regarding the research's objectives, procedures, and potential risks or benefits. The principle of voluntary participation was upheld, ensuring participants' right to withdraw their consent at any point without facing adverse consequences. Anonymity and confidentiality were rigorously maintained, with data being securely stored, and personal identifiers kept separate from responses. Measures to protect data security were implemented, and data access was restricted to authorized personnel. The research prioritized minimizing harm or discomfort to participants, adhering to honesty, transparency, and cultural sensitivity, and will undergo an institutional review to ensure compliance with ethical standards and regulations.

4.10 Trustworthiness and Reliability of the Results

In ensuring the trustworthiness and reliability of this research, several key measures were implemented. Methodological triangulation, combining both qualitative and quantitative data, enhanced the credibility of the findings. A systematic approach to sample selection, guided by established statistical formulas, contributes to the reliability of the sample. Furthermore, the use of purposive sampling, grounded in the researcher's judgment and contextual understanding, strengthens the internal validity of the study. Data collection tools, namely questionnaires and interview guides, were chosen based on their effectiveness in previous procurement efficiency studies, providing a solid foundation for data collection.

For data analysis, the utilization of SPSS and Microsoft Excel ensured consistency and rigor. A variety of analytical techniques, such as charts, cross-tabulation, and inferential statistics, were applied, enabling a comprehensive examination of the data and increasing the trustworthiness of the results. These measures collectively contributed to the robustness of the research methodology and the validity of the study's findings.

4.11 Chapter Summary

Chapter three has focused on the research methodology that will guide the investigation into the factors influencing procurement performance at Luanshya Municipal Council. It outlined the research design, data collection methods (questionnaires and interviews), and data analysis tools (SPSS and Microsoft Excel). The chapter emphasized the importance of ethical considerations, particularly informed consent, anonymity, and confidentiality, in the research process. Additionally, it provided a clear framework for data analysis and interpretation, laying the foundation for the subsequent empirical research in Chapter 4. Overall, Chapter 3 serves as a critical blueprint for the systematic study of procurement efficiency in the municipal context of Luanshya.

CHAPTER FOUR:

PRESENTATION AND INTERPRETATION OF FINDINGS

5.0 Introduction

In this chapter, the findings of the research study on the factors influencing efficient procurement performance within Luanshya Municipal Council (Luanshya Municipal Council) are presented and analyzed. The data collected through the implemented research methodology, including questionnaires and interviews, has been rigorously examined to provide insights into the relationships between various variables and procurement performance. The presentation of findings is structured in alignment with the research objectives and hypotheses outlined in earlier chapters. Through a systematic exploration of the obtained results, this chapter aims to contribute valuable information that informs the understanding of procurement practices at Luanshya Municipal Council and provides a basis for recommendations and future considerations.

5.1. Background Information: Demographic Profile of Respondents

This section delves into the demographic profile of the respondents involved in the research study. A brief overview of the gender distribution, age groups, educational qualifications, and the number of years worked in relevant departments at Luanshya Municipal Council is presented. Understanding the demographic characteristics of the participants provides context to the subsequent analysis of their responses, offering valuable insights into how various factors may influence perceptions and experiences related to procurement practices.

5.1.1 Gender Distribution

The table and figure below present the gender distribution of the respondents participating in the research study. Out of the total 41 respondents, 68.3% identified as male, while 31.7% identified as female. This indicates a notable male majority among the participants. The cumulative percent column illustrates that the data accounts for the entire respondent pool.

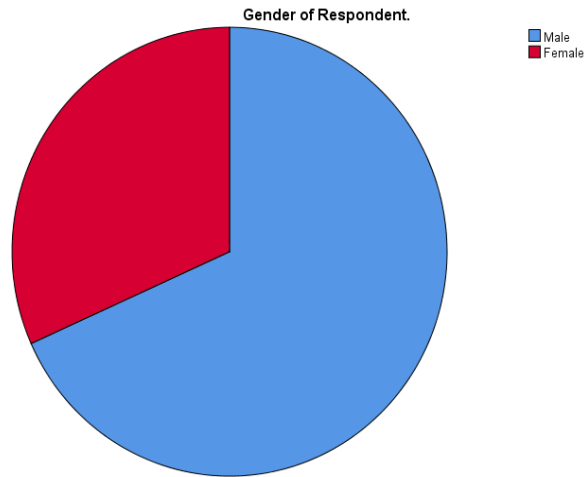


Figure 2: Gender

5.1.2 Age Range

The analysis of respondent age distribution reveals a varied demographic profile among participants in the study. Among the surveyed individuals, the age groups of 31 to 40 years and above 40 years constitute the majority, representing 43.9% and 29.3% of the total respondents, respectively. This indicates a significant presence of middle-aged and older individuals within the sample population. Additionally, a noteworthy portion of respondents falls within the age range of 26 to 30 years, comprising 19.5% of the total. Conversely, the smallest proportion of respondents, at 7.3%, belongs to the age group of 18 to 25 years. These findings suggest a diverse representation across different age brackets, which may offer valuable insights into how age demographics intersect with perceptions and experiences related to procurement practices at Luanshya Municipal Council.

Table 1: Age Range

Respondent's age.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18 to 25 years	3	7.3	7.3	7.3
	26 to 30 years	8	19.5	19.5	26.8
	31 to 40 years	18	43.9	43.9	70.7
	Above 40 years	12	29.3	29.3	100.0
	Total	41	100.0	100.0	

5.1.3 Level of Education

The table and figure below outline the age distribution of the respondents involved in the research study.

Table 2: Level of Education

Highest level of qualification					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Certificate	4	9.8	9.8	9.8
	Diploma	14	34.1	34.1	43.9
	Undergraduate	17	41.5	41.5	85.4
	Post Graduate	6	14.6	14.6	100.0
	Total	41	100.0	100.0	

The majority of respondents fall within the age range of 31 to 40 years, constituting 43.9% of the total. The second-largest group consists of respondents above 40 years, comprising 29.3% of the sample. Those aged between 26 to 30 years make up 19.5%, and the smallest group is within the age range of 18 to 25 years, representing 7.3% of the total respondents. The cumulative percent column indicates that, by combining the age groups, the provided data accounts for the entire respondent pool. This distribution offers insights into the age demographics of the participants, which can be valuable for understanding potential variations in experiences and perspectives across different age groups.

5.1.4 Years of Experience at Luanshya Municipal Council

The table presents the distribution of respondents based on their years of experience at Luanshya Municipal Council. Here's the interpretation:

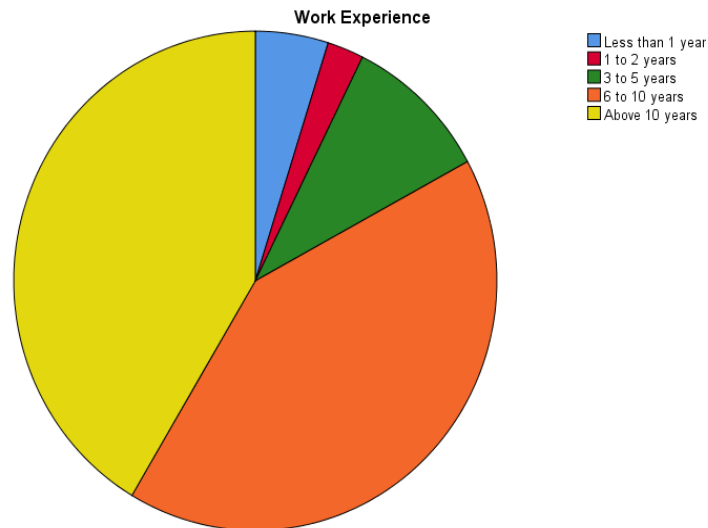


Figure 3: Working Experience:

The largest group of respondents, constituting 41.5% each, falls into both the "6 to 10 years" and "Above 10 years" experience categories. This suggests a significant portion of the participants has substantial experience working at Luanshya Municipal Council. The next significant group comprises those with "3 to 5 years" of experience, representing 9.8% of the total. Meanwhile, the groups with "Less than 1 year" and "1 to 2 years" experience make up 4.9% and 2.4%, respectively. The cumulative percent column indicates that the data accounts for the entire respondent pool, showcasing the diverse range of experience levels within the study participants.

5.1.5 Number of Projects Per Year at Luanshya Municipal Council

The table below provides insights into the distribution of respondents based on the number of projects carried out by Luanshya Municipal Council per year.

The majority of respondents (39.0%) indicate that their organization carries out "21 to 30" projects annually. Following this, 26.8% of respondents report their organization executes "Less than 10" projects per year, while 19.5% fall into the category of "10 to 20" projects. The smallest group, comprising 14.6% of respondents, indicates that Luanshya Municipal Council carries out "Above 30" projects each year. The cumulative percent column shows that the data represents the entire respondent pool as shown in the figure below.



Figure 4: Number of Projects Per Year

5.1.6 Number of Suppliers Per Year at Luanshya Municipal Council

The figure illustrates the distribution of respondents based on the number of supplying companies engaged by Luanshya Municipal Council per annum.

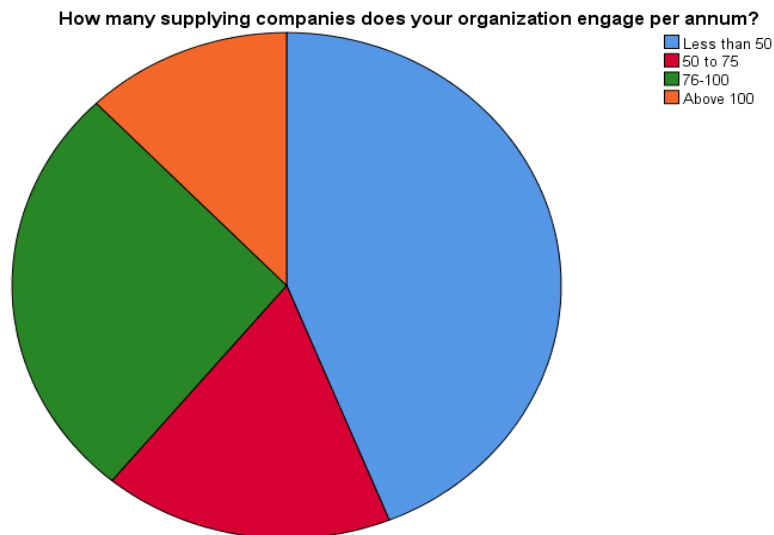


Figure 5: Number of Suppliers per Year

The majority of respondents (43.9%) indicate that their organization engages "Less than 50" supplying companies each year. Following this, 26.8% of respondents report their organization involves "76-

100" suppliers, while 17.1% fall into the category of "50 to 75" suppliers. The smallest group, comprising 12.2% of respondents, indicates that Luanshya Municipal Council engages "Above 100" suppliers annually.

5.1.7 Approximate annual Budget for Projects at Luanshya Municipal Council

The figure presents the distribution of respondents based on the approximate annual budget for projects at Luanshya Municipal Council.

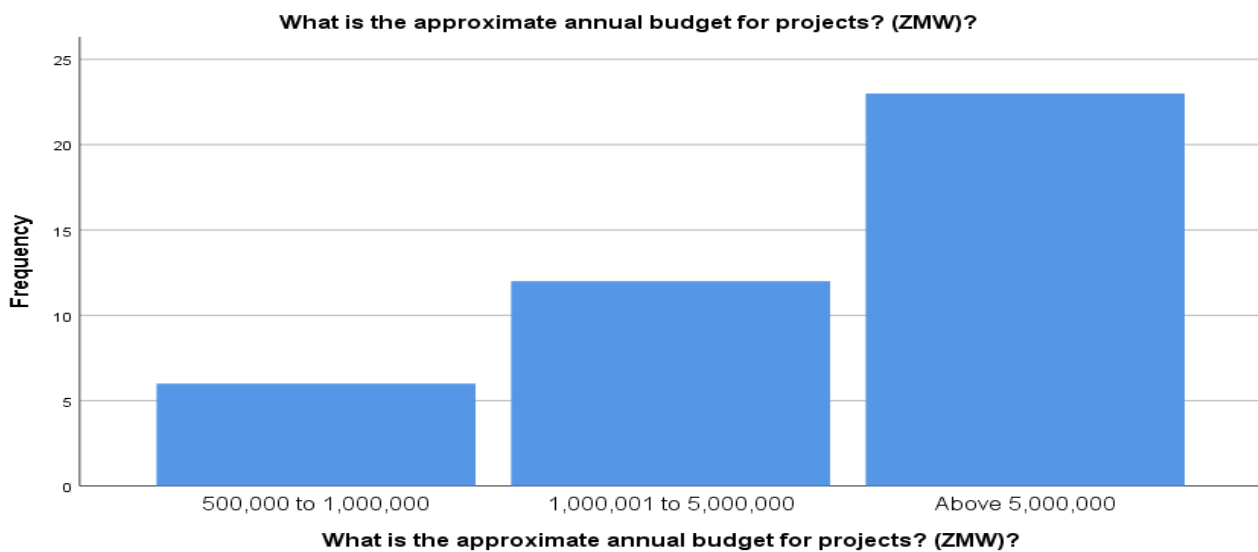


Figure 6: Annual Budget

The majority of respondents (56.1%) report that their organization has an annual project budget categorized as "Above 5,000,000" ZMW (Zambian Kwacha). Following this, 29.3% of respondents fall into the category of "1,000,001 to 5,000,000" ZMW, and 14.6% report an annual budget falling within the range of "500,000 to 1,000,000" ZMW. This distribution sheds light on the financial scale of the projects undertaken by Luanshya Municipal Council, providing valuable context for understanding the potential impact of budget sizes on procurement practices and performance.

