

**The effect of supplier evaluation on service delivery in public entities: A case study of
Ministry of Works and Transport**

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DECLARATION

I **Kanshabe Deborah** hereby declare that this is my original work and has never been submitted to any Institution of Higher learning either in total or partially for any academic award or publication

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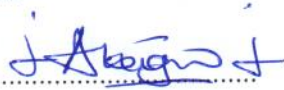
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APPROVAL

This is to certify that this dissertation was written and compiled by **Kanshabe Deborah** under my supervision until its completion and is now approved in partial fulfillment of the requirements of the institution for the award of the Bachelor of Procurement and logistics management.

Signature:



Date:

11/09/2023

Mrs. Abiyar Jennifer N

DEDICATION

This study is dedicated to my loving family members, mum, brothers, sisters, relatives and Friends

ACKNOWLEDGEMENT

I take this opportunity to thank God for this far He has brought me and most especially sound health during this whole year. With prayer on my lips, I knew that the courage to face my challenge was guaranteed

I am indebted to my mother and my big sisters for their support, which made it possible for me to pursue this program and I also appreciate all my colleagues and friends for their support as well.

I also wish to extend special gratitude to my supervisor Mrs. Abiyar Jennifer N for her advice, guidance and constant feedback which helped in the completion of this research. Her guidance, encouragement and patience in reading, correcting, re-reading and refining this work are commendable.

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ABSTRACT

The study was carried out at Ministry of Energy and Mineral Development. The purpose of the study was to establish the effects of supplier evaluation on service delivery in Ministry of Works and Transport.

The research methodology for the study was Correlational research design. The sample size was 59 respondents and both simple random sampling techniques and purposive techniques were applied in selecting the respondents who were included in the sample. The researcher used questionnaires to collect data and data was analysed using SPSS version 25 at univariate and multivariate levels.

Study findings revealed that supplier quality commitment had a coefficient of 0.2574, p-value=0.0094 and t value=1.70 which showed that there is some significant effect on service delivery. The results also show that supplier financial ability had no significant effect of supplier financial ability on the service delivery with coefficient of 0.1793, t-value of 1.42 and p-value of 0.162>0.05. Lastly, the results depicted that supplier competence has a coefficient of 0.4589, a p-value of 0.000 which is less than 5% significance level which indicates that there was a strong significant effect of supplier competence on service.

The concluded that procurement planning practices that affects service delivery which included supplier competence and supplier quality commitment.

The study recommended that Ministry of energy and mineral development should always address and educate its employees on the ways how to minimize on their production costs through minimal utilization of available resources from their supplier which will increase on the service delivery.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter includes the background of the study, problem statement of the study, purpose of the study, objectives of the study, research questions, scope, significance of the study and conceptual framework.

1.1 Background to the study

Globally, public sector organizations are the primary sector in public service delivery to citizens. In developing countries, about 80% of citizen's dependent on public sector organizations to access varieties of public service which make public sector organizations be a strong and useful entities in improving the life standard through direct and indirect service delivered to the citizens (Shah, 2006).

Public sector organizations are indispensable in-country economic growth despite the tremendous contribution of the private sector over the past couple of decades (Lufunyo, 2013). In the same vein, service delivery in public sector organizations depend on the supplier from upstream for effective delivery of products and services in downstream (Alford, 2009).

Supplier evaluation is the systematic process of assessing the suppliers to ensure organization select the right supplier who can provide the best and right product and service of the right amount, right time and acceptable price (Wachiuri, 2019). Supplier evaluation involves the numerical and qualitative valuation of suppliers to guarantee a portfolio of right suppliers available in the market. It is viewed, as a tool that gives a better understanding to the buyer on either supplier performance is satisfactory or not. The purpose of supplier evaluation is to select the supplier who is technical and financial capable of meeting the organization requirements. Selecting the right suppliers is a difficult challenge in public organization as the wrong supplier led to delay of delivery, unsatisfactory quality of materials and cost extensions (Lysons & Farrington, 2006).

Selection of appropriate suppliers is one of the fundamental strategies for enhancing the quality of output of any organization, which has a direct influence on the company's reputation. Despite many multinational humanitarian organizations' efforts to implement social and environmental issues in their supply chains, a gap exists between the desirability of supply chain sustainability in theory and its implementation in practice (Bowen, 2011).

Several studies have been done internationally, Pollock (2017) did a study on supplier evaluation, he concluded that procurement accounts for 73% to 84% of a company's total costs and argues that companies can save up to 20% from their annual procurement bill by implementing an efficient supplier evaluation system. Olorunniwo and Jolayemi (2014) conducted a study on using supplier selection sub-criteria: selected illustrative demographic analyses in Nigeria. The study analyzed how supplier selection factors like supplier geographical location, cost, technical capability and supplier profile influenced the choice of the purchasers' supplier selection. The findings of the study revealed that majority of the purchasers considered the supplier cost and technical capability when selecting its supplier's geographical location and supplier profile was least considered respectively.

The concept of supplier evaluation has gained popularity among practitioners and even scholars Humphreys (2004) for example according to Mukarumongi et al., (2018) study on effect of Supplier Evaluation on Procurement Performance in Government Ministries of Rwanda; A Case of Ministry of defense revealed that supplier's financial capacity has a positive and significant effect on procurement performance of ministry of defense. Suppliers' financial capacity directly influences their ability to supply the right quantity with the right quality at the right price. Supplier quality commitment has significant effect on procurement performance of ministry of defense of Rwanda. Suppliers' level of quality commitment directly determines the level of quality in products and services obtained through procurement activities; product quality is just an aspect of procurement performance.

In public institutions, suppliers are in most cases conventionally selected on the basis of low price and less importance is given to the suppliers who give assurance of on time delivery and long-term relationships. The question arises in this case as to what criteria the government ministries should use in selecting their suppliers for better service delivery. Supplier evaluation is arguably one of the popularly used approaches of ensuring the right suppliers are awarded contracts and that's the reason why this study is going to focus on the effect of

supplier evaluation on service delivery in public organizations by taking the ministry of works and transport as case study.

1.2 Problem statement of the study

Suppliers are important stakeholders whose operations can impact the overall performance of an organization in terms of timely and quality service delivery. The choice of an organization's supplier should be guided by an elaborate evaluation of the potential suppliers since the suppliers can impact on quality and timely service delivery of any organization. Delayed deliveries, poor quality products or services, non-completion of orders and even threats of litigation due to delayed payments is a common scenario experienced by public institutions (Mutai & Okello, 2016).

However, government bodies in Uganda with ministry of works and transport inclusive are facing numerous challenges in public service delivery whereas poor evaluation and selection of the supplier, are cited to be acute for public entities (Hamad, The effect of supplier evaluation on procurement functions performance of the public sector organization in Zanzibar: a case of ministry of health Zanzibar, 2020). The poor evaluation and selection of supplier in public entities have caused a huge loss of taxpayer money cause by incompetent suppliers, contractors and service provider who supply poor quality goods and service which failed to achieve value for money. The supplier evaluation is a challenging area where there is poor compliance in public entities with reference to public service delivery procedures and guidelines (Simba, 2013). Therefore. it is upon this contention that the researcher assessed the effects of supplier evaluation on service delivery in Ministry of Works and Transport.

1.3 Purpose of the study

The purpose of the study was to establish the effects of supplier evaluation on service delivery in Ministry of Works and Transport.

1.4 Objectives of the study

- a) To examine the effect of supplier financial stability on service delivery in Ministry of Works and Transport.