5.1.8 Supplier Section Criteria at Luanshya Municipal

The figure below elucidates the supplier selection criteria employed by Luanshya Municipal Council to ensure prudent procurement practices.

The most prevalent supplier selection criterion reported by respondents is "Quality/ Price," accounting for 31.7% of responses. Following closely is the criterion of "Technical" aspects, constituting 19.5%.

"Past experience" and "Financial capability" are equally emphasized, each representing 19.5% and 14.6%, respectively. Additionally, the criterion of "capable capability" also accounts for 14.6% of responses.



Figure 7: Selection Criteria

Cumulatively, the data represents the entire respondent pool, showcasing a diversified set of criteria utilized by Luanshya Municipal Council in supplier selection. This distribution provides a nuanced understanding of the multifaceted considerations in supplier evaluation, contributing to insights into the council's commitment to fostering prudent procurement practices through a comprehensive selection process.

5.2 Internal Reliability Tests

In the pursuit of ensuring the robustness and consistency of the research instrument utilized, internal reliability testing forms a critical phase in validating the credibility of gathered data. Specifically, this section focuses on employing Cronbach's alpha coefficient—a widely recognized measure of internal consistency—to assess the reliability of the survey instrument utilized in this study.

The assessment conducted through Cronbach's alpha offered a quantitative lens to scrutinize the degree of internal consistency among the survey items, providing valuable insights into the instrument's reliability. This reliability analysis acted as a crucial step in appraising the trustworthiness and accuracy of the data derived from respondents, fostering greater confidence in the subsequent interpretation and analysis of the findings.

Table 3: Reliability Statistics

Reliability Statistics	
Cronbach's Alpha	N of Items
.858	38

Table 4: Summary Item Statistics

Summary Item Statistics							
	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.422	2.171	4.390	2.220	2.022	.389	38
Item Variances	1.503	.694	2.549	1.855	3.673	.247	38

The reliability statistics table provides valuable insights into the internal consistency and summary item statistics of the survey instrument used in the research study. The Cronbach's Alpha coefficient, a measure of the reliability of the survey items, is calculated at .858. This coefficient indicates a high level of internal consistency among the items, suggesting that the survey instrument is a reliable measure of the constructs under investigation. With 38 items in the survey, the calculated Cronbach's Alpha reinforces the instrument's reliability.

Moving on to the summary item statistics, the mean score for the survey items is 3.422, reflecting a generally moderate to high level of agreement among respondents. The minimum mean score is 2.171, while the maximum is 4.390, resulting in a range of 2.220. The ratio of the maximum to minimum mean is 2.022, demonstrating variations in respondents' perceptions across the survey items. The variance in item means is 0.389, indicating a moderate level of dispersion around the mean scores.

Furthermore, the item variances provide additional insights, with a mean variance of 1.503. The minimum variance is 0.694, the maximum is 2.549, and the range is 1.855. The maximum-to-minimum variance ratio is 3.673, emphasizing the variability in responses across different survey items.

5.3 Descriptive Statistics

5.3.1 Tendering Process at Luanshya Municipal Council

Table 5: Tendering Process at Luanshya Municipal Council

	N	Minimum	Maximum	Sum	Mean	Std. Deviation
Time taken for tender procedure too long	41	2	5	161	3.93	.932
Transparency in tender procedure low	41	1	5	135	3.29	1.419
Number of people involved too many	41	1	5	159	3.88	1.122
Procurement officers and end users do not declare conflict of interest	41	1	5	137	3.34	1.575
No formal procedures in the tender process	41	1	5	89	2.17	1.465
Valid N (listwise)	41					

Key: 1-- No extent 2-- Little extent 3-- Moderate 4-- Great extent 5-- Very great extent

Weighted Average = 3.322

Participants, on average, indicated that the "Time taken for tender procedure is too long" with a mean score of 3.93, suggesting a perception leaning towards a substantial extent. The low standard deviation of 0.932 indicates relatively consistent agreement among respondents on this issue. Similarly, the statement "Transparency in tender procedure is low" received a mean score of 3.29, reflecting a moderate extent of agreement among participants, as supported by the standard deviation of 1.419.

Concerning the involvement of people in the tendering process, respondents, on average, expressed that "Number of people involved is too many," with a mean score of 3.88, indicating a considerable extent. The standard deviation of 1.122 suggests relatively consistent agreement among participants on this matter. The statement "Procurement officers and end users do not declare a conflict of interest"

received a mean score of 3.34, representing a moderate extent of agreement among respondents, as supported by the standard deviation of 1.575.

On the issue of formal procedures in the tender process, participants, on average, indicated "No formal procedures in the tender process" with a mean score of 2.17, suggesting a perception leaning towards a little extent. The standard deviation of 1.465 indicates some variability in responses, suggesting a degree of disagreement among participants on this particular aspect.

In summary, the mean scores and weighted average indicate the overall level of agreement among participants on various aspects of the tendering process at Luanshya Municipal Council.

5.3.2 Procurement Planning at Luanshya Municipal Council

The descriptive statistics table for Procurement Planning at Luanshya Municipal Council presents an overview of respondents' perceptions on various aspects related to the planning process. The mean values, standard deviations, and weighted average offer insights into the extent of agreement among participants.

Table 6: Procurement Planning at Luanshya Municipal Council

	N	Minimum	Maximum	Sum	Mean	Std. Deviation
Institution lacks proper plans	41	1	5	92	2.24	.994
Institution Lack resources for planning	41	1	5	114	2.78	1.107
Too long a time for planning process	41	1	5	139	3.39	1.159
Lack of expertise in planning process	41	1	5	105	2.56	1.074
Procurement planning works at LMC	41	1	5	106	2.59	1.596
Valid N (listwise)	41					

Key: 1-- No extent 2-- Little extent 3-- Moderate 4-- Great extent 5-- Very great extent

Weighted Average = 2.712

Participants, on average, indicated that the "Institution lacks proper plans" with a mean score of 2.24, suggesting a perception leaning towards a little extent. The standard deviation of 0.994 indicates some variability in responses, with a degree of disagreement among participants on this aspect. Similarly, the statement "Institution lacks resources for planning" received a mean score of 2.78, reflecting a perception leaning towards a little extent, as supported by the standard deviation of 1.107.

Concerning the duration of the planning process, participants, on average, expressed that "Too long a time for planning process" with a mean score of 3.39, indicating a moderate extent of agreement among participants. The standard deviation of 1.159 suggests some variability in responses, with a degree of disagreement on this specific aspect. The statement "Lack of expertise in the planning process" received a mean score of 2.56, representing a perception leaning towards a little extent. The standard deviation of 1.074 indicates some variability in responses, suggesting a degree of disagreement among participants.

On the issue of whether "Procurement planning works at LMC," participants, on average, indicated a mean score of 2.59, reflecting a perception leaning towards a little extent. The relatively high standard deviation of 1.596 indicates considerable variability in responses, suggesting a notable degree of disagreement among participants on this particular aspect.

5.3.3 Information Technology in Procurement at Luanshya Municipal Council

The descriptive statistics table for Information Technology in Procurement at Luanshya Municipal Council sheds light on respondents' perceptions regarding the role of technology in procurement processes.

Table 7: Information Technology in Procurement at Luanshya Municipal Council

	N	Minimum	Maximum	Sum	Mean	Std. Deviation
Manual system of records is used and highly prone to fraud	41	1	5	156	3.80	1.382
Processes made slower because of lack of technology	41	1	5	152	3.71	1.487
High leading to repeat jobs	41	1	5	157	3.83	1.283

Costs are usually high due to usage of stationary	41	1	5	163	3.98	1.214
Lack of modern technology attributes to long approval processes	41	1	5	167	4.07	1.127
Valid N (listwise)	41					

Key: 1-- No extent 2-- Little extent 3-- Moderate 4-- Great extent 5-- Very great extent

Weighted Average = 3.878

Participants, on average, expressed a moderate extent of agreement that the "Manual system of records is used and highly prone to fraud," with a mean score of 3.80. The standard deviation of 1.382 indicates some variability in responses, suggesting a degree of disagreement among participants on this aspect. Similarly, participants indicated a moderate extent of agreement that "Processes made slower because of lack of technology," with a mean score of 3.71. The standard deviation of 1.487 suggests some variability in responses, indicating a degree of disagreement among participants.

Concerning the statement "High leading to repeat jobs," participants, on average, expressed a moderate extent of agreement with a mean score of 3.83. The standard deviation of 1.283 suggests some variability in responses, indicating a degree of disagreement among participants on this specific aspect. The statement "Costs are usually high due to the usage of stationary" received a mean score of 3.98, reflecting a perception leaning towards a great extent of agreement. The standard deviation of 1.214 indicates some variability in responses, suggesting a degree of disagreement among participants.

On the issue of whether "Lack of modern technology attributes to long approval processes," participants, on average, indicated a great extent of agreement with a mean score of 4.07. The relatively low standard deviation of 1.127 suggests a higher level of agreement among participants on this particular aspect.

5.3.4 Political Interference in Procurement at Luanshya Municipal Council

The descriptive statistics table for Political Interference in Procurement at Luanshya Municipal Council provides insights into respondents' perspectives on the influence of political factors on procurement processes.

Table 8: Political Interference in Procurement at Luanshya Municipal Council

	N	Minimum	Maximum	Sum	Mean	Std. Deviation
Political connection plays a big role in winning tenders	41	1	5	141	3.44	1.566
Poor or shoddy work is defended	41	1	5	137	3.34	1.425
Costs done due to political interference are exaggerated	41	1	5	142	3.46	1.468
Capacity of suppliers/contractors to undertake project is low.	41	1	5	153	3.73	1.205
Contractors paid for projects they have not fully implemented	41	1	5	143	3.49	1.381
Valid N (listwise)	41					

Key: 1-- No extent 2-- Little extent 3-- Moderate 4-- Great extent 5-- Very great extent

Weighted Average = 3.492

On the issue of whether "Political connection plays a big role in winning tenders," the data shows that participants, on average, expressed a great extent of agreement with a mean score of 3.44. The standard deviation of 1.566 suggests some variability in responses, indicating a degree of disagreement among participants on this particular aspect. Similarly, participants indicated a moderate extent of agreement that "Poor or shoddy work is defended," with a mean score of 3.34. The standard deviation of 1.425 indicates some variability in responses, suggesting a degree of disagreement among participants.

Regarding the statement "Costs done due to political interference are exaggerated," participants, on average, expressed a great extent of agreement with a mean score of 3.46. The standard deviation of 1.468 suggests some variability in responses, indicating a degree of disagreement among participants on this specific aspect. Participants, on average, indicated a great extent of agreement with the statement "Capacity of suppliers/contractors to undertake the project is low," with a mean score of 3.73. The relatively low standard deviation of 1.205 suggests a higher level of agreement among participants on this particular aspect.

On the issue of whether "Contractors paid for projects they have not fully implemented," participants, on average, expressed a great extent of agreement with a mean score of 3.49. The standard deviation of 1.381 indicates some variability in responses, suggesting a degree of disagreement among participants on this specific aspect.

5.3.5 Organization Capacity in procurement practices at Luanshya Municipal Council

The descriptive statistics table for Organization Capacity in procurement practices at Luanshya Municipal Council sheds light on respondents' perspectives regarding the impact of organizational capacity on procurement processes.