- b) To evaluate the effect of supplier's quality commitment on service delivery in Ministry of Works and Transport.
- c) To assess the influence of supplier's competence on service delivery in Ministry of Works and Transport.

1.5 Research questions

- 1) What are the effects of supplier financial stability on service delivery in Ministry of Works and Transport?
- 2) What are the effects of supplier's quality commitment on service delivery in Ministry of Works and Transport?
- 3) What are the effects of supplier's competence on service delivery in Ministry of Works and Transport?

1.6 Scope of the study

1.6.1 Subject scope

The study only focused on the effect of supplier evaluation on service delivery in Ministry of Works and Transport.

1.6.2 Geographical scope

The study was conducted at Ministry of Works and Transport which is one of the governmental bodies of Uganda. Ministry of Works and Transport is located along Old Port Bell Road Industrial Area, 7174, Kampala, Uganda.

1.6.3 Time scope

The study was carried out for a period of six (6) months that is from March to September 2023.

1.7 Justification of the study

The study findings will pave and provide adequate information to public sector organizations like Ministry of Works and Transport on the effects of supplier evaluation on timely and quality service delivery.

The study will be a source of reference to future researchers and academicians who may wish to conduct a similar study thus, it may help to close other information gaps that may have not been catered for in this study.

The findings of the study will help agencies and other government bodies understand that supplier selection and evaluation is a process vulnerable to personal and political interference especially in the public sector hence it should be done by experts who are knowledgeable and have expertise to conduct the exercise professionally.

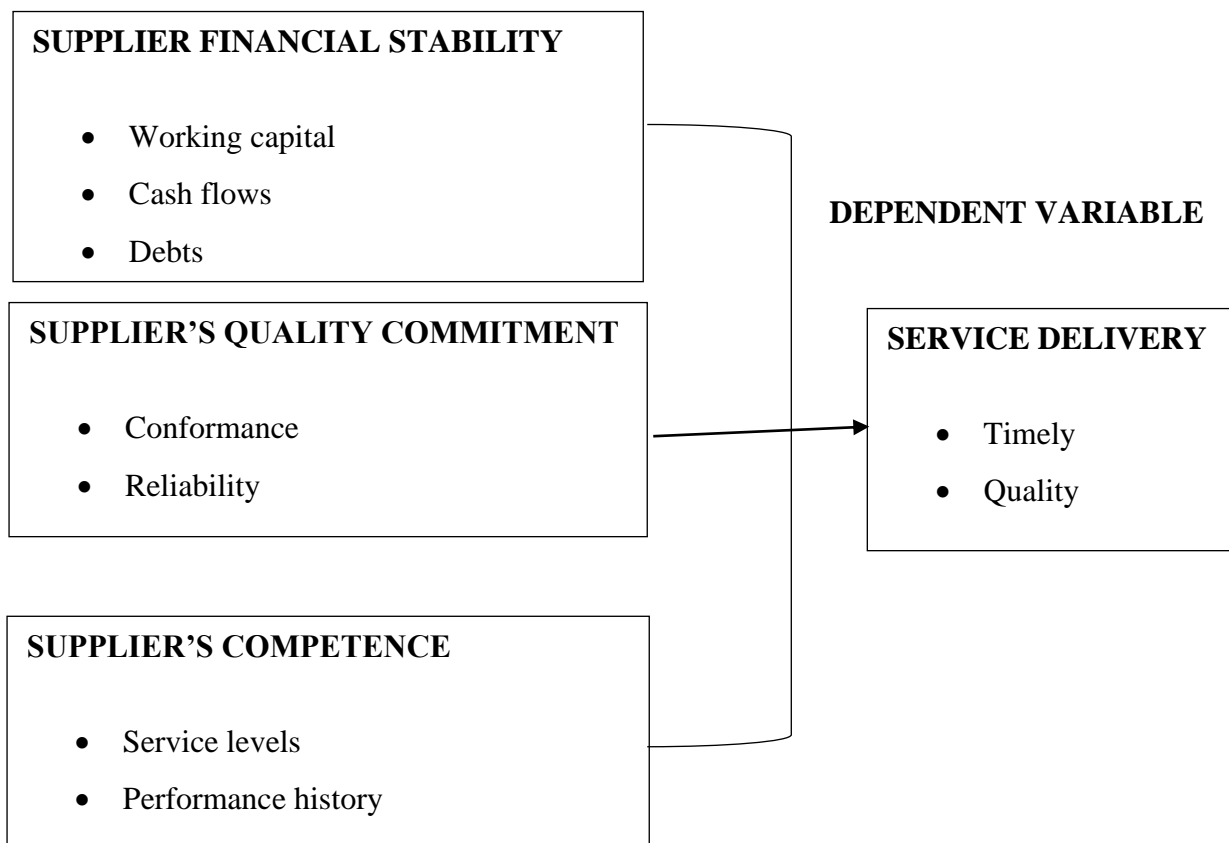
1.8 Conceptual framework

The conceptual framework provides a relationship between the dependent and the independent variables. The framework is used in research to outline possible courses of action or preferred approach to the research subject (Mugenda & Mugenda, 2003).

In this research, independent variable was supplier evaluation. The specific indicators of this study were supplier financial stability, supplier's quality commitment and supplier's competence. Dependent variable was service delivery in Ministry of Works and Transport.

Conceptual framework is presented as follows;

INDEPENDENT VARIABLE



CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This section reviews the definitions of public entities, supplier evaluation and organization performance, theoretical review and assesses association between supplier evaluation components and organizational performance in terms of service delivery.

2.1 Theoretical review/ definition of key terms

2.1.1 Public entities

According to Dube and Danescu (2011) study on public relations noted that a public sector organization is one that is owned and operated by the government on behalf of the public. Public sector organizations can be referred as government entities that were established to manage the policy and operating requirements that enable a government to achieve its goals of public governance (Meyer & Leixnering, 2015). Public sector organizations (PSO) can be distinguished with private sectors by the accountability and adherence on the principles of public governance. As the PSO receive funds from the government through the taxi payer money, they are accountable and answerable based on the actions and outcomes (Meyer & Leixnering, 2015).

The World Bank (2014) provides that public sector organizations commonly provide services for the public or citizens of a country regardless of an individual's ability to pay for the service. Effective governments seek to improve the standard of living of citizens through ensuring access to essential services, such as health, education, water and sanitation, electricity, and transport. Dube and Danescu (2011) articulated that in the public sector, services are subsidized for instance public transport organizations, such as the railways, charge a minimal fee to the public, and the majority of the costs for sustaining the entity are funded from the central or local government.

2.1.2 Supplier evaluation

Different definitions of supplier evaluation have been developed by different scholars and according to Wu and Blackhurst (2009) supplier evaluation can be defined as the process of assessing and quantifying the efficiency and effectiveness of supplier performance. According to Omurca (2013) supplier evaluation is the systematic assessment applied by the buying organization on a new supplier for measure and monitor the performance of the supplier to reduce risk, cost and ensure continuous improvement.

There is a need to identify the strategic supplier related factors and include them in the supplier evaluation criteria. Some of the factor's organizations consider include trust and commitment, adequate finance, quality, reliable delivery times, adequate logistic and technological capabilities (Krause, Handfield, & Tyler, 2007). Material delivery, quality, cost, financial position, communication and technology are recognized as the commonly used measures of supplier evaluation as a fact confirmed from empirical results as well as in previous literature.

Supplier evaluation is a significant process for any organization because on average, services that are offered account for 40%-60% of sales and this directly influences the quality and cost of services offered; a small gain in cost due to supplier selection has significant benefits for organizations. Supplier evaluation is one of the activities executed by procurement staff and one whose effective execution determines the success or failure in the procurement performance (CIPS, 2012). Under this study supplier evaluation was measured basing on supplier financial stability, supplier quality commitment and supplier competence.

2.1.3 Performance of organizations

Performance is defined as the achievement of specific tasks measured against predetermined or identified standards of accuracy, completeness, cost and speed (Afshan, 2013).

According to Hamad (2020) study on the effect of supplier evaluation on procurement functions performance of the public sector organization in Zanzibar, the performance of public sector organizations in terms of service delivery can be measured basing on on-time deliveries, and cost reduction and value for money.

On-time delivery evaluates the time taken for the supplier to deliver the services to the buyer as per the agreed time stipulated in the contract of sale between seller and buyer. It can be

measured in terms of hours, days or month. Poor delivery is fueled by a number of factors including complacency of supplier, supplier incapability and poor expediting from a buyer. The more the delay of delivery, the more the deteriorating of performance in the organization

Cost reduction that is cost is measured in term of the monetary value of the product/service from the supplier and commonly it is the price charged by the supplier for the product/service delivered to the buyer. The price of the product is supposed to be reasonable and fair from the supplier to the buyer.

2.2 Relationship between supplier evaluation components and performance of an organization

2.2.1 Supplier financial stability and performance of an organization

Supplier financial viability refers to the ability of the supplier financially to fulfill the buyer requirements (Beil, 2010). Supplier's financial condition need to be evaluated at the earliest stages of supplier appraisal. Some purchasers view the processes as a pre-screening exercise that a supplier must pass before a detailed evaluation process can begin (Handfield et al., 2008). According to the Chartered Institute of Purchasing and Supplies (2012), financial status and stability are measured by factors such as profitability, cash flows management, assets owned, debts owed among other factors.

The study on effect of supplier evaluation on performance of procurement function of the private health institutions in Kisumu County revealed that supplier financial stability is a significant determinant of procurement performance that boosts procurement performance function by minimizing costs associated with re-advertisements of tenders due to prequalified supplier's financial inability. The study further recommended that procurement office should evaluate suppliers' financial stability in determining suppliers' financial capability of supplying procured goods/services (Ouko & Juma, 2020).

According Pamela (2013) study on the determinants of supplier selection and evaluation in Pakistan Telecom industry, supplier financial capacity expertise is a key factor which determines the eventual performance of both the supplier and procurement of an organization in terms of timely and quality service delivery, the study results showed a significant

correlation between the financial capacity of supplier and ability of supplier to deliver which in turn enhances procurement performance. The study on effects of Supplier Evaluation on Procurement Performance of Public Universities in Kenya revealed that supplier's financial ability has significant effect on procurement performance of public universities campuses in Kericho County that is suppliers' financial ability directly influences their ability to supply what the organization needs (Mutai & Okello, 2016).

The study on the relationship between supplier evaluation and performance in large food and beverage manufacturing firms in Nairobi revealed that there is a positive insignificant relationship between financial stability and service delivery that is financial stability does not necessarily result into timely and quality service delivery among organizations (Kamenya, 2014).

The financial stability equally reflects on the ability of suppliers to meet the current contract with the purchaser and to ensure a secure future flow of supplies. The financial records may also indicate the risk of delivery or quality problems and more disruptions to supply and more complex legal issues if a supplier becomes insolvent. A supplier that is financially unstable may need to insist on quality but the supplier is forced to cut on costs; a buyer may have a claim against the supplier but he may not have sufficient working capital; to meet it and a buyer may wish to insist on speed delivery but supplier cannot pay overtime (Lysons, 2008).

2.2.2 Supplier quality commitment and performance of an organization

The supplier quality can be assessed by looking on diverse dimensions like quality reliability, quality planning, quality inspections, quality assurance in every aspect of supplier operations and quality productions process. The quality is determined in the organization through the degree of conformance of the products to the organization's needs (Kaynak & Hartley, 2018). Quality can also be defined as the ability of the item/product/service to consistently meet the customer specifications or customer's expectations (Lysons & Farrington, 2016).

According to Noshad and Awasthi (2015), supplier quality commitment can be defined as the assessment and monitor of supplier quality system and certification in comparison to buyer specifications. The study on effects of Supplier Evaluation on Procurement Performance of Public Universities in Kenya revealed that supplier quality commitment has significant effect on procurement performance that is suppliers' level of quality in products and services

obtained through procurement activities enhances service delivery of an organization (Mutai & Okello, 2016).

The study on supplier and procurement issues in Rwanda reported that quality commitment is a determining factor for qualified supplier and is a key element and a good resource to cut production and material costs in order to survive or sustain competitive position in respective markets, hence development of an effective and rational supplier evaluation and selection is desirable (Mukarumongi et al, 2018). The study performed in South Korea by Tracey (2008) revealed that supplier quality evaluation function's role has dramatically increased as companies sought to gain competitive advantage in the global market place and the effects of supplier quality evaluation were seen as a strategic resource for reaching high quality levels, fast delivery and cost savings.

A study conducted by Kitheka (2013) on supplier evaluation practices established that supplier performance measurement, supplier audits, supplier development and supplier integration are the most used supplier quality management practices. As a result of supplier quality management, organizations may experience reduced lead times, increased responsiveness to customers', orders and enquiries, customer loyalty, increased profitability, reduced opportunity cost from lost sales and effective communication between the organization suppliers as well as customers. The study further recommended that organizations must build into their systems quality measures and continuous inspections so that disappointments of customers through discontinuous supply or supply of poor-quality products.

The quality criteria help the supplier in performance improvement whereas supplier appraisal is an effective motivation tool when it leads to continuous improvement activities and real supplier performance improvement. A buyer that appraises its suppliers help them motivated to improve on quality, delivery, and cost especially if these are used as yardsticks to unearth the cause of performance difficulties, improve understanding of business operations, cultural factors and the leadership at the supplier. Supplier competence is a significant determinant of procurement performance, since overall supplier capability in terms of product/service quality responsiveness guarantees customer satisfaction (Gordon, 2006).

2.2.3 Supplier competence and performance of an organization

Supplier competence refers to the ability of a supplier to meet the assigned work successfully in the agreed time frame, place and quality (Cox, 2001). The study on effects of Supplier Evaluation on Procurement Performance of Public Universities in Kenya revealed that supplier competence has significant effect on procurement performance of public universities campuses in Kericho County that is supplier competence determines the understanding and satisfaction of buyer's needs that directly enhances meeting such needs in the desired time hence timely service delivery (Mutai & Akello, 2016).

The study on determinants of public procurement performance in Kenyan Universities established that the main concern of procurement function is to make sure that one buys from the best suppliers and also improve the current suppliers, therefore, organizations choose suppliers who have the capacity to deliver. The study further observed that supplier evaluation can work as a tool to influence future behavior of both buyer and supplier organization and by connecting procurement targets to certain supplier competence, organizations achieve higher supplier performance thereby leading to improved procurement and organizational performance (Kirande & Rotich, 2014)

Public institutions expect a lot from their suppliers because they are confident that they have filtered their suppliers on very efficient basis after the prequalification of suppliers based on supplier competence but still, they are uncertain about the quality of the items to be delivered, on time delivery, commitment to quality, technology leverage, and overall performance of suppliers (Masceko, 2013). The report on monitoring the performance of suppliers pointed that strategic monitoring of competence of suppliers is critical in management of performance operations and most importantly, management of supplier-buyer relationship therefore, it is important that any procurement and supplies professional have the required skills in supplier relationship competence determination so as to be in a position to develop appropriate performance criteria both for suppliers and the entire procurement function so as to enhance their contribution towards achievement of the desired standards (CIPS, 2013).