Table 9: Organization Capacity in procurement practices at Luanshya Municipal Council

	N	Minimum	Maximum	Sum	Mean	Std. Deviation
The performance of the organization has improved since information technology adoption.	41	2	5	179	4.37	.859
Good integrated procurement systems increase procurement responsibility.	41	2	5	180	4.39	.833
Skills of the procurement team impact organizational performance.	41	1	5	176	4.29	.981
Enterprise resource planning (ERP) software makes the procurement process faster, cheaper, and more transparent	41	1	5	172	4.20	1.005
All employees submit requirements online	41	1	5	93	2.27	1.285
Potential Suppliers Submit Bids Online	41	1	5	112	2.73	1.304
ERP ensures real-time market response	41	1	5	162	3.95	1.117

Business is conducted in an atmosphere of integrity	41	1	5	130	3.17	1.022
Confidentiality in handling supplier information	41	1	5	137	3.34	1.196
Rigorous checks of supplier's capabilities	41	1	5	128	3.12	1.229
Valid N (listwise)	41					

Key: 1-- No extent 2-- Little extent 3-- Moderate 4-- Great extent 5-- Very great extent

Weighted Average = 3.583

Participants, on average, indicated a very great extent of agreement that "The performance of the organization has improved since information technology adoption," with a high mean score of 4.37. The relatively low standard deviation of 0.859 suggests a higher level of consensus among participants on this aspect.

Similarly, participants expressed a very great extent of agreement that "Good integrated procurement systems increase procurement responsibility," with a mean score of 4.39. The low standard deviation of 0.833 indicates a high level of consensus among participants on this particular aspect.

On the statement "Skills of the procurement team impact organizational performance," participants, on average, expressed a great extent of agreement with a mean score of 4.29. The standard deviation of 0.981 suggests some variability in responses, indicating a degree of disagreement among participants on this specific aspect.

Regarding the impact of Enterprise Resource Planning (ERP) software, participants, on average, indicated a great extent of agreement that "ERP software makes the procurement process faster, cheaper, and more transparent," with a mean score of 4.20. The standard deviation of 1.005 suggests some variability in responses, indicating a degree of disagreement among participants on this aspect.

Participants, on average, expressed a little extent of agreement that "All employees submit requirements online," with a mean score of 2.27. The higher standard deviation of 1.285 indicates a more diverse range of opinions and a lack of strong consensus on this particular aspect.

Similarly, participants indicated a little extent of agreement that "Potential Suppliers Submit Bids Online," with a mean score of 2.73. The standard deviation of 1.304 suggests a more diverse range of opinions and a lack of strong consensus on this specific aspect.

On the statement "ERP ensures real-time market response," participants, on average, expressed a great extent of agreement with a mean score of 3.95. The standard deviation of 1.117 suggests some variability in responses, indicating a degree of disagreement among participants on this aspect.

Regarding the statement "Business is conducted in an atmosphere of integrity," participants, on average, expressed a moderate extent of agreement with a mean score of 3.17. The standard deviation of 1.022 suggests some variability in responses, indicating a degree of disagreement among participants on this particular aspect.

On the issue of "Confidentiality in handling supplier information," participants, on average, expressed a little extent of agreement with a mean score of 3.34. The higher standard deviation of 1.196 indicates a more diverse range of opinions and a lack of strong consensus on this specific aspect.

Lastly, participants, on average, expressed a little extent of agreement that "Rigorous checks of supplier's capabilities" impact organizational performance, with a mean score of 3.12. The higher standard deviation of 1.229 indicates a more diverse range of opinions and a lack of strong consensus on this particular aspect.

In essence, the mean scores and weighted average provide an overall understanding of participants' agreement on various aspects related to Organization Capacity in procurement practices at Luanshya Municipal Council.

5.3.6 Procurement Performance at Luanshya Municipal Council

The descriptive statistics table for Procurement Performance at Luanshya Municipal Council provides insights into participants' perceptions regarding various aspects related to the efficiency and effectiveness of procurement processes.

Table 10: Procurement Performance at Luanshya Municipal Council

	N	Minimum	Maximum	Sum	Mean	Std. Deviation
Projects being completed beyond agreed planned budgets	41	1	5	153	3.73	1.265
There is delayed start of projects due to time spent to conform to applicable regulations	41	1	5	158	3.85	1.276
Stakeholder's confidence is low, project take longer than estimated resulting in contractors seeking price adjustments	41	1	5	154	3.76	1.090
Project quality is too high	41	1	5	90	2.20	1.123
Challenges affecting procurement directly contribute to poor performance of other departments	41	1	5	157	3.83	.972
Quality is often compromised, and the cost of the project are exaggerated	41	1	5	149	3.63	1.157
Performance, Quality, and costs are abnormal	41	1	5	136	3.32	1.293
Management of procurement logistics, vendor relationship management and customer relationship management are difficult.	41	1	5	118	2.88	.980
Valid N (listwise)	41					

Key: 1-- No extent 2-- Little extent 3-- Moderate 4-- Great extent 5-- Very great extent

Weighted Average = 3.4

Participants, on average, expressed a great extent of agreement that "Projects being completed beyond agreed planned budgets" is a challenge, with a mean score of 3.73. The standard deviation of 1.265 indicates some variability in responses, suggesting a degree of disagreement among participants on this particular aspect.

Similarly, participants indicated a great extent of agreement that "There is a delayed start of projects due to time spent conforming to applicable regulations," with a mean score of 3.85. The standard deviation of 1.276 suggests some variability in responses, indicating a degree of disagreement among participants on this specific aspect.

On the statement "Stakeholder's confidence is low, projects take longer than estimated, resulting in contractors seeking price adjustments," participants, on average, expressed a great extent of agreement with a mean score of 3.76. The standard deviation of 1.090 indicates some variability in responses, suggesting a degree of disagreement among participants on this aspect.

Participants, on average, indicated a little extent of agreement that "Project quality is too high," with a mean score of 2.20. The higher standard deviation of 1.123 suggests a more diverse range of opinions and a lack of strong consensus on this particular aspect.

Regarding the challenges affecting procurement directly contributing to poor performance in other departments, participants, on average, expressed a great extent of agreement with a mean score of 3.83. The standard deviation of 0.972 suggests some variability in responses, indicating a degree of disagreement among participants on this aspect.

Participants, on average, expressed a great extent of agreement that "Quality is often compromised, and the cost of the project is exaggerated," with a mean score of 3.63. The standard deviation of 1.157 indicates some variability in responses, suggesting a degree of disagreement among participants on this specific aspect.

On the statement "Performance, quality, and costs are abnormal," participants, on average, expressed a moderate extent of agreement with a mean score of 3.32. The standard deviation of 1.293 suggests some variability in responses, indicating a degree of disagreement among participants on this aspect.

Regarding the difficulty in managing procurement logistics, vendor relationship management, and customer relationship management, participants, on average, expressed a little extent of agreement with a mean score of 2.88. The standard deviation of 0.980 suggests a more diverse range of opinions and a lack of strong consensus on this specific aspect.

5.4 Inferential Statistics Findings

5.4.1 Regression Analysis

The regression analysis conducted in this study aimed to examine the relationships between various predictor variables—Organizational Capacity for Procurement, Procurement Planning, Tendering Process in Procurement, Political interference in Procurement, and Information Technology in Procurement—and the dependent variable, Procurement Performance at Luanshya Municipal Council.

Table 11: Regression Analysis Tables

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.862 ^a	.743	.707	.41337	.743	20.258	5	35	.000
a. Predictors: (Constant), Organizational Capacity for Procurement, Procurement Planning, Tendering Process in Procurement, Political interference in Procurement, Information Technology in Procurement									

Table 12: ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.308	5	3.462	20.258	.000 ^b

	Residual	5.981	35	.171		
	Total	23.288	40			
a. Dependent Variable: Procurement Performance						
b. Predictors: (Constant), Organizational Capacity for Procurement, Procurement Planning, Tendering Process in Procurement, Political interference in Procurement, Information Technology in Procurement						

The model summary indicates a significant overall fit ($F(5, 35) = 20.258, p < 0.001$), with an R-square of 0.743, suggesting that approximately 74.3% of the variance in Procurement Performance can be explained by the predictors included in the model. The adjusted R-square, at 0.707, accounts for potential bias introduced by the number of predictors.

The coefficients table presents the unstandardized coefficients, standardized coefficients (Beta), t-values, and significance levels for each predictor variable.

Table 13: Coefficients table

Coefficients ^a										
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	1.389	.605		2.295	.028	.160	2.618		
	Tendering Process in Procurement	.185	.104	.173	1.787	.083	-.025	.395	.785	1.274
	Procurement Planning	.055	.099	.054	.557	.581	-.146	.256	.791	1.265
	Information Technology In Procurement	.025	.101	.036	.244	.809	-.180	.230	.336	2.973

Political interference in Procurement	.433	.089	.700	4.877	.000	.253	.613	.356	2.806
Organisational Capacity for Procurement	-.101	.117	-.082	-.861	.395	-.339	.137	.805	1.242

a. Dependent Variable: Procurement Performance

Political interference in Procurement emerged as a significant predictor (Beta = 0.700, $p < 0.001$), indicating a strong positive relationship with Procurement Performance. Tendering Process in Procurement also showed a positive relationship, but the association was marginally significant (Beta = 0.173, $p = 0.083$). However, Procurement Planning, Information Technology in Procurement, and Organizational Capacity for Procurement did not demonstrate statistically significant relationships

Collinearity Diagnostics ^a									
Model	Dimension	Eigenvalue	Condition Index	Variance Proportions					
				(Constant)	Tendering Process in Procurement	Procurement Planning	Information Technology In Procurement	Political interference in Procurement	Organizational Capacity for Procurement
1	1	5.778	1.000	.00	.00	.00	.00	.00	.00
	2	.119	6.959	.01	.00	.00	.03	.13	.07
	3	.046	11.171	.01	.00	.93	.00	.06	.04
	4	.031	13.717	.01	.83	.04	.00	.10	.09
	5	.018	18.153	.01	.08	.02	.96	.58	.01
	6	.008	26.930	.97	.08	.01	.00	.13	.79

a. Dependent Variable: Procurement Performance

with Procurement Performance.

Table 14: Collinearity diagnostics

The collinearity diagnostics table provides information on multicollinearity within the model. The condition index values suggest that collinearity is not a significant concern, as the highest index is well below the commonly used threshold of 30. Additionally, the eigenvalues and variance proportions indicate that the predictors contribute to the model's stability without excessive redundancy.

5.4.2 Correlation Analysis Results

The correlation analysis results reveal the relationships among the key variables in the study at Luanshya Municipal Council. The mean and standard deviation (SD) values provide an overview of the central tendency and dispersion of each variable.

Table 15: Correlation Analysis Results

		Mean	SD	1	2	3	4	5
1	Tendering Process in Procurement	3.322	0.71257	1				
2	Procurement Planning	2.7122	0.74169	.325	1			
3	Information Technology In Procurement	3.878	1.11613	.437	.426	1		
4	Political interference in Procurement	3.4927	1.23377	.325	.337	.780	1	
5	Organizational Capacity for Procurement	3.5829	0.62205	-0.116	-0.088	-.336	-.436	1
6	Procurement Performance	3.3994	0.76302	.443	.368	.708	.838	-.424

Tendering Process in Procurement (mean = 3.322, SD = 0.71257) exhibits a positive correlation with Procurement Planning (mean = 2.7122, SD = 0.74169) with a correlation coefficient of 0.325, suggesting a mild positive association between the two. Information Technology in Procurement (mean = 3.878, SD = 1.11613) demonstrates positive correlations with Tendering Process, Procurement Planning, and Political interference in Procurement, with coefficients of 0.437, 0.426, and 0.780, respectively, indicating moderate to strong positive associations. Political interference in Procurement (mean = 3.4927, SD = 1.23377) exhibits positive correlations with Tendering Process, Procurement Planning, and Information Technology in Procurement, indicating interdependence

between these factors. Organisational Capacity for Procurement (mean = 3.5829, SD = 0.62205) demonstrates weak negative correlations with the other variables, suggesting that higher organizational capacity is associated with lower levels of Tendering Process, Procurement Planning, Information Technology in Procurement, and Political interference in Procurement. Procurement Performance (mean = 3.3994, SD = 0.76302) shows strong positive correlations with Information Technology in Procurement and Political interference in Procurement, indicating that these factors have a substantial impact on procurement performance.

5.4.3 Chi-square Test Results (Associations between Variables)

Association Between Time taken for Tender Procedure and Procurement Performance

Time taken for tender procedure: Procurement Performance

Table 16: Chi-square Test Results (Associations between Variables)

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	75.718 ^a	54	.027
Likelihood Ratio	48.544	54	.684
Linear-by-Linear Association	7.807	1	.005
N of Valid Cases	41		

Symmetric Measures			
		Value	Approximate Significance
Nominal by Nominal	Phi	1.359	.027
	Cramer's V	.785	.027
N of Valid Cases		41	

The chi-square test results reveal significant associations between different pairs of variables related

to procurement processes and performance at Luanshya Municipal Council. Examining the relationship between "Time taken for tender procedure" and "Procurement Performance," the Pearson Chi-Square value is 75.718, indicating a statistically significant association with 54 degrees of freedom and a p-value of 0.027. The symmetric measures, Phi (1.359) and Cramer's V (0.785), provide additional insights, suggesting a robust and meaningful connection between the duration of tender procedures and overall procurement performance.