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter presents the methodologies that will be used in the study and they include; research design, target population, data sources, sampling techniques and sample size determination, data collection tools and techniques, data compilation and analysis, validity and reliability and ethical considerations.

3.1 Research Design

The main purpose of the study was to establish effects of supplier evaluation on service delivery. Correlational research design was used to establish the relationship between supplier financial stability, supplier quality commitment and supplier competence with service delivery. This enabled the researcher make both statistical and administrative conclusions concerning supplier performance and service delivery.

3.2 Study Population

The study targets a population of 70 employees of which 40 employees were from the department of procurement, 20 from accounts and finance department and then 10 from Human Resource department since employees from those departments had enough information concerning supplier evaluation and performance of an entity.

3.3 Sample size

The sample size of this study was determined using Krejcie & Morgan's Table (1970) of .sample size determination since the target population is known. The Krejcie & Morgan's

Department	Population, N	Sample size, S
Procurement	40	34
Accounts and finance	20	17
Human Resource	10	8
Total	70	59

3.4 Sampling Techniques

Simple random sampling was used. Under this technique a sample is obtained from the populations in such a way that all members have equal chances of being selected. To arrive at the sample size, the study will use proportionate sampling ($59/70 \times$ the Number in the population category).

This study also used purposive sampling which enables the researcher use own judgment or common sense regarding the participants from whom the information will be collected thus, the selection of the respondents was based on the researcher's experience with the respondents' possession of the required information.

3.5 Data sources

Data was collected from both primary and secondary sources.

3.5.1 Secondary data sources

Secondary data sources included textbooks, research papers, journals and dissertations with information related to this study.

3.5.2 Primary data sources

Primary data was obtained from selected employees of Ministry of Works and Transport using questionnaires.

3.6 Data collection methods

Questionnaire survey method was used to collect data from respondents who were required to give their preferences, opinions, choices, and feedback related to supplier evaluation and service delivery.

3.7 Data collection instruments

The data was collected using self-administered questionnaire which comprised of questions related to the objectives of this study. Section A of the questionnaire comprised of background information of the respondent, section B will comprise of questions on supplier evaluation (supplier quality commitment, supplier financial ability and supplier competence) and section C comprised of questions on performance of public entities measured basing on quality and timely delivery of services.

3.8 Validity and reliability of the instrument

For validity of the instrument, the researcher performed pretest and pilot survey of the questionnaire on a subset of targeted population to ensure that all questions included in the questionnaire are valid and in a logical order.

The researcher ensured reliability by using instruments that were previously used by other researchers to carry out research and also make conclusions on the relationship of the variables in question, In this study a Cronbach's alpha coefficient was computed to show how reliable the data is using SPSS taking only variables scoring 0.60 and above as suggested by Nunally (1978) and the findings will be arrived at using the following formula.

$$\text{Content Validity Index (CVI)} = \frac{\text{Total number of items declared valid}}{\text{Total number of items}}$$

3.9 Ethical considerations

The researcher made it clear that participation in the study is voluntary and that the respondent is free to decline or withdraw anytime during the research period.

The researcher guaranteed the participants that their information shall never be made available to anyone who did not be involved in the study and would remain confidential for the purposes it is intended for.

3.10 Limitations of the study

Inadequate time frame. This was caused by the fact that the researcher had to finish the study within the specified period offered by the university. To solve this problem, the researcher used a well-defined research plan. This enabled the researcher to work well within specified time constraints by allocating time to planning so that the team can clearly and accurately define tasks, milestones and results.

Financial limitation. Data collection required the researcher to move to the field and it was costly for the researcher to print all the questionnaires. To solve it, the researcher sought financial support from the parents and relatives.

CHAPTER FOUR

DATA PRESENTATION, INTERPRETATION AND ANALYSIS OF RESULTS

4.0 Introduction

This chapter presents the findings of the study which are interpreted and analyzed using frequency tables. The findings have been analyzed and interpreted with a view of achieving the objectives and answering the questions of the study where by 100% responded.

4.1 Background of the study

The information was collected from 59 employees who work at ministry of energy and mineral development. These respondents were got from 3 different departments which include procurement and logistics, accounts and finance and human resource department.

4.1.1 Gender of respondents

Table 1: Gender

Sex	Frequency	Percentage (%)
Male	37	62.7
Female	22	37.3
Total	59	100

From Table 1 shows that most of the respondents were males who had a 62.7% compared to females who had 37.3%.

4.1.2 Age of the respondents

Table 2: Respondents age

Age groups	Frequency	Percentage (%)
18-27 years	6	10.17
28-37 years	24	40.68
38-47 years	15	25.42
48 and above years	14	23.73
Total	59	100

From Table 4.2 shows that most of the respondents had ages ranging from 28 to 37 years with 40.68% followed by those who had ages ranging from 38 to 47 years with 25% followed by those ranging from 48 years and above and the last ones are young people (18-27) with 10%.

4.1.3 Education levels of the respondents

Table 3: Highest education level

Education level	Frequency	Percentage (%)
Certificate	2	3.39
Diploma	10	16.95
Undergraduate	32	54.24
Post graduate	15	25.42

From Table 3 shows that most respondents attained undergraduate level with a 54% followed by post graduate respondents with 25% compared to the remaining groups.

4.1.4 Departments of work

Table 4: Department of respondent

Department	Frequency	Percentage (%)
Procurement and logistics	34	57.63
Accounts and finance	17	28.81
Human resource manager	8	13.56
Total	59	100.00

From Table 4 shows that most respondents were working from procurement and logistics with 58% followed by accounts and finance which have 17 employees with a 29% compared to the human resource manager which had only 8 respondents.

4.1.5 Experience of respondents

Table 5: Working experience

Experience (years)	Frequency	Percentage (%)
Below 5 years	5	8.47

5-9 years	10	16.95
10-14 years	27	45.76
Above 15 years	17	28.81
Total	59	100

From Table 5 that most respondents had 10 to 14 years of experience with 46% followed by those with above 15 years of experience and the rest were below 9 years of experience.