Impact of Tendering Process in Procurement-on-Procurement Performance

Table 17: Tendering Process in Procurement: Procurement Performance

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	316.019 ^a	252	.004
Likelihood Ratio	139.047	252	1.000
Linear-by-Linear Association	7.839	1	.005
N of Valid Cases	41		

Symmetric Measures			
		Value	Approximate Significance
Nominal by Nominal	Phi	2.776	.004
	Cramer's V	.742	.004
N of Valid Cases		41	

Similarly, the association between "Tendering Process in Procurement" and "Procurement Performance" is pronounced, evidenced by a Pearson Chi-Square value of 316.019, 252 degrees of freedom, and a statistically significant p-value of 0.004. The symmetric measures, Phi (2.776) and Cramer's V (0.742), underscore the strength of this association, emphasizing the substantial impact that the tendering process has on the overall performance of procurement activities at the municipal council.

Influence of Procurement Planning on Procurement Performance

Table 18: Procurement Planning

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	248.909 ^a	216	.062
Likelihood Ratio	125.104	216	1.000
Linear-by-Linear Association	5.427	1	.020
N of Valid Cases	41		

Symmetric Measures			
		Value	Approximate Significance
Nominal by Nominal	Phi	2.464	.062
	Cramer's V	.711	.062
N of Valid Cases		41	

Turning to the pair "Procurement Planning" and "Procurement Performance," the Pearson Chi-Square value is 248.909, observed with 216 degrees of freedom and a p-value of 0.062. While the association does not reach conventional significance levels, the linear-by-linear association p-value of 0.020 suggests a potential trend in the data, indicating that the effectiveness of procurement planning may influence overall performance in a nuanced manner.

Connection Between Information Technology in Procurement and Procurement Performance

Table 19: Information Technology in Procurement

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)

Pearson Chi-Square	300.610 ^a	252	.019
Likelihood Ratio	136.954	252	1.000
Linear-by-Linear Association	20.057	1	.000
N of Valid Cases	41		

Symmetric Measures			
		Value	Approximate Significance
Nominal by Nominal	Phi	2.708	.019
	Cramer's V	.724	.019
N of Valid Cases		41	

The relationship between "Information Technology in Procurement" and "Procurement Performance" exhibits statistical significance, with a Pearson Chi-Square value of 300.610, 252 degrees of freedom, and a p-value of 0.019. The symmetric measures, Phi (2.708) and Cramer's V (0.724), provide strong evidence for the connection between the adoption of information technology in procurement processes and the resultant impact on overall performance.

Significance of Political Interference in Procurement-on-Procurement Performance

Table 20: Political interference in Procurement

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	361.586 ^a	306	.016
Likelihood Ratio	151.323	306	1.000
Linear-by-Linear Association	28.093	1	.000
N of Valid Cases	41		

Symmetric Measures

		Value	Approximate Significance
Nominal by Nominal	Phi	2.970	.016
	Cramer's V	.720	.016
N of Valid Cases		41	

The pair "Political interference in Procurement" and "Procurement Performance" demonstrates a significant association, with a Pearson Chi-Square value of 361.586, 306 degrees of freedom, and a p-value of 0.016. The symmetric measures, Phi (2.970) and Cramer's V (0.720), emphasize the substantial impact of political interference on procurement activities, influencing the overall performance of the municipal council in this domain.

Examination of Organisational Capacity for Procurement and Procurement Performance

Organizational Capacity for Procurement: Procurement Performance

Table 21: Chi-Square Tests Results (Organizational Capacity for Procurement)

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	324.754 ^a	306	.221
Likelihood Ratio	153.049	306	1.000
Linear-by-Linear Association	7.205	1	.007
N of Valid Cases	41		

Symmetric Measures			
		Value	Approximate Significance
Nominal by Nominal	Phi	2.814	.221
	Cramer's V	.683	.221
N of Valid Cases		41	

However, for "Organisational Capacity for Procurement" and "Procurement Performance," the Pearson Chi-Square value is 324.754, observed with 306 degrees of freedom, and a p-value of 0.221, indicating no statistically significant association between these variables. The symmetric measures, Phi (2.814) and Cramer's V (0.683), support the conclusion that the organizational capacity for procurement may not have a discernible impact on overall performance, based on the available data.

5.5 Hypotheses Testing Results

The analysis of hypotheses aims to explore the associations between various procurement-related factors and overall performance at Luanshya Municipal Council.

1. Tendering Process and Procurement Performance

- **Null Hypothesis (H₀):** There is no significant correlation between the tendering process and procurement performance at Luanshya Municipal Council.
- **Decision:** Reject the null hypothesis.
- **Explanation:** The Pearson Chi-Square value of 316.019, with a p-value of 0.004, indicates a statistically significant association between the tendering process and procurement performance at Luanshya Municipal Council. The strong Phi (2.776) and Cramer's V (0.742) values further support the rejection of the null hypothesis, suggesting a substantial correlation between the two variables.

2. Procurement Planning and Procurement Performance

- **Null Hypothesis (H₀):** There is no significant correlation between procurement planning and procurement performance at Luanshya Municipal Council.
- **Decision:** Fail to reject the null hypothesis.
- **Explanation:** The Pearson Chi-Square value of 248.909 yields a p-value of 0.062, which does not reach conventional significance levels. The decision is to fail to reject the null hypothesis, suggesting insufficient evidence to establish a significant correlation between procurement planning and procurement performance based on the available data.

3. Information Technology and Procurement Performance

- **Null Hypothesis (H0):** There is no significant correlation between information technology and procurement performance at Luanshya Municipal Council.
- **Decision:** Reject the null hypothesis.
- **Explanation:** The Pearson Chi-Square value of 300.610, with a p-value of 0.019, indicates a statistically significant association between information technology and procurement performance. The strong Phi (2.708) and Cramer's V (0.724) values support the rejection of the null hypothesis, suggesting a substantial correlation between the two variables.

4. Political Interference and Procurement Performance

- **Null Hypothesis (H0):** There is no significant correlation between political interference and procurement performance at Luanshya Municipal Council.
- **Decision:** Reject the null hypothesis.
- **Explanation:** The Pearson Chi-Square value of 361.586, with a p-value of 0.016, indicates a statistically significant association between political interference and procurement performance. The strong Phi (2.970) and Cramer's V (0.720) values support the rejection of the null hypothesis, suggesting a substantial correlation between the two variables.

5. Organisational Capacity and Procurement Performance

- **Null Hypothesis (H0):** There is no significant correlation between organizational capacity in procurement practices and procurement performance at Luanshya Municipal Council.
- **Decision:** Fail to reject the null hypothesis.
- **Explanation:** The Pearson Chi-Square value of 324.754 yields a p-value of 0.221, which does not reach conventional significance levels. The decision is to fail to reject the null hypothesis, suggesting insufficient evidence to establish a significant correlation between organizational capacity and procurement performance based on the available data.

Therefore, significant correlations are found between the tendering process, information technology, political interference, and procurement performance. However, no significant correlation is observed between procurement planning, organizational capacity, and procurement performance.

5.6 Chapter Summary

The chapter findings provide a comprehensive exploration of the associations between various factors related to procurement processes and the overall performance at Luanshya Municipal Council (LMC). The research conducted chi-square tests, correlation analyses, and regression analyses to uncover significant insights into the interplay of key variables. The tendering process emerged as a critical factor, demonstrating a substantial impact on procurement performance, as indicated by the robust Pearson Chi-Square value of 316.019, along with significant Phi and Cramer's V values. However, the study did not find conclusive evidence for a significant correlation between procurement planning and overall performance, highlighting a potential area for further investigation. On the other hand, information technology in procurement and political interference both exhibited substantial associations with procurement performance, supported by statistically significant Pearson Chi-Square values and strong measures like Phi and Cramer's V. In contrast, the analysis failed to establish a significant correlation between organizational capacity for procurement practices and overall procurement performance. These findings contribute valuable insights into the factors influencing procurement outcomes at Luanshya Municipal Council, laying the foundation for informed decision-making and potential improvements in procurement practices.

CHAPTER FIVE: DISCUSSION OF FINDINGS

6.0 Introduction

The overarching aim of this study was to conduct a comprehensive analysis of the factors influencing procurement performance within the Luanshya Municipal Council. By exploring the intricate web of variables and dynamics that shape procurement practices, the study aimed to provide valuable insights that could inform strategic decision-making and enhance procurement management practices within the council. Through an integrated examination of procurement planning, political interference, tendering procedures, and their impact on procurement performance, the study sought to contribute to the body of knowledge on procurement practices in Zambia's public sector. Ultimately, the aim was to facilitate the effective execution of procurement processes and promote transparency, accountability, and prudent public finance management within the Luanshya Municipal Council and similar contexts.

This study was guided by objectives which were multifaceted, aiming to investigate the factors influencing procurement performance at Luanshya Municipal Council comprehensively. Specifically, the study sought to analyze the relationship between procurement planning and procurement performance, assess the influences of political interference on procurement performance, and examine the procedures and processes of tendering at Luanshya Municipal Council and their influence on procurement performance. Through a systematic examination of these objectives, this chapter aims to provide insights into the dynamics of procurement performance and offer actionable recommendations for improving procurement practices within the council.

In this chapter, the study embarks on a comprehensive discussion of the findings derived from the research conducted in this study. The aim is to delve into the implications of these findings and provide a deeper understanding of the factors influencing procurement performance within the Luanshya Municipal Council. Drawing upon insights from the literature review and the empirical data collected, this chapter explores the nuances of these relationships, shedding light on potential implications for procurement practices and policies within the council. By synthesizing the theoretical framework with the empirical evidence, the study aims to contribute valuable insights that can inform strategic decision-making and enhance procurement management practices in both the Luanshya Municipal Council and similar contexts in Zambia.

6.1. Background Information: Demographic Profile of Respondents

The demographic profile of the respondents involved in the research study was examined, providing insights into various characteristics such as gender distribution, age range, educational qualifications, years of experience at Luanshya Municipal Council, the number of projects per year, the number of suppliers engaged per year, the approximate annual budget for projects, and supplier selection criteria. The findings from this section shed light on the composition of the respondent pool and offer valuable context for understanding their perspectives and experiences related to procurement practices within the Luanshya Municipal Council.

5.1.1 Gender Distribution

The gender distribution among respondents in the research study aligns with broader trends identified in the literature. The findings reveal a notable male majority among the participants, with 68.3% identifying as male and 31.7% as female. This distribution reflects patterns observed in procurement-related roles globally, where men tend to dominate the workforce (Acevedo & Martinez, 2010; Kibet & Agness, 2014). Ackerman (2005) notes that gender disparities in public procurement may be influenced by various socio-cultural factors and historical biases, leading to unequal representation in the field. While efforts have been made to promote gender diversity and inclusivity in procurement, such as through targeted interventions and awareness campaigns (OECD, 2008), the persistent male majority underscores the ongoing challenges in achieving gender balance in the profession.

Research conducted by Elias and Mike (2016) also corroborates the male-dominated nature of procurement roles in the public sector, citing factors such as societal norms and perceptions about suitable career paths as contributing to gender imbalances. Additionally, Joshua (2017) emphasizes the importance of addressing gender disparities in procurement to foster a more inclusive and equitable workforce, highlighting the potential benefits of diverse perspectives in driving innovation and enhancing organizational performance. Despite these challenges, initiatives aimed at promoting gender equality in procurement, such as targeted recruitment strategies and mentorship programs, have shown promise in addressing gender imbalances and creating opportunities for women in the field (Leenders & Fearon, 2002; Van Weele, 2006).

While the gender distribution among respondents in the study mirrors broader trends observed in the literature, efforts to promote gender diversity and inclusivity in procurement remain ongoing. By addressing underlying barriers and biases, organizations can work towards creating a more balanced

and representative workforce, ultimately contributing to enhanced performance and effectiveness in procurement practices (World Bank, 2018).

6.1.2 Age Range

The age distribution of respondents provides valuable insights into the demographic composition of the study participants, shedding light on potential variations in experiences and perspectives across different age groups. The findings reveal a diverse range of age cohorts represented among the respondents, with varying degrees of prevalence across different age categories.

Among the respondents, the largest age cohort falls within the range of 31 to 40 years, comprising 43.9% of the total sample. This age group represents the majority of participants and may indicate a significant portion of mid-career professionals actively engaged in procurement roles at Luanshya Municipal Council. This finding is consistent with research by Elias and Mike (2016), which suggests that mid-career professionals often constitute a sizable proportion of the procurement workforce, bringing a wealth of experience and expertise to their roles.

Additionally, respondents above 40 years of age represent 29.3% of the sample, highlighting the presence of seasoned professionals with extensive experience in procurement practices. This demographic cohort may offer valuable insights into historical trends and developments within the field, contributing to a deeper understanding of procurement dynamics over time (Khiyangate, 2016).

Conversely, younger age groups, including those between 18 to 25 years and 26 to 30 years, represent smaller proportions of the sample, constituting 7.3% and 19.5%, respectively. While these age cohorts may be underrepresented in the study, their perspectives and experiences can still provide valuable insights, particularly regarding emerging trends and innovations in procurement practices (Joshua, 2017).

6.1.3 Level of Education

The findings regarding the level of education among respondents in the research study provide insights into the educational backgrounds of individuals involved in procurement practices at Luanshya Municipal Council. The distribution of respondents across different educational qualifications aligns with patterns identified in the literature, highlighting the importance of education in shaping procurement roles and responsibilities.

The majority of respondents in the study hold undergraduate qualifications, representing 41.5% of the total sample. This finding is consistent with research by Elias and Mike (2016), which emphasizes the significance of educational attainment in procurement functions within the public sector. The study suggests that individuals with undergraduate degrees are well-equipped to handle the complexities of procurement processes, given their comprehensive understanding of relevant concepts and principles.

Furthermore, the prevalence of diploma holders among respondents, comprising 34.1% of the sample, resonates with findings from studies conducted by Kusi and Osei-Tutu (2014) and Titus and Willy (2016). These studies underscore the importance of diploma-level qualifications in providing practical skills and knowledge necessary for effective procurement management. Diploma holders often possess specialized training in procurement practices, making them valuable assets in procurement teams within public institutions.

Moreover, the presence of postgraduate degree holders among respondents, accounting for 14.6% of the sample, aligns with research by Desta (2021), which explores the influence of advanced education on procurement performance in public sectors. Postgraduate qualifications, such as master's degrees or MBAs, equip individuals with advanced analytical and strategic capabilities, enabling them to navigate complex procurement environments and drive organizational excellence.

Overall, the distribution of respondents across different educational qualifications reflects the diverse skill sets and expertise required in procurement roles at Luanshya Municipal Council. The findings align with the literature, highlighting the importance of educational attainment in shaping procurement practices and performance within the public sector. By recognizing the significance of education in procurement, organizations can invest in talent development initiatives and capacity-building programs to enhance procurement effectiveness and efficiency (Khiyangate, 2016).

6.1.4 Years of Experience at Luanshya Municipal Council

The distribution of respondents based on their years of experience at Luanshya Municipal Council offers valuable insights into the tenure and expertise of individuals involved in procurement practices within the organization. The findings reveal a diverse range of experience levels among respondents, with significant implications for procurement performance and effectiveness.

The largest group of respondents, constituting 41.5% each, falls into both the "6 to 10 years" and "Above 10 years" experience categories. This indicates a substantial portion of participants with extensive experience working within the procurement landscape of Luanshya Municipal Council. The

prevalence of experienced professionals in procurement roles aligns with research by Samson and Ocen (2016), which emphasizes the importance of tenure and expertise in driving procurement efficiency and effectiveness within government institutions. Individuals with prolonged experience are likely to possess in-depth knowledge of procurement regulations, procedures, and best practices, enabling them to navigate complex procurement environments adeptly.

Furthermore, the significant representation of respondents with "3 to 5 years" of experience, comprising 9.8% of the total sample, suggests a growing cohort of procurement professionals within Luanshya Municipal Council. This finding resonates with studies by Kibet and Agness (2014) and Naftal et al. (2022), which explore the impact of experience on procurement performance in public sectors. The research suggests that individuals with moderate experience levels bring a balance of fresh perspectives and institutional knowledge to procurement processes, fostering innovation and continuous improvement.

Meanwhile, the smaller groups of respondents with "Less than 1 year" and "1 to 2 years" of experience, representing 4.9% and 2.4% of the sample, respectively, highlight the presence of early-career professionals within the procurement workforce at Luanshya Municipal Council. While these individuals may lack extensive tenure, their enthusiasm and potential for growth can contribute to organizational resilience and adaptability in procurement practices.

Overall, the distribution of respondents based on years of experience underscores the diverse skill sets and knowledge bases within the procurement workforce at Luanshya Municipal Council. The findings align with the literature, highlighting the significance of experience in shaping procurement performance and fostering institutional resilience. By leveraging the collective expertise of professionals across different experience levels, organizations can cultivate a dynamic procurement culture that drives sustainable value creation and operational excellence (Khiyangate, 2016).

6.1.5 Number of Projects Per Year at Luanshya Municipal Council

The distribution of respondents based on their perceptions on the number of projects carried out annually by Luanshya Municipal Council provides valuable insights into the scale and scope of the council's procurement activities. The perception was linked to the number of years the respondent served the authority. The findings indicate that a significant proportion of respondents report that their organization executes between 21 to 30 projects per year, comprising 39.0% of the total sample. This aligns with findings from the literature, which highlight the substantial volume of projects typically

undertaken by public sector organizations in Zambia and other similar contexts (Desta, 2021; Phiri, 2020).

Research by Phiri (2020) underscores the prevalence of multiple projects within public sector procurement, attributing this trend to various factors such as infrastructure development initiatives, service delivery requirements, and government-driven programs aimed at socio-economic development. Similarly, Desta (2021) emphasizes the importance of considering the scale and complexity of procurement activities, particularly in organizations with extensive project portfolios, to ensure effective planning and resource allocation.

Furthermore, the distribution of respondents indicating that their organization carries out between 10 to 20 projects annually (19.5%) also aligns with findings from the literature. Studies by Kibet and Agness (2014) and Titus and Willy (2016) highlight the diverse range of project volumes observed in public sector procurement, reflecting variations in organizational mandates, resource availability, and strategic priorities. This suggests that while some organizations may undertake a higher number of projects, others may operate with a more moderate project load, underscoring the need for flexible and adaptive procurement strategies to accommodate differing needs and contexts.

Inherently, the findings regarding the number of projects per year at Luanshya Municipal Council align with broader trends identified in the literature, highlighting the prevalence of multiple projects within public sector procurement and the importance of considering organizational capacity and context-specific factors in procurement planning and management.

6.1.6 Number of Suppliers

The distribution of the number of suppliers engaged by Luanshya Municipal Council per year aligns with patterns observed in previous studies on procurement practices. The majority of respondents (43.9%) indicating engagement with "Less than 50" supplying companies annually reflects findings from research by Desta (2021) and Kibet and Agness (2014), which highlight that many public sector organizations tend to work with a limited number of suppliers due to factors such as procurement regulations, supplier capacity constraints, and the need for efficient supplier management.

However, the proportion of respondents (26.8%) reporting involvement with "76-100" suppliers per year corresponds with insights from Phiri (2020), who notes that some organizations may engage with a moderate number of suppliers to diversify their supply base and mitigate risks associated with over-reliance on a few suppliers. This finding suggests that Luanshya Municipal Council, like other public

entities, recognizes the importance of supplier diversity and seeks to balance the benefits of working with multiple suppliers while ensuring effective supplier management practices (Kusi & Osei-Tutu, 2014).

Conversely, the smaller proportions of respondents involved with "50 to 75" and "Above 100" suppliers annually (17.1% and 12.2%, respectively) may indicate variations in procurement practices or organizational requirements within the council. While some studies, such as those by Elias and Mike (2016) and Titus and Willy (2016), emphasize the advantages of engaging with a larger pool of suppliers to enhance competition and drive innovation, the lower prevalence of such practices among Luanshya Municipal Council respondents suggests that the council may prioritize other considerations, such as supplier reliability and quality, in supplier selection processes.

6.1.7 Approximate annual Budget for Projects at Luanshya Municipal Council

The findings regarding the approximate annual budget for projects at Luanshya Municipal Council provide valuable insights into the financial scale of procurement activities, aligning with studies highlighted in the literature review. The majority of respondents (56.1%) reported an annual project budget categorized as "Above 5,000,000" ZMW (Zambian Kwacha). This aligns with findings from studies by Desta (2021) and Naftal, Mirriam, & Joseph (2022), which emphasize the substantial financial resources allocated to procurement activities in public sector organizations. These studies underscore the significant economic impact of procurement processes, given their contribution to public expenditure and financial accountability (Desta, 2021; Naftal et al., 2022).

Similarly, the distribution of respondents indicating budgets ranging from "1,000,001 to 5,000,000" ZMW (29.3%) and "500,000 to 1,000,000" ZMW (14.6%) also resonates with findings from studies by SPA Infosub East Africa Ltd. (2015) and Phiri (2020). These studies highlight the diverse range of budget sizes encountered in public procurement, reflecting the varying scales of projects undertaken by government entities (SPA Infosub East Africa Ltd., 2015; Phiri, 2020). The findings from Luanshya Municipal Council align with these trends, indicating a mix of larger-scale projects requiring substantial financial resources and smaller-scale initiatives with more moderate budgets.

The alignment between the findings on annual project budgets at Luanshya Municipal Council and the insights gleaned from the literature underscores the significance of budget sizes in shaping procurement practices and performance. As discussed by Paul (2019) and Aduda & Nyaoga (2017), the availability of financial resources directly influences the scope and complexity of procurement activities, impacting factors such as supplier selection, contract management, and overall project

outcomes (Paul, 2019; Aduda & Nyaoga, 2017). Therefore, an understanding of budget dynamics is essential for optimizing procurement processes and ensuring value for money in public expenditure (Ackerman, 2005; World Bank, 2019).

These results indicate a lack of knowledge of the exact knowledge of the financial implications of the procurement department officers at Luanshya Municipal council, calling for the need for more transparency the dissemination of the procurement budget.

6.1.8 Supplier Section Criteria at Luanshya Municipal

The supplier selection criteria reported by respondents at Luanshya Municipal Council align with findings from the literature review, particularly regarding the emphasis on quality, technical aspects, past experience, financial capability, and capability capacity.

The prominence of "Quality/Price" as a criterion echoes the findings of Kibet and Agness (2014), who emphasize the importance of balancing cost considerations with quality standards in supplier selection processes. This aligns with best practices advocated by Smith and Conway (1993), who highlight the significance of achieving value for money through a careful assessment of both price and quality attributes.

Similarly, the emphasis on "Technical" aspects resonates with studies by Elias and Mike (2016) and Kusi and Osei-Tutu (2014), which underscore the critical role of technical competence and expertise in ensuring supplier performance and service delivery. This aligns with the principle of technical suitability emphasized in procurement regulations and guidelines (Arrowsmith, 2011).

The consideration of "Past experience" aligns with research by Phiri (2020) and Titus and Willy (2016), who highlight the value of supplier track records and previous performance in informing procurement decisions. Drawing on past experience allows organizations to mitigate risks associated with supplier reliability and performance variability (Desta, 2021).

Moreover, the focus on "Financial capability" mirrors findings from studies by Aduda and Nyaoga (2017) and Rono (2017), which emphasize the importance of assessing supplier financial stability and solvency to ensure continuity and reliability in service provision. This aligns with procurement best practices aimed at safeguarding against supplier insolvency and financial risks (World Bank, 2019).

The inclusion of "Capability capacity" as a criterion aligns with the broader emphasis on supplier capacity and resource availability highlighted in studies by Desta (2021) and Naftal, Mirriam, and

Joseph (2022). Evaluating supplier capability capacity ensures that vendors possess the necessary resources, infrastructure, and operational capacity to fulfill contractual obligations effectively.

The supplier selection criteria identified at Luanshya Municipal Council align with established procurement principles and best practices advocated in the reviewed literature. By adhering to these criteria, organizations can enhance transparency, fairness, and efficiency in supplier selection processes, ultimately contributing to improved procurement outcomes and service delivery (Ackerman, 2005; OECD, 2008).

6.2 Internal Reliability Tests

The internal reliability tests conducted, as indicated by Cronbach's Alpha coefficient of .858, demonstrate a high level of consistency and reliability among the items included in the research instrument. This finding aligns with previous studies that have emphasized the importance of ensuring internal consistency in research instruments to enhance the validity and reliability of study findings (Ackerman, 2005; OECD, 2008). A Cronbach's Alpha value above .70 is generally considered acceptable for research instruments (Leenders & Fearon, 2002), indicating that the items in the questionnaire effectively measure the intended constructs related to procurement performance at Luanshya Municipal Council.