4.2 Findings on supplier evaluation

Table 6 Findings on Supplier financial ability

Supplier Financial ability	SA		A		NS		SD		D	
	Fre	Per	Fre	Per	Fre	Per	Fre	Per	Fre	Per
1. Our supplier direct cost like production is very minimal.	24	40.9	22	37.3	10	17.0	2	3.4	1	1.7
2. The cash inflow of our suppliers is adequate to enhance productions of products and services.	19	32.2	19	32.2	14	23.7	6	10.2	1	1.7
3. Suppliers have the capability to meet all its total long-term financial obligations	26	44.1	16	27.1	11	18.6	4	6.9	2	3.4
4. Our supplier's indirect cost like overhead cost is very low.	16	27.1	22	37.3	11	18.6	5	8.5	5	8.5
5. Suppliers have little external debts to disrupt its total long-term financial obligations.	20	33.9	17	28.8	14	23.7	5	8.5	3	5.1
6. Our supplier internal cost is	34	57.6	15	25.4	6	10.2	3	5.1	1	1.7

very low.										
7. The supplier liquidity is good to be able to continue with given works	16	27.1	20	33.9	13	22.0	6	10.2	4	6.9
8. Our supplier has low total cost of transactions.	15	25.4	18	30.5	11	18.6	9	15.3	6	10.2
9. Our supplier service level capability enhances quality of procured products/services	17	28.8	21	35.6	11	18.6	4	6.9	6	10.2
10. Supplier financial performance history is well evaluated.	18	30.5	16	27.1	14	23.7	8	13.6	3	5.1
11. Supplier finances are not stable which affects service delivery.	23	39.0	10	17.0	18	30.5	6	10.2	2	3.4
12. Special documents proofing the liquidity levels of the suppliers attached during tender processing sometimes are not valid.	17	28.8	23	39.0	13	22.0	4	6.9	2	3.4
13. The declining financial performance negatively impacts their ability to secure the needed raw materials and component parts to support your demand requirements.	7	11.9	11	18.6	24	40.7	11	18.6	6	10.2
14. Supplier financial condition	21	35.6	18	30.5	11	18.6	6	10.2	3	5.1

hinders service delivery.										
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The results depicted that most respondents agreed that their supplier direct cost like production is always very minimal with a 78% (a total of strongly agree and agree) compared to those who disagreed. This suggested that a majority of participants recognize that minimal direct costs especially in production can improve on service delivery to their customers due to less expenses which increase on the income and profits of the company. However, 17.0% of respondents were unsure and did not agree about the minimal direct costs in the organization which shows a lack of awareness. It's essential for ministry to always address and educate its employees on the ways how to minimize on their production costs through minimal utilization of available resources from their supplier which will increase on the service delivery.

Also, the results showed that most respondents agreed that cash inflows of their suppliers are adequate to enhance productions of products and services with a 64.4% (a total of strongly agree and agree) compared to those who disagreed. This showed that almost three quarters of respondents know that proper book keeping of their suppliers such as cash flows which enable them to know debts and liabilities can improve on service delivery to their customers in time. However, a notable 24% of employees were unsure about cash inflows of their suppliers to be adequate. Therefore, it's essential for ministry of energy and mineral development to discuss and educate their suppliers on the importance of keeping cash flows of their activities and payments which enable the tracing of unpaid services and this will improve on turnaround time (TAT) to service their suppliers and clients.

The results found out that most respondents agreed that their suppliers have the capability to meet all its total long-term financial obligations to enhance production of products and services with a 71.2% (a total of strongly agree and agree) compared to those who disagreed. This showed that most employees at the ministry know that their suppliers have the capability to meet all its total long-term financial obligations such as giving them resources, machines on credit which smoothen the production which enable them deliver their services to their customers on time. However, 19% of employees disagreed about capability of their suppliers to meet all its total long-term financial obligations. Therefore, it's really crucial for ministry

of energy and mineral development to encourage their procurement team to purchase goods on credit since their suppliers can to increase on the production which will boost their income and profits that will lead to constant d

Furthermore, the results depicted that 64.4% (a total of strongly agree and agree) of respondents agreed that their suppliers' indirect cost like overhead cost are always very low to enhance productions of products and services compared to those who disagreed. This showed that most employees at the ministry know that their low suppliers' indirect costs such as overhead costs reduce on production costs which increases on the revenue and profits which enable them to deliver their services to their clients on time. However, 18.6% of employees were unaware about the low suppliers' indirect costs. Therefore, the ministry of energy and mineral development encourage and advise its procurement team to purchase resources from suppliers who have low indirect costs which will boost their income and profits that will lead to constant services delivery to its clients.

The results found out that most respondents agreed that their suppliers have little external debts to disrupt its total long-term financial obligations to enhance production of products and services with a 62.7% (a total of strongly agree and agree) compared to those who disagreed. This showed that most employees at the ministry know that their suppliers have the capability to meet all its total long-term financial obligations such as giving them resources, machines on credit which smoothen the production which enable them deliver their services to their customers on time. However, 23.7% of employees were unsure about capability of their suppliers to meet all its total long-term financial obligations. Therefore, it's really crucial for ministry of energy and mineral development to encourage their procurement team to purchase goods on credit since their suppliers can to increase on the production which will boost their income and profits that will lead to constant services delivery to their clients.

Also, the results showed that 83.0% (a total of strongly agree and agree) of the respondents agreed that their supplier internal cost is very low to enhance production of products and services with a 62.7%) compared to those who disagreed. This showed that most employees at the ministry know that their suppliers have the capability to meet all their day to day costs such as paying employees and financing all the activities which enable the ministry to take time before paying liabilities which increase on the production to constantly deliver their services to their customers on time. However, almost 20% of employees were unsure about

their suppliers' internal cost to be very low. Therefore, it's important for ministry of energy and mineral development to encourage and educate their suppliers on the ways to minimize on the daily costs which will increase on the production which will boost their income and profits that will lead to constant services delivery to their clients.

The results showed that most of the respondents agreed that their supplier liquidity is good to be able to continue with given works and has low total cost of transactions low to enhance production of products and services with 61.02% and 55.9% respectively. This showed that most employees at the ministry know that their supplier is good at managing liquidity and low total cost of transaction such as paying employees and financing all the activities which enable the ministry to take time before paying liabilities which increase on the production to constantly deliver their services to their customers on time. However, few of employees were unsure about their supplier liquidity to be good to continue with given works and not having low total cost of transaction suppliers' internal cost. Therefore, it's important for ministry of energy and mineral development to encourage and educate their suppliers on the ways to minimize on the daily costs which will increase on the production which will boost their income and profits that will lead to constant services delivery to their clients.

Furthermore, the results depicted that 57.6% and 55.93% (a total of strongly agree and agree) of the respondents agreed that their supplier financial performance history is well evaluated and its finances are not stable which affects service delivery. Therefore, it's important for ministry of energy and mineral development to encourage and educate their suppliers on the ways to minimize on the daily costs which will boost their finances which will lead to constant supply that will increase on the production which will boost their income and profits that will lead to constant services delivery to their clients.

Lastly, the results depicted that 30.5% and 66.1% (a total of strongly agree and agree) of the respondents agreed that the supplier's declining financial performance and conditions respectively negatively impacts their ability to secure the needed raw materials and component parts to support your demand requirements. Therefore, it's important for ministry of energy and mineral development to encourage and educate their suppliers on the ways to stabilize their financial performance and few conditions which will lead to constant supply of materials that will lead to constant production will boost its income and profits that will lead to constant services delivery to their clients on time.