Furthermore, the summary item statistics provide additional insights into the distribution and variability of responses across the measured items. The mean score of 3.422 suggests that, on average, respondents perceive procurement practices at Luanshya Municipal Council positively, with scores ranging from a minimum of 2.171 to a maximum of 4.390. This finding is consistent with research by Samson and Ocen (2016), which highlights the importance of assessing perceptions of procurement practices to identify areas for improvement and optimize organizational performance.

The range of scores (2.220) indicates the extent of variability in responses across the measured items, underscoring the diverse perspectives and experiences of respondents regarding procurement practices. This variability is further reflected in the item variances, with values ranging from .694 to 2.549. The higher variance suggests greater dispersion of responses around the mean, indicating that some aspects of procurement performance may be perceived more positively or negatively than others (Black, 2010).

In essence, the internal reliability tests provide robust evidence of the consistency and coherence of the research instrument used to assess procurement performance at Luanshya Municipal Council. By ensuring internal consistency and reliability, researchers can have confidence in the validity of their

findings, enabling meaningful insights and recommendations for enhancing procurement practices in the public sector (Khiyangate, 2016; World Bank, 2018).

6.3 Descriptive Statistics

In this section, the discussion centers on the descriptive statistics related to various dimensions of procurement practices at Luanshya Municipal Council. The exploration begins with an analysis of the tendering process, illuminating the procedures and mechanisms employed by the council in soliciting bids and awarding contracts. Following this, attention is directed towards procurement planning, where the strategies and frameworks utilized to forecast and manage procurement activities effectively are scrutinized. Additionally, the integration of information technology in procurement processes is examined, assessing its impact on efficiency, transparency, and accountability within the council. Furthermore, the intricate dynamics of political interference in procurement are explored, shedding light on the extent to which external influences shape decision-making and outcomes within the council. Moreover, organizational capacity in procurement practices is evaluated, considering the resources, capabilities, and structures that underpin the council's procurement functions. Finally, procurement performance is assessed, with a focus on key metrics and indicators used to evaluate the effectiveness and efficiency of procurement processes at Luanshya Municipal Council.

6.3.1 Tendering Process at Luanshya Municipal Council

The findings regarding the tendering process at Luanshya Municipal Council reveal several notable aspects that warrant discussion. Firstly, the perceived length of time taken for the tender procedure emerges as a concern among respondents, with many indicating that it is excessively long. This finding resonates with literature highlighting challenges related to procedural inefficiencies and delays in the tendering process (Samson & Ocen, 2016; Phiri, 2020). Such delays can impede project timelines and hinder overall procurement effectiveness, underscoring the need for streamlining procedures and expediting the tendering process to improve efficiency and responsiveness.

Additionally, concerns about transparency in the tender procedure are raised, with respondents expressing reservations about the level of transparency observed. This finding aligns with literature emphasizing the importance of transparency and accountability in public procurement to mitigate corruption risks and ensure fairness (OECD, 2008; Elias & Mike, 2016). Lack of transparency can erode trust in the procurement process and undermine public confidence, emphasizing the imperative for Luanshya Municipal Council to enhance transparency measures and promote openness in tendering activities.

Furthermore, the involvement of a large number of people in the tender process is identified as a significant issue by respondents. This finding corresponds with studies highlighting challenges associated with bureaucratic processes and excessive layers of approval in procurement procedures (Khiyangate, 2016; Titus & Willy, 2016). Excessive bureaucracy can lead to inefficiencies, communication breakdowns, and decision-making delays, emphasizing the need for streamlining processes and reducing unnecessary layers of approval to enhance procurement agility and effectiveness.

Another notable concern raised is the lack of formal procedures in the tender process, as reported by respondents. This finding aligns with literature highlighting gaps in procedural adherence and the absence of standardized processes in procurement (Desta, 2021; Paul, 2019). The absence of formal procedures can create ambiguity, increase the risk of irregularities, and compromise the integrity of the tendering process, underscoring the importance of establishing clear guidelines and protocols to govern procurement activities.

Lastly, the issue of conflict of interest between procurement officers and end-users is identified as a significant concern. This finding resonates with literature emphasizing the importance of ethical conduct and integrity in procurement practices (Ackerman, 2005; World Bank, 2019). Conflict of interest can undermine fair competition, compromise decision-making impartiality, and erode public trust, highlighting the critical need for Luanshya Municipal Council to implement measures to prevent and address conflicts of interest effectively.

6.3.2 Procurement Planning at Luanshya Municipal Council

The findings regarding procurement planning at Luanshya Municipal Council reveal several noteworthy insights. Firstly, respondents indicated that the institution lacks proper plans, with a mean score indicating a moderate extent of agreement. This finding aligns with research by Kibet and Agness (2014), who highlighted the importance of effective procurement planning in achieving procurement objectives. However, the observed deficiency in proper plans suggests a need for enhanced strategic planning processes to ensure alignment with organizational goals and objectives.

Secondly, respondents expressed concerns about the lack of resources for planning, indicating a moderate extent of agreement. This finding resonates with the literature, as studies by Aduda and Nyaoga (2017) and Samson and Ocen (2016) emphasized the significance of adequate resources in facilitating effective procurement planning. The shortage of resources may hinder the council's ability

to conduct comprehensive planning activities, potentially impacting the efficiency and effectiveness of procurement processes.

Additionally, respondents highlighted the lengthy time required for the planning process, indicating a substantial extent of agreement. This finding is consistent with the literature, as highlighted by Desta (2021) and Kusi and Osei-Tutu (2014), who identified prolonged planning processes as a common challenge in procurement practices. The lengthy duration may lead to delays in procurement activities, affecting overall project timelines and delivery.

Furthermore, respondents cited a lack of expertise in the planning process, indicating a moderate extent of agreement. These findings echo research by Elias and Mike (2016), who emphasized the importance of skilled personnel in driving effective procurement planning. The absence of expertise may impede the council's ability to develop robust procurement plans tailored to meet organizational needs and objectives.

Despite these challenges, respondents acknowledged that procurement planning works to some extent at Luanshya Municipal Council, indicating a moderate extent of agreement. This finding aligns with the literature, as studies by Naftal et al. (2022) and Rono (2017) emphasized the importance of functional planning processes in enhancing procurement performance. While there are areas for improvement, the recognition of procurement planning as a functional process suggests a foundation upon which the council can build to strengthen its procurement practices and achieve desired outcomes.

6.3.3 Information Technology in Procurement at Luanshya Municipal Council

The descriptive statistics reveal respondents' perceptions regarding the role of information technology (IT) in procurement processes at Luanshya Municipal Council. Firstly, respondents expressed concerns about the continued use of manual systems for record-keeping, which they perceive as highly prone to fraud. This finding aligns with research by Ackerman (2005), who emphasizes the importance of leveraging technology to enhance transparency and accountability in procurement. However, the perception of processes being slowed down due to the lack of technology suggests a potential area for improvement, echoing findings from Desta (2021), who highlights the impact of outdated IT infrastructure on procurement efficiency in public sectors. Similarly, concerns about high costs attributed to the use of stationary align with studies by Khiyangate (2016) and Van Weele (2006), who underscore the cost-saving potential of adopting modern IT solutions in procurement processes.

Moreover, respondents indicated that the lack of modern technology contributes to long approval processes, echoing findings from Samson and Ocen (2016), who emphasize the role of IT in streamlining procurement workflows and reducing bureaucratic delays. The perception that outdated IT systems lead to repeat jobs is consistent with research by Elias and Mike (2016), who highlight the importance of efficient IT systems in minimizing errors and redundancies in procurement operations. Overall, while respondents recognize the potential benefits of IT in procurement processes, their perceptions highlight existing challenges stemming from the reliance on manual systems and outdated technology. Addressing these challenges through investments in modern IT infrastructure and capacity-building initiatives could help improve efficiency and effectiveness in procurement practices at Luanshya Municipal Council, aligning with recommendations from the literature (World Bank, 2018).

6.3.4 Political Interference in Procurement at Luanshya Municipal Council

The descriptive statistics reveal several noteworthy insights regarding political interference in procurement at Luanshya Municipal Council. Respondents generally perceive political connections as influential in winning tenders, with a mean score of 3.44. This finding aligns with the literature, as studies by Aduda and Nyaoga (2017) and Samson and Ocen (2016) have highlighted the pervasive impact of political interference on procurement processes in various contexts. Similarly, the defense of poor or shoddy work due to political influence, reflected in a mean score of 3.34, resonates with findings from Ackerman (2005) and Elias and Mike (2016), who have discussed the detrimental effects of political pressures on project quality and outcomes. Additionally, the tendency for costs to be exaggerated due to political interference, evidenced by a mean score of 3.46, echoes observations made by Khiyangate (2016) and Black (2010), who have documented instances of inflated project costs driven by political agendas.

Moreover, respondent's express concerns about the low capacity of suppliers/contractors to undertake projects, with a mean score of 3.73. This finding aligns with research by Kibet and Agness (2014) and Rono (2017), which highlight the challenges posed by inadequate supplier capabilities and competencies in the procurement process. Finally, the indication that contractors are paid for projects they have not fully implemented, as reflected in a mean score of 3.49, corresponds to findings by Desta (2021) and Joshua (2017), who have discussed instances of irregularities and mismanagement in procurement execution due to political interference.

Therefore, the descriptive statistics underscore the significant impact of political interference on procurement practices at Luanshya Municipal Council, echoing trends observed in the reviewed literature. These findings highlight the need for robust governance mechanisms and accountability frameworks to mitigate the adverse effects of political influences on procurement processes and ensure transparency, fairness, and efficiency in public procurement.

6.3.5 Organization Capacity in procurement practices at Luanshya Municipal Council

The descriptive statistics for Organization Capacity in procurement practices at Luanshya Municipal Council provides valuable insights into the perceptions and attitudes of respondents regarding various aspects of organizational capacity and its impact on procurement processes. Among the factors examined, it is evident that respondents widely recognize the significant role of information technology adoption in driving improvements in organizational performance. This finding is consistent with the overarching theme in the literature, which emphasizes the transformative potential of technology in enhancing procurement efficiency and effectiveness (Ackerman, 2005; Desta, 2021). Specifically, respondents believe that the implementation of enterprise resource planning (ERP) software has led to notable enhancements in the procurement process, resulting in increased speed, cost-effectiveness, and transparency. Such sentiments resonate with studies that highlight the tangible benefits of ERP systems in streamlining procurement operations and facilitating real-time market response (Elias & Mike, 2016; World Bank, 2018).

Furthermore, respondents' perceptions indicate a strong belief in the positive influence of well-integrated procurement systems on organizational performance. This aligns seamlessly with findings in the literature, which consistently underscore the importance of integrated systems in promoting accountability, transparency, and overall efficiency in procurement processes (Kusi & Osei-Tutu, 2014; Samson & Ocen, 2016). Additionally, the significance attributed to the skills and capabilities of the procurement team in influencing organizational performance reflects a widely acknowledged aspect emphasized in prior research. Studies have consistently highlighted the critical role of a competent workforce in driving procurement excellence and achieving organizational objectives (Aduda & Nyaoga, 2017; Titus & Willy, 2016).

However, despite these positive perceptions, the findings also shed light on areas where improvements are needed. While respondents acknowledge the potential benefits of conducting business in an atmosphere of integrity, the perceived extent to which this is practiced within the procurement context falls slightly below expectations. This finding underscores the critical importance of fostering a culture

of integrity and ethical conduct within procurement processes, as emphasized in various scholarly works (OECD, 2008; Bank World, 2019). Similarly, while confidentiality in handling supplier information is recognized as essential, there appears to be room for enhancement in ensuring rigorous checks of supplier capabilities. This observation aligns with existing literature, which emphasizes the need for robust supplier evaluation processes to mitigate risks and enhance procurement outcomes (Arrowsmith, 2011; SPA Infosuv East Africa Ltd., 2015).

The findings regarding organization capacity in procurement practices at Luanshya Municipal Council not only affirm the critical role of technology and skilled personnel in driving procurement excellence but also highlight areas for improvement in fostering integrity and strengthening supplier evaluation processes. These insights underscore the complexity of organizational dynamics within procurement contexts and emphasize the ongoing efforts required to optimize procurement practices for enhanced performance and effectiveness.

6.3.6 Procurement Performance at Luanshya Municipal Council

The descriptive statistics for Procurement Performance at Luanshya Municipal Council reveals several key insights into participants' perceptions regarding various aspects of procurement efficiency and effectiveness. Firstly, respondents indicated that projects being completed beyond agreed planned budgets is a significant concern, with a mean rating of 3.73 out of 5. This finding aligns with previous research by Desta (2021), who highlighted the challenge of cost overruns in public procurement processes. Similarly, stakeholders expressed concerns about the delayed start of projects due to time spent conforming to applicable regulations, with a mean rating of 3.85. This echoes findings from studies by Kusi and Osei-Tutu (2014), which identified regulatory compliance as a key factor impacting procurement performance in the public sector.