Table 7: Findings on supplier quality commitment

No.	Supplier quality commitment	SA		A		NS		SD		D	
		Fre	Per	Fre	Per	Fre	Per	Fre	Per	Fre	Per
1.	We have credible suppliers in our organization which enhance quality assurance of materials supplied.	12	20.3	17	28.8	16	27.1	9	15.2	5	8.5
2.	Our suppliers are in conformance with the ISO standards.	16	27.1	18	30.5	16	27.1	8	13.5	1	1.7
3.	Long relationship with supplier enhances quality control in our organization.	19	32.2	11	18.6	18	30.5	9	15.3	2	3.4
4.	Early supplier-buyer involvement enhances quality control in our organization	20	33.9	17	28.8	17	28.8	5	8.5	0	0
5.	Supplier quality capability lowers procurement costs	10	17.0	17	28.8	23	39.0	7	11.9	2	3.4
6.	Our suppliers have quality inspection for materials produced.	17	28.8 1	23	38.9 8	17	28.81	2	3.39	0	0
7.	Our suppliers have rigorous quality control techniques for materials produced	25	42.4	20	33.9	11	18.6	2	3.39	1	1.7
8.	Relationships with trusted and reliable supplier facilitate quality supply of materials in our organization.	20	33.9	23	39.0	10	17.0	5	8.5	1	1.7
9	Reliability of our supplier improves our service quality	11	18.6	22	37.3	18	30.5	6	10.2	2	3.4
10	Our suppliers are committed in quality management in its relationship with their buyers.	13	22.0	24	40.7	13	22.0	9	15.3	0	0
11	With supplier quality commitment, annual procurement plan is not prepared in good time.	18	30.5	12	20.3	20	33.9	5	8.5	4	6.8
12	With supplier quality commitment, deliveries' inspection process is not	22	37.3	13	22.0	12	20.24	12	20.2	0	0

	handled well by inspection committee										
13	With supplier quality commitment, there is delayed payments to suppliers since they are paid on delivery.	8	13.6	18	30.5	22	37.3	11	18.7	0	0

Source: primary data

The results depicted that at least a half of respondents agreed that they have credible suppliers in the organization which enhance quality assurance of materials supplied which is almost equal to those who disagreed. However, 50% (a total of strongly agree and agree) of respondents were unsure about having credible suppliers. It's essential for ministry to always set the standards of materials to be supplied and encourage the procurement team to put them in place and this will allow quality of products which can improve on the service delivery to customers.

The results showed that most respondents agreed that their suppliers are in conformance with the ISO standards with a 57.6% (a total of strongly agree and agree) compared to those who disagree and also 50.8% agreed that long relationship with supplier enhances quality control which can improve on service delivery to their customers in time. However, some of employees were unsure about ISO standards and long relationship with their suppliers. Therefore, it's important for ministry of energy and mineral development to set ISO standards to be followed and creating long distances like paying in time, visits and giving them best prices, which will enable them to supply quality materials which will lead to quality products to their clients.

The results illustrated that 61.7% (a total of strongly agree and agree) of respondents agreed that early supplier-buyer involvement enhances quality control in their organization, 46.0% agreed on quality capability lowers procurement costs and also 68.0% agreed that their suppliers have quality inspection for materials produced. However, some of employees were unsure about quality control and inspection. Therefore, the ministry of energy and mineral development should educate and encourage their suppliers to employ inspection and quality management team to ensure quality supplies which will produce quality products to its clients.

Furthermore, the results depicted that 76.4% (a total of strongly agree and agree) of the respondents agreed that their suppliers have rigorous quality control techniques for materials produced, 72.9% agreed that relationships with trusted and reliable supplier facilitate quality supply of materials and also 60.0% of the respondents agreed that reliability of their supplier improves their service quality. 62.1% agreed that suppliers are committed in quality management in its relationship with their buyers compared to others who disagreed that some suppliers are not committed.

No	Supplier competence	SA		A		NS		SD		D	
		Fre	Per	Fre	Per	Fre	Per	Fre	Per	Fre	Per
1.	Service levels can lead to customer satisfaction through customer good will	9	15.3	16	27.1	24	40.7	8	13.6	2	3.4
2.	Proper supplier evaluation control enhances customer satisfaction	21	35.6	9	15.3	20	33.9	6	10.2	3	5.1
3.	Supplier performance history is well evaluated	16	27.1	16	27.1	16	27.1	9	15.3	2	3.4
4.	Service level capability enhances quality of services delivered	20	33.9	9	15.3	16	27.1	12	20.3	2	3.4
5.	Supplier performance history influences service delivery	12	20.3	15	25.4	17	28.8	6	10.2	9	15.3
6.	Supplier capability lowers procurement costs	17	28.8	13	22.0	15	25.4	11	18.6	3	5.1
7.	Our supplier has technical equipment for continuous production.	17	28.8	19	32.2	11	18.6	11	18.6	1	1.7
8.	Our supplier internal teams are committed in their operations.	17	28.81	16	27.1	14	23.7	11	18.6	1	1.7
9	Our supplier management is very committed for strategic issues of improving supplier competences and capability.	8	13.6	9	15.3	23	39.0	13	22.0	6	10.2
10	Our suppliers have the ability to deliver the products and service as per the specifications	19	32.2	16	27.1	14	23.7	6	10.2	4	6.9
11	Sometimes suppliers default the customer support agreement signed between them	8	13.6	18	30.5	23	39.0	7	11.9	3	5.1

	and our firm.											
12	Supplier capability has increased procurement costs.	9	15.5	20	34.5	21	36.2	6	10.3	2	3.5	
13	Improper supplier evaluation control reduces customer satisfaction.	5	8.3	15	25.4	22	37.3	9	15.3	8	13.6	

The results depicted that over 42.4% (a total of strongly agree and agree) of respondents agreed that service levels can lead to customer satisfaction through customer good will where by also, half of the respondents agreed that proper supplier evaluation control enhances customer satisfaction. 54.2% of the respondents agreed that their supplier performance history is well evaluated and the supplier has technical equipment for continuous production with a 61.0%.

Half of the respondents agreed that supplier capability lowers their procurement costs and their supplier internal tams are committed in their operations. However, the results show that few respondents supported that supplier management is very committed for strategic issues of improving supplier competences and capability.

Furthermore, most of the respondents agreed that their suppliers have the ability to deliver the products and service as per the specifications with a 59.0% where by 51.0% disagreed that supplier capability does not increase procurement costs.

Lastly, most of the employees agreed that improper supplier evaluation control reduces customer satisfaction therefore, the ministry of health has to employee skilled workers to accurately evaluate their supplies which will lead to better products and services to their clients.

4.5 Findings on dependent variable (service delivery)

Table 8: Findings on service delivery

No.	Service delivery	SA		A		NS		SD		D	
		Fre	Per	Fre	Per	Fre	Per	Fre	Per	Fre	Per
1.	With supplier evaluation, the costs of service delivery have decreased	13	22.0	10	17.0	10	17.0	14	23.7	12	20.3

2.	With supplier evaluation, there has been increased quality of services delivered.	4	6.78	20	33.9	24	40.6 8	6	10.1 7	5	8.47
3.	With supplier evaluation, the entity has experienced timely service delivery.	8	13.6	25	42.4	15	25.4 2	3	5.08	8	13.5 6
4.	Our suppliers have led to operational efficiency in our organization.	22	37.3	20	33.9	9	15.3	7	11.9	1	1.7
5.	Our suppliers have significantly increased the organization's capability in provision of customer services to the citizens.	22	37.3	19	32.2	14	23.7	3	5.1	1	1.7
6.	With supplier evaluation we have managed to analyze delivery capacity of the suppliers.	10	17.0	12	20.3	26	44.1	6	10.2	5	8.5
7.	With supplier evaluation, our suppliers are meeting our standards and requirements.	11	18.6	22	37.3	18	30.5	6	10.2	2	3.34
8.	With supplier evaluation, suppliers ensure the best contracts in terms of flexibility and reliability.	26	44.0	14	23.7	12	20.3	5	8.5	2	3.4
9	With supplier evaluation, supplier productivity has increased through proper utilization of resources.	8	13.6	15	25.4	21	35.6	9	15.3	6	10.2
10	With supplier evaluation, continuous improvement has been achieved resulting in improved outcomes.	9	15.3	14	23.7	20	33.9	11	18.6	5	8.5

The results depicted that over 69.5% (a total of strongly agree and agree) of respondents agreed that suppliers have significantly increased the organization's capability in provision of customer services to the citizens. Also, 71.2% of the respondents agreed that suppliers have led to operational efficiency in their organization. However much most of the respondents did not agree with supplier evaluation to decrease the costs of service delivery where by only 38.0% agreed on the same.

Also, the results found out that 67.7% of the respondents agreed that with supplier evaluation, suppliers ensure the best contracts in terms of flexibility and reliability and there has been

increased quality of services delivered (57.0%) which has caused the entity experienced timely service delivery supported by over a half of the respondents.

Furthermore, with supplier evaluation, there has been continuous improvement resulted into improved outcomes (39.0%) whereby 40% are not sure of the improved outcomes of supplier valuation. 39% supported that with supplier evaluation, supplier productivity has increased through proper utilization of resources however much 36% were unsure and others did not know.

4.6 Effects supplier financial ability, quality commitment and competence on service delivery

Table 9: Multiple linear regression model results

Variable	Coefficient	t	p-value	95% conf.interval	
Supplier Financial ability	0.179291	1.42	0.162	0.4327	0.0741
Supplier Quality commitment	0.2574	1.70	0.0094	0.0457	0.5607
Supplier competence	0.4589	4.73	0.000	0.2644	0.6534
Constant	1.605969	3.23	0.002	0.6096	2.6023
Number of observations	59				
F (3, 54)	10.16				
Prob>F	0.0000				
R-squared	0.3608				
Adjusted R-squared	0.3253				

Table 4.8 shows a coefficient of determination (R-square) of 0.3608 and a significance level of 0.0000 at 5% significance level. The adjusted R² of 0.3253 which shows that 33% of service delivery at Ministry of works and Transport was explained by these factors which include financial ability, supplier competence and supplier quality commitment.

The results showed that supplier quality commitment had a coefficient of 0.2574, p-value=0.0094 and t value=1.70 which means that a unit increase in the supplier quality competence increases service delivery by 0.2574. The supplier quality commitment has p-value of 0.0094<0.05 which shows that there is some significant effect on service delivery.

The results also show that supplier financial ability had a coefficient of 0.179291 which means a unit increase in the supplier financial ability increases service delivery by 0.179291. However much, financial supplier of the supplier has a p-value of 0.162 at 5% significance level which shows that there is no significant effect of supplier financial ability on the service delivery.

Lastly, the results depicted that supplier competence has a coefficient of 0.4589 which means that a unit increase in supplier competence increases service delivery by 0.4589. Supplier competence has a p-value of 0.000 which is less than 5% significance level which indicates that there is a strong significant effect of supplier competence on service delivery.

4.6 Discussion of findings

. The results depicted that a unit increase in supplier competence increases service delivery by 0.4589 which could be due reasonable prices of materials, giving out discounts on supplies, quality supplies, extending materials on credit to the ministry which supports constant production which enable service delivery to their clients on time which in line with a study done by (Finne & Holmström, 2013) which found that the subsystem supplier can servitize within a supply chain in which the end user relationship is controlled by the integrator which enables the combining of critical service provision capabilities to the clients. This was also supported by the study done by (Tsou et al., 2015) which found out that business partner selection have positive relationships with service delivery co-innovation where by firms' service delivery co-innovation is able to create superior competitive advantage.

Furthermore, the results showed that a unit increase in supplier quality commitment increases service delivery by 0.2574 and this could be due to quality supplies, strong relationship between the ministry and the supplier which enable production of quality products that increases on the service delivery to their clients which was in line with a study done by (Kannan & Tan, 2002) which found out supplier's strategic commitment to a buyer has a greater impact on service delivery performance to the end users and supplier's willingness and ability to share information also had a significant impact on the buying firm's performance which was also supported by (Lai et al., 2005) which explored the link between relationship stability and supplier commitment to quality found that the link is stronger when

the suppliers' perceptions of a certainty of supply with the buyer firm are greater. This is supported by (Zu & Kaynak, 2012) which found that firms need to choose different management mechanisms for different suppliers based on the salient attributes of individual suppliers and their relationships with the buyers.

Lastly, the results showed that supplier financial ability had no effect on the service delivery and a unit increase in the supplier financial ability decreases service delivery by 0.179291 and this could be the stability in finance which lead to poor quality supplies, high prices which decreases production and hence less service delivery to clients which is in line with the study done by (Hung & Berrett, 2021) which found out the relationship turns more negative when financial restrictions are mostly derived from permanently restricted donations which is also supported by (Armoh et al., 2023) in Ghana which found out that firms' financial ability does not constitute firm resources that translate to firm performance.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

5.0 Introduction

This chapter covers summary of findings from the study, conclusions on the results and recommendations.

5.1 Summary of findings

The major objective of the study was to assess the impact of supplier evaluation on service delivery in public entities which was conducted at ministry of works and transport.

The results showed that supplier quality commitment had a coefficient of 0.2574, p-value=0.0094 and t value=1.70 which means that a unit increase in the supplier quality competence increases service delivery by 0.2574. The supplier quality commitment has p-value of 0.0094 which shows that there is significant effect on service delivery. The results showed that most respondents agreed that their suppliers are in conformance with the ISO standards with a 57.6% (a total of strongly agree and agree) compared to those who disagree and also 50.8% agreed that long relationship with supplier enhances quality control which can improve on service delivery to their customers in time.

Furthermore, the results also show that supplier financial ability had a coefficient of -0.179291 which means a unit increase in the supplier financial ability decreases service delivery by 0.179291. However much, financial supplier of the supplier has a p-value of 0.162 at 5% significance level which shows that there is no significant effect of supplier financial ability on the service delivery. The results depicted that 57.61% and 55.93% (a total of strongly agree and agree) of the respondents agreed that their supplier financial performance history is well evaluated and its finances are not stable which affects service delivery.

Lastly, the results depicted that supplier competence has a coefficient of 0.4589 which means that a unit increase in supplier competence increases service delivery by 0.4589. Supplier competence has a p-value of 0.000 which is less than 5% significance level which indicates that there is a significant effect of supplier competence on service. Half of the respondents agreed that supplier capability lowers their procurement costs and their supplier internal teams are committed in their operations. However, the results show that few respondents supported that supplier management is very committed for strategic issues of improving supplier competences and capability.

5.2 Conclusions

The results depicted that a unit increase in supplier competence increases service delivery by 0.4589 which could be due to reasonable prices of materials, giving out discounts on supplies, quality supplies, extending materials on credit to the ministry which supports constant production which enable service delivery to their clients on time.

Furthermore, the results showed that a unit increase in supplier quality commitment increases service delivery by 0.2574 and this could be due to quality supplies, strong relationship between the ministry and the supplier which enable production of quality products that increases on the service delivery to their clients.

Lastly, the results showed that supplier financial ability had no effect on the service delivery and a unit increase in the supplier financial ability increases service delivery by 0.179291 and this could be the stability in finance which led to high quality supplies, high prices which increases production and hence high service delivery to clients.

5.3 Recommendations

Ministry of energy and mineral development to always address and educate its employees on the ways how to minimize on their production costs through minimal utilization of available resources from their supplier which will increase on the service delivery.