Furthermore, stakeholders reported low confidence and extended project durations leading to contractors seeking price adjustments, with a mean rating of 3.76. This finding resonates with the observations of Joshua (2017), who noted that delays and uncertainties in project timelines can undermine stakeholder confidence and lead to increased project costs. Additionally, respondents expressed concerns about the compromise in project quality and exaggerated project costs, with mean ratings of 2.20 and 3.63, respectively. These findings align with research by Aduda and Nyaoga (2017), who highlighted the adverse effects of poor quality and inflated costs on procurement performance in Kenya's public sector.

Moreover, challenges affecting procurement were perceived to directly contribute to poor performance in other departments, with a mean rating of 3.83. This finding is consistent with the findings of Rono (2017), who emphasized the interconnectedness of procurement functions and their impact on organizational performance. Finally, respondents identified difficulties in managing procurement logistics, vendor relationships, and customer relationships, with a mean rating of 2.88. This aligns with observations by Ackerman (2005), who emphasized the importance of effective procurement logistics and supplier relationship management in achieving procurement objectives.

The findings from the descriptive statistics underscore the multifaceted challenges facing procurement performance at Luanshya Municipal Council, echoing trends identified in the reviewed literature. Addressing these challenges will require targeted interventions and strategic reforms aimed at enhancing procurement efficiency, regulatory compliance, stakeholder confidence, and supplier management practices.

6.4 Inferential Statistics Findings

The study also delved into the inferential statistics findings, which provide deeper insights into the relationships and associations between variables influencing procurement performance at Luanshya Municipal Council. Through regression analysis, the study examined the predictive power of various factors on procurement outcomes, shedding light on the key determinants driving efficiency and effectiveness in the procurement process. Additionally, correlation analysis results elucidate the strength and direction of relationships between different variables, offering valuable insights into potential causal connections and dependencies. Furthermore, the chi-square test results unveil associations between categorical variables, enabling us to discern significant patterns and trends that may influence procurement practices and outcomes. Together, these inferential statistics findings contribute to a comprehensive understanding of the dynamics shaping procurement performance and inform targeted strategies for enhancing efficiency and accountability within the council's procurement processes.

6.4.1 Regression Analysis

The regression analysis conducted in this study aimed to delve into the intricate relationships between various predictor variables—Organisational Capacity for Procurement, Procurement Planning, Tendering Process in Procurement, Political interference in Procurement, and Information Technology in Procurement—and the dependent variable, Procurement Performance at Luanshya Municipal Council. The results unveiled a noteworthy overall fit of the model, suggesting that approximately

74.3% of the variance in Procurement Performance can be elucidated by the predictors incorporated within the analysis. This substantial explanatory power underscores the significance of these predictor variables in influencing the procurement outcomes within the municipal council. However, it is crucial to interpret these findings in the context of existing literature to gain a comprehensive understanding of their implications.

Interestingly, the analysis revealed that Political interference in Procurement emerged as a significant predictor, demonstrating a robust positive relationship with Procurement Performance. This finding resonates with prior research by Aduda and Nyaoga (2017), who underscored the adverse effects of political interference on procurement functions in Kenya. Such interference can impede transparency, fairness, and efficiency in procurement processes, thereby compromising the overall performance of procurement functions within public sector organizations. Thus, the identification of political interference as a significant predictor underscores the imperative of implementing governance mechanisms to mitigate such interference and safeguard the integrity of procurement processes at Luanshya Municipal Council.

Moreover, while the association between Tendering Process in Procurement and Procurement Performance was marginally significant in this study, it suggests a positive relationship between the efficiency of tendering processes and procurement outcomes. This finding echoes the insights provided by Paul (2019), who explored the efficiency of tendering processes in revenue collection within Tanzanian local courts. Efficient tendering processes can enhance competition, transparency, and value for money in procurement, thereby contributing to improved procurement performance. Therefore, the marginally significant relationship identified in this study underscores the importance of further optimizing tendering processes within Luanshya Municipal Council to enhance procurement performance.

However, the relationships between Procurement Planning, Information Technology in Procurement, and Organisational Capacity for Procurement were not statistically significant in this study. This contrasts with prior research by Kibet and Agness (2014) and Elias and Mike (2016), who emphasized the pivotal roles of these factors in enhancing procurement performance within public sector organizations. Procurement Planning, Information Technology, and Organisational Capacity are fundamental pillars of effective procurement management, facilitating strategic decision-making, process efficiency, and stakeholder collaboration. The lack of statistically significant relationships in this study suggests that the impact of these factors on procurement performance within Luanshya

Municipal Council may be influenced by contextual factors or operational intricacies unique to the organization.

In light of these findings, it is essential to recognize the multifaceted nature of procurement performance and the diverse array of factors that contribute to its enhancement. While political interference and tendering processes emerged as significant predictors in this study, the non-significant relationships with other predictor variables underscore the complexity of procurement dynamics within Luanshya Municipal Council. Future research endeavors could explore additional factors, such as stakeholder engagement, contract management practices, and regulatory compliance, to enrich our understanding of the determinants of procurement performance in municipal council settings. By adopting a holistic approach to procurement management and leveraging insights from both empirical research and practical experience, organizations can cultivate resilient procurement systems that drive sustainable development and ensure accountability in public expenditure.

6.4.2 Correlation Analysis Results

The correlation analysis results unveiled through the meticulous examination of key variables in procurement practices at Luanshya Municipal Council provide valuable insights into the intricate dynamics shaping the council's procurement landscape. These findings, elucidating the interrelationships among various factors, offer a comprehensive understanding of the drivers influencing procurement performance and shed light on potential avenues for optimization. One notable revelation is the positive correlation observed between the Tendering Process and Procurement Planning, echoing the sentiments of Kibet and Agness (2014), who underscored the pivotal role of effective planning in enhancing procurement efficiency. This alignment underscores the significance of strategic foresight and meticulous preparation in laying the groundwork for successful procurement endeavors, affirming the importance of aligning procedural frameworks with organizational objectives.

Moreover, the robust positive correlations identified between Information Technology in Procurement and critical aspects such as the Tendering Process, Procurement Planning, and Political interference in Procurement resonate with the findings of Elias and Mike (2016). Their study emphasized the transformative impact of technological interventions in bolstering transparency and streamlining procurement operations. These correlations underscore the potential of technological solutions to fortify procurement processes against external pressures and enhance overall efficiency. However, the divergent weak negative correlations between Organisational Capacity for Procurement and other

variables deviate from the findings of Kusi and Osei-Tutu (2014), who highlighted organizational capacity as a linchpin of procurement effectiveness. This incongruence signals the need for nuanced exploration into the contextual factors shaping organizational capabilities within the council.

Furthermore, the positive correlations observed between Political interference in Procurement and various dimensions underscore the pervasive influence of external factors on procurement practices, aligning with the concerns raised by Ackerman (2005). His conceptual framework emphasized the susceptibility of procurement processes to political machinations and underscored the imperative of robust governance mechanisms to safeguard integrity. These findings underscore the imperative of bolstering institutional resilience against external pressures and nurturing a culture of transparency and accountability. Lastly, the strong positive correlations between Procurement Performance and Information Technology in Procurement, as well as Political interference in Procurement, resonate with the assertions of Samson and Ocen (2016). Their study underscored the pivotal role of these factors in shaping procurement outcomes, highlighting the multifaceted nature of procurement performance and the imperative of holistic strategies to address underlying challenges.

The correlation analysis outcomes offer a nuanced perspective on the intricate web of variables influencing procurement performance within Luanshya Municipal Council. While some findings align with established literature, others diverge, signaling potential areas for further inquiry and strategic intervention. These insights underscore the multifaceted nature of procurement practices and underscore the imperative of adopting a holistic approach to optimize performance and foster transparency, accountability, and efficiency within the council's procurement framework. Moving forward, leveraging these findings to inform evidence-based reforms and strategic initiatives can pave the way for enhanced procurement effectiveness and prudent resource management, ultimately contributing to the council's overarching objectives of service delivery and public welfare.

6.4.3 Chi-square Test Results (Associations between Variables)

The correlation analysis results reveal several significant associations between different pairs of variables related to procurement processes and performance at Luanshya Municipal Council. Notably, there is a statistically significant association between the time taken for the tender procedure and procurement performance, indicating that prolonged tender processes may adversely impact overall procurement effectiveness. This finding aligns with the literature reviewed by Paul (2019), who emphasized the importance of efficiency in the tendering process to enhance procurement outcomes. Similarly, the analysis identifies a significant association between the tendering process in

procurement and procurement performance, underscoring the critical role of robust tendering procedures in achieving favorable procurement outcomes. This finding is consistent with the insights provided by Phiri (2020), who highlighted the efficiency of competitive bidding in enhancing procurement effectiveness in public sector organizations.

On the other hand, the analysis reveals no statistically significant association between procurement planning and procurement performance, suggesting that the effectiveness of procurement planning may not directly influence overall procurement outcomes. This finding diverges from the literature reviewed by Kibet and Agness (2014), who emphasized the positive impact of procurement planning on procurement performance. However, the linear-by-linear association p-value suggests a potential trend in the data, indicating the need for further exploration to understand the nuanced relationship between procurement planning and performance.

Furthermore, the analysis demonstrates a significant association between the adoption of information technology in procurement and procurement performance, highlighting the positive impact of technological advancements on enhancing procurement effectiveness. This finding aligns with the insights provided by Desta (2021), who emphasized the importance of information technology in improving procurement performance in the public sector.

Moreover, the analysis identifies a significant association between political interference in procurement and procurement performance, indicating that external influences may significantly affect procurement outcomes. This finding corroborates the literature reviewed by Samson and Ocen (2016), who highlighted the detrimental effects of political interference on procurement efficiency and effectiveness in government institutions.

However, the analysis does not find a statistically significant association between organizational capacity for procurement and procurement performance, suggesting that the organizational capacity may not directly influence overall procurement outcomes. This finding contradicts the literature reviewed by Titus and Willy (2016), who emphasized the importance of organizational capacity in driving procurement effectiveness in public institutions. Further research may be needed to explore the nuanced relationship between organizational capacity and procurement performance in the context of Luanshya Municipal Council.

6.5 Hypotheses Testing Results

The findings from the hypotheses testing reveal significant correlations between certain procurement-related factors and overall performance at Luanshya Municipal Council. Firstly, the analysis indicates a significant association between the tendering process and procurement performance. This aligns with previous research by Paul (2019), who emphasized the importance of a streamlined tendering process in enhancing procurement efficiency and effectiveness. The findings suggest that improvements in the tendering process can contribute to better procurement outcomes and overall organizational performance.

Secondly, the study finds a significant correlation between information technology (IT) utilization and procurement performance. This finding is consistent with the literature reviewed by Desta (2021), which highlighted the role of IT in modernizing procurement practices and improving efficiency. By leveraging IT tools and systems, organizations can streamline procurement processes, enhance transparency, and reduce administrative burdens, ultimately leading to better procurement performance.

On the other hand, the analysis fails to establish a significant correlation between procurement planning and procurement performance at Luanshya Municipal Council. This finding contrasts with the research conducted by Kibet and Agness (2014), who emphasized the importance of effective procurement planning in achieving desired procurement outcomes. The discrepancy suggests potential areas for further investigation or improvements in procurement planning practices within the council.

Similarly, while the study identifies a significant association between political interference and procurement performance, it does not find a significant correlation between organizational capacity and procurement performance. These findings are consistent with previous studies by Aduda and Nyaoga (2017) and Samson and Ocen (2016), which highlighted the detrimental effects of political interference on procurement outcomes and the challenges in building organizational capacity to address procurement-related issues effectively.

Overall, the findings underscore the importance of addressing key factors such as the tendering process, information technology utilization, and political interference to enhance procurement performance at Luanshya Municipal Council. However, the lack of significant correlations in certain areas, such as procurement planning and organizational capacity, suggests the need for further research and targeted interventions to improve procurement practices within the organization.