The suppliers should be educated on the importance of keeping cash flows of their activities and payments which enable the tracing of unpaid services and this will improve on turnaround time (TAT) to service their suppliers and clients and encouraging their procurement team to purchase goods on credit since their suppliers can to increase on the production which will boost their income and profits that will lead to constant service delivery.

Ministry of energy and mineral development to encourage and educate their suppliers on the ways to minimize on the daily costs which will enable constant supplies which will increase on the production which will boost their income and profits that will lead to constant services delivery to their clients.

The ministry should always set the standards of materials to be supplied and encourage the procurement team to put them in place and this will allow quality of products which can improve on the service delivery to customers and employing inspection and quality management team to ensure quality supplies which will produce quality products to its clients.

The ministry of energy and mineral development should encourage its procurement team to take advantage of competition such as discounts, quality supplies and services from their suppliers such as giving materials on credit which will increase on production that will extend more to the clients.

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APPENDICES

Appendix I: Research questionnaire

UGANDA CHRISTIAN UNIVERSITY

SCHOOL OF BUSINESS

QUESTIONNAIRE ON SUPPLIER EVALUATION

Hello respondent,

I am **Kanshabe Deborah** pursuing bachelor of procurement and logistics management from the faculty of business at Uganda Christian University. The aim of this questionnaire is to gather information on **EFFECTS OF SUPPLIER EVALUATION ON SERVICE DELIVERY IN PUBLIC ENTITIES**. You have been randomly selected from the target population to participate in this study. Your genuine reply is significantly appreciated and will contribute a lot to the accuracy of this research. The information collected provided will merely be used for academic purpose and will be treated with strict confidentiality.

Thank you for your cooperation.

SECTION A

BACKGROUND INFORMATION OF THE RESPONDENT

Instruction: Under this section tick your best choice

1. Gender of the respondent

A) Male B. Female

2. Age groups

A. 18 years - 27 years B. 28 years - 37 years

C. 38 years – 47 years D 48 years and above

3. Highest level of education

A. Certificate level B. Diploma C. Under graduate

D. Post graduate E. Others

4. Department

A. Procurement and logistics B, Accounts and Finance

C. Human Resource

5. How long have you been working in this organization?

A) Below 5 years B. 5-9 years

C. 10-14 years D. Above 15 years

SECTION B

EFFECTS OF SUPPLIER EVALUATION ON PERFORMANCE OF PUBLIC ENTITIES

Indicate your level of agreement to the following statements concerning effects of supplier evaluation on service delivery in public entities

Use a scale of **1-5** where **1** is strongly disagrees, **2** disagree, **3** neutral, **4** agree and **5** strongly agree

NO	STATEMENT	Tick your best alternative				
		1	2	3	4	5
SUPPLIER FINANCIAL ABILITY						
1	Our supplier direct cost like production is very minimal.					
2	The cash inflow of our suppliers is adequate to enhance productions of products and services.					
3	Suppliers have the capability to meet all its total long-term financial obligations					
4	Our supplier's indirect cost like overhead cost is very low.					
5	Suppliers have little external debts to disrupt its total long-term financial obligations.					
6	Our supplier internal cost is very low.					
7	The supplier liquidity is good to be able to continue with given works					
8	Our supplier has low total cost of transactions.					
9	Our supplier service level capability enhances quality of procured products/services					
10	Supplier financial performance history is well evaluated.					
11	Supplier finances are not stable which affects service delivery.					
12	Special documents proofing the liquidity levels of the suppliers attached during tender processing sometimes are not valid.					
13	The declining financial performance negatively impacts their ability to secure the needed raw materials and component parts to support your demand requirements.					
14	Supplier financial condition hinders service delivery.					
SUPPLIER QUALITY COMMITMENT						
1	We have credible suppliers in our organization which enhance quality assurance of materials supplied.					
2	Our suppliers are in conformance with the ISO standards.					

3	Long relationship with supplier enhances quality control in our organization.					
4	Early supplier-buyer involvement enhances quality control in our organization					
5	Supplier quality capability lowers procurement costs					
6	Our suppliers have quality inspection for materials produced.					
7	Our suppliers have rigorous quality control techniques for materials produced					
8	Relationships with trusted and reliable supplier facilitate quality supply of materials in our organization.					
9	Reliability of our supplier improves our service quality					
10	Our suppliers are committed in quality management in its relationship with their buyers.					
11	With supplier quality commitment, annual procurement plan is not prepared in good time.					
12	With supplier quality commitment, deliveries' inspection process is not handled well by inspection committee					
13	With supplier quality commitment, there is delayed payments to suppliers since they are paid on delivery.					
SUPPLIER COMPETENCE						
		1	2	3	4	5
1	Service levels can lead to customer satisfaction through customer good will					
2	Proper supplier evaluation control enhances customer satisfaction					
3	Supplier performance history is well evaluated					
4	Service level capability enhances quality of services delivered					
5	Supplier performance history influences service delivery					
6	Supplier capability lowers procurement costs					
7	Our supplier has technical equipment for continuous production.					
8	Our supplier internal teams are committed in their operations.					
9	Our supplier management is very committed for strategic issues of improving supplier competences and capability.					
10	Our suppliers have the ability to deliver the products and service as per the specifications					
11	Sometimes suppliers default the customer support agreement signed between them and our firm.					

12	Supplier capability has increased procurement costs.					
13	Improper supplier evaluation control reduces customer satisfaction.					
14	Short relationship with supplier reduces quality control in our organization.					

SECTION C

SERVICE DELIVERY

Indicate your level of agreement to the following statements concerning service delivery in public entities. Use a scale of **1-5** where **1** is strongly disagrees, **2** disagree, **3** neutral, **4** agree and **5** strongly agree

		Tick your best alternative				
NO	STATEMENT	1	2	3	4	5
1	With supplier evaluation, the costs of service delivery have decreased					
2	With supplier evaluation, there has been increased quality of services delivered.					
3	With supplier evaluation, the entity has experienced timely service delivery.					
4	Our suppliers have led to operational efficiency in our organization.					
5	Our suppliers have significantly increased the organization's capability in provision of customer services to the citizens.					
6	With supplier evaluation we have managed to analyze delivery capacity of the suppliers.					
7	With supplier evaluation, our suppliers are meeting our standards and requirements.					
8	With supplier evaluation, suppliers ensure the best contracts in terms of flexibility and reliability.					
9	With supplier evaluation, supplier productivity has increased through proper utilization of resources.					

10	With supplier evaluation, continuous improvement has been achieved resulting in improved outcomes.					
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1. In case there is any other effect of supplier evaluation on service delivery at Ministry of Works and Transport apart from those mentioned above,

Please specify

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2. Suggest ways in which service delivery can be improved at Ministry of Works and Transport?

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THANKS FOR YOUR PARTICIPATION

Appendix II: Krejcie & Morgan, 1970 method of sample size determination

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Note.—*N* is population size. *S* is sample size.

Source: Krejcie & Morgan, 1970



UGANDA CHRISTIAN UNIVERSITY

A Centre of Excellence in the Heart of Africa

SCHOOL OF BUSINESS

1st Aug 2023

TO WHOM IT MAY CONCERN

Name:

Reg. No. J21B12 1280

A bachelor's student who is seeking permission from your office to collect data for his/her dissertation titled

"The effects of supplier evaluation on service delivery in public entities"

We shall be grateful if you could render assistance to him/her in collecting the necessary data for his/her dissertation

The Uganda Christian University School of Business thanks you in advance

Mukisa Simon Peter
Research coordinator