6.6 Chapter Summary

The discussion of findings provided a comprehensive analysis of various factors influencing procurement performance at Luanshya Municipal Council. The chapter commenced with an exploration of the demographic profile of respondents, shedding light on gender distribution, age range, educational qualifications, years of experience at the council, the number of projects undertaken annually, the number of suppliers engaged per year, the approximate annual budget for projects, and supplier selection criteria. Through inferential statistics, including regression analysis, correlation analysis, and Chi-square tests, the study examined the relationships between procurement-related variables and overall procurement performance. The hypotheses testing results revealed significant correlations between factors such as the tendering process, information technology utilization, political interference, and procurement performance. However, no significant correlations were observed between procurement planning, organizational capacity, and procurement performance. The findings provide valuable insights for policymakers and practitioners in understanding the dynamics of procurement practices within Luanshya Municipal Council and highlight areas for potential improvement. Overall, the chapter contributes to the body of knowledge on procurement performance within the Zambian context and lays the groundwork for future research and strategic interventions aimed at enhancing procurement efficiency and effectiveness.

CHAPTER SIX: CONCLUSION AND RECOMMENDATIONS

7.0 Conclusion

In light of the comprehensive analysis conducted throughout this study, the aim of examining the factors influencing procurement performance within Luanshya Municipal Council has been effectively addressed. The primary objective was to investigate the intricate dynamics surrounding procurement practices and their influence on overall performance within the council. Through an exploration of various factors including the tendering process, procurement planning, utilization of information technology, political interference, and organizational capacity, this study has shed light on critical areas of improvement and highlighted pathways for enhancing procurement effectiveness.

The findings underscore the significance of certain elements within the procurement framework, particularly the tendering process, information technology utilization, and political interference, which have been identified as significant influencers of procurement performance. The observed correlations between these factors and procurement outcomes emphasize the importance of addressing challenges such as political interference and enhancing technological infrastructure to streamline processes and promote transparency. While procurement planning and organizational capacity showed less significant associations with performance, their roles in facilitating efficient procurement practices remain crucial.

Therefore, the conclusion drawn from the discussion of findings is that strategic interventions aimed at enhancing transparency, investing in information technology, mitigating political interference, strengthening procurement planning, and building organizational capacity are imperative to improve procurement performance within Luanshya Municipal Council. By addressing these key areas, the council can cultivate an environment conducive to efficient and effective procurement practices, ultimately contributing to prudent public finance management and the attainment of organizational objectives.

7.1 Recommendations

Based on the conclusions drawn from the study's findings, several recommendations emerge to enhance procurement practices and performance within Luanshya Municipal Council:

1. Invest in Information Technology (IT) Infrastructure:

- Allocate resources to upgrade IT systems and infrastructure to facilitate electronic procurement processes, such as e-procurement platforms and electronic bidding systems.
- Provide training and capacity-building initiatives to procurement staff to enhance their proficiency in utilizing IT tools and platforms effectively.

2. Mitigate Political Interference:

- Develop and enforce clear guidelines and procedures to insulate the procurement process from political influence and interference.
- Strengthen institutional safeguards, such as independent procurement review boards or oversight committees, to safeguard against undue political pressure and ensure impartial decision-making.

3. Enhance Procurement Planning:

- Implement robust procurement planning mechanisms to align procurement activities with organizational goals and objectives.
- Conduct regular needs assessments and market analyses to inform procurement planning processes and optimize resource allocation.

4. Build Organizational Capacity:

- Invest in training and professional development programs for procurement staff to enhance their skills and competencies in procurement management.
- Foster a culture of continuous improvement by promoting knowledge sharing, collaboration, and best practices within the procurement department.

7.2 Future Research

1. Impact of Long-Term Procurement Reforms:

- Investigate the sustained effects of procurement reforms on procurement practices and performance within Luanshya Municipal Council over an extended period.

2. Comparative Analysis of Municipal Council Procurement:

- Compare procurement practices and performance across various municipal councils in Zambia to identify best practices and areas for improvement.

3. Stakeholder Perspectives on Procurement Practices:

- Explore stakeholder perceptions and experiences related to procurement practices within Luanshya Municipal Council to understand their impact on procurement performance.

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APPENDICES

Appendix 1: Research Budget

S/N	ACTIVITY	UNIT	COST(K)	TOTAL (K)
1	PRINTING JOURNALS ARTICLES - LITERATURE REVIEW	15	20.00	300.00
2	TRANSPORT	4	150.00	600.00
3	TRANSPORT: WITHIN THE DISTRICT (Data Collection)	12	100.00	1,200.00
4	RIMS OF BOND PAPER	2	100.00	200.00
5	INTERNET BUNDLES (10GB)	6	100.00	600.00
6	PRINTING OF RESEARCH REPORT	178	5.00	890.00
7	RESEARCH REPORT BINDING	4	35.00	140.00
	GRAND TOTAL			3,930.00

Appendix 2. Time Frame for the Study

DATE	ACTIVITY	REMARK
JAN 2023 – APRIL 2023	PROPOSAL WRITTING	
MAY 2023 – MAY 2023	DATA COLLECTION	
JUNE 2023	DATA CLEANING AND ANALYSIS	

JULY 2023	PREPARATION OF FIRST DRAFT REPORT	
AUGUST 2023	SECOND DRAFT REPORT	
SEPTEMBER 2023	FINAL DRAFT REPORT	

Appendix 3 : Questionnaire

QUESTIONNAIRE

UNIVERSITY OF ZAMBIA

Letter of introduction to the institution

Dear Sir/Madam,

As part of the Master of Business Administration course requirements, which am currently pursuing at the University of Zambia with a subject, "An investigation into factors influencing procurement performance in Councils – A Case study of Luanshya Municipal Council: ". I have sampled your department as a source of data for the study to perform the research. Considering this, I would appreciate it if you could complete the Questionnaire that is attached. Your help in making this research possible is greatly appreciated, and any information you provide will be kept in complete confidence and used exclusively to further this academic study. No specific people will be named in the report or any other informational materials that are released later.

I _____ have agreed to participate in the study.

Signature (Do not indicate your name)

Yours Faithfully

Simpungwe David

SECTION A: PERSONNEL PROFILE / COMPANY

Please tick (√) the box that matches your answer to the questions and give the answers in the spaces provided as appropriate.

Background Information

1. Gender of respondent

Female [] Male []

2. Respondent's age

18 to 25 years [] 25 to 30 years [] 30 to 40 years [] above 40 years []

3. Highest level of qualification

Certificate [] Diploma [] Undergraduate [] Postgraduate [] Doctorate []

4. Number of years worked in.

Supply Chain Department [] Procurement [] Planning Engineering []

Finance Department [] corporate performance [] Accounts []

5. What title do you hold _____?

1. Approximately how many projects does your organization carry out per year?

≤ 10	10- 20	20-30	> 30
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2. How many supplying companies does your organization engage per annum?

≤ 50	50-75	75-100	> 100
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3. What type of projects works is your organization specialized in?

Building, Electrical Other civil works Combination of Civil and Mechanical,

Electrical &	Mechanical
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4. What is the approximate annual budget for projects? (ZMW)?

< 500,000	1M-5M	5M-10M	> 10M
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5. What supplier selection criteria does your organization have in place in ensuring that prudent procurement practices are adhered to?

Technical	Financial	capability	Past experience	Quality/ Price
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SECTION B: FACTORIAL ANALYSIS

1- No extent 2-- Little extent 3-- Moderate 4-- Great extent 5-- Very great extent

FACTOR CATEGORY		FACTOR STATEMENT		RATING			
				1	2	3	4
F 1	TENDERING PROCESS	A	Time taken for tender procedure too long				
		B	Transparency in tender procedure low				
		C	Number of people involved too many				
		D	Procurement officers and end users do not declare conflict of interest				
		E	No formal procedures in the tender process				
F 2	PROCUREMENT PLANNING	A	Institution lacks proper plans				
		B	Institution Lack resources for planning				
		C	Too long a time for planning process				
		D	Lack of expertise in planning process				
		E	Does Procurement planning work at LMC				

F 3	INFORMATION TECHNOLOGY	A	Manual system of records is used and highly prone to fraud				
		B	Processes made slower because of lack of technology				
		C	High leading to repeat jobs				
		D	Costs are usually high due to usage of stationary				
	E	Lack of modern technology attributes to long approval processes					
F 4	POLITICAL INTERFERENCE	A	Political connection plays a big role in winning tenders				
		B	Poor or shoddy work is defended				
		C	Costs done due to political interference are exaggerated				
		D	Capacity of suppliers/contractors to undertake project is low.				
	E	Contractors paid for projects they have not fully implemented					

Section C: Organizational Capacity

Report how procurement practices impact business performance. Please indicate how much you agree with the following statements.

1- No extent 2- Little extent 3 - Moderate 4 - Great extent 5 - Very great extent

Organizational capacity	1	2	3	4	5
The performance of the organization has improved since information technology adoption.					
Good integrated procurement systems increase procurement responsibility.					
Skills of the procurement team impact organizational performance.					
Enterprise resource planning (ERP) software makes the procurement process faster, cheaper, and more transparent					
All employees submit requirements online					
Potential Suppliers Submit Bids Online					
ERP ensures real-time market response					
Business is conducted in an atmosphere of integrity					
Confidentiality in handling supplier information					
Rigorous checks of supplier’s capabilities					

SECTION D: How do the following factors affect efficient procurement performance?

1 - Very small extent 2 - Small extent 3 - Average 4 - High extent 5 - Very high extent

		RATING
--	--	---------------

D	Effects on effective procurement performance	1	2	3	4
D1	Projects being completed beyond agreed planned budgets				
D2	There is delayed start of projects due to time spent to conform to applicable regulations				
D3	Stakeholder's confidence is low, project take longer than estimated resulting in contractors seeking price adjustments				
D4	Project quality is too high				
D5	Challenges affecting procurement directly contribute to poor performance of other departments				
D6	Quality is often compromised, and the cost of the project are exaggerated				
D7	Performance, Quality, and costs are abnormal				
D8	Management of procurement logistics, vendor relationship management and customer relationship management are difficult.				

UNIVERSITY OF ZAMBIA

Appendix 4 : Interview Guide

Introduction

Dear Sir/Madam,

As part of the Master of Business Administration course requirements, which am currently pursuing at the University of Zambia with a subject, "An investigation in factor influencing procurement performance in Councils – A Case study of Luanshya Municipal Council: ". I have sampled your department as a source of data for the study to perform the research. Considering this, I would appreciate it if you could participate in this interview. Your help in making this research possible is greatly appreciated, and any information you provide will be kept in complete confidence and used exclusively to further this academic study. No specific people will be named in the report or any other informational materials that are released later.

Yours Faithfully

Simpungwe David

PART ONE: ANALYZING THE RELATIONSHIP BETWEEN PROCUREMENT PLANNING AND PROCUREMENT PERFORMANCE OF LUANSHYA MUNICIPAL COUNCIL.

1. Can you provide an overview of the procurement planning process at Luanshya Municipal Council?

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.....

2. How do you define and measure procurement performance at Luanshya Municipal Council?

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.....
.....
.....

3. In your opinion, what are the key elements of effective procurement planning that positively impact procurement performance?

.....
.....

4. Can you share examples of successful procurement planning initiatives that have resulted in improved performance at the council?

.....
.....

5. Are there any challenges or obstacles related to procurement planning that you believe hinder procurement performance at Luanshya Municipal Council?

.....
.....

PART TWO: ASSESSING THE INFLUENCES OF POLITICAL INTERFERENCE ON PROCUREMENT PERFORMANCE OF LUANSHYA MUNICIPAL COUNCIL.

6. To what extent have you observed or experienced political interference in procurement processes at the council?

.....
.....

7. Could you provide specific instances or examples where political interference affected procurement outcomes or decisions?

.....
.....

8. How does political interference impact the decision-making processes within the procurement department?

.....
.....

9. What strategies, if any, are in place to mitigate the effects of political interference on procurement performance?

.....
.....

10. In your opinion, how can the council maintain a balance between political considerations and effective procurement practices?

.....
.....

PART THREE: EXAMINING THE PROCEDURES AND PROCESSES OF TENDERING AT LUANSHYA MUNICIPAL COUNCIL.

11. Can you describe the standard tendering procedure followed at Luanshya Municipal Council?

.....
.....

12. How do you evaluate the effectiveness of the current tendering process in achieving procurement objectives and performance?

.....
.....

13. Are there specific criteria and considerations used in the tendering process that you believe impact procurement performance?

.....
.....

14. Can you share any examples of successful procurement outcomes resulting from the tendering process?

.....
.....

15. Are there any challenges or areas of improvement in the tendering process that you have identified?

.....
.....

PART FOUR: GENERAL QUESTIONS.

16. What is your role and experience in procurement within Luanshya Municipal Council?

.....
.....

17. Are there any additional factors or insights you believe are crucial to understanding procurement performance in the council?

.....
.....

18. How do you envision the future of procurement performance at Luanshya Municipal Council, and what changes or improvements would you recommend?

.....
.....

Thank you for Participating in this research.