

**ORGANISATIONAL STRUCTURE AND IMPLEMENTATION OF
PROCUREMENT PROCEDURES IN PUBLIC HEALTH FACILITIES IN
NAKURU COUNTY**

LERIARI LTAJIRIN AMBROSE

**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF
MANAGEMENT AND LEADERSHIP IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTERS IN
BUSINESS ADMINISTRATION (LOGISTICS AND SUPPLY CHAIN
MANAGEMENT) OF THE MANAGEMENT UNIVERSITY OF AFRICA**

JULY, 2024

DECLARATION

This project is my original work and has not been presented for a degree in any other University

Signature..... Date

LERIARI LTAJIRIN AMBROSE

MBA/25/00208/2/22

This project has been submitted for examination with my approval as University Supervisor

Signature..... Date

PROF. EMMANUEL AWUOR

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEDICATION

I dedicate this academic work to my family and parents. May the Almighty God continue to bless them all.

ACKNOWLEDGEMENT

I hereby appreciate the guidance, encouragement and support from my supervisor Prof. Emmanuel Awuor, and the entire team of the Management University of Africa for the learning environment. To my colleagues, your contribution is highly appreciated; you made me achieve my aspiration. Finally I would like to acknowledge the department of health in Nakuru County Government for permitting me to collect data from public health facilities within the county. This research would not have been successful without your assistance, almighty God bless you all.

ABSTRACT

Implementing procurement procedures in public health facilities in Nakuru County ensure the quality of goods and services acquired, leading to better healthcare outcomes for patients and timely delivery of supplies. Regardless of the effort by the public health facilities in Nakuru County to improve performance of the procurement function, poor implementation and non-compliance to procurement regulations still pose as key challenges. The study therefore sought to determine the effect of organizational structure on the implementation of procurement procedures in public health facilities in Nakuru, Specifically the study sought to determine the effect of chain of command, work specialization, span of control and formalization on the implementation of procurement procedures in public health facilities in Nakuru County Kenya. The study was anchored on the implementation theory, contingency theory, agency theory, systems theory and bureaucratic theory. The study was anchored on the implementation theory and contingency theory. The research design for the study was a descriptive survey design. The study targeted 82 respondents involved in the procurement process in health facilities; they include medical officer in charge of the various targeted health facilities, procurement officers and department heads from user departments in health facilities in Nakuru County. The study adopted Slovincs' formula to get the sample size of 68 respondents from the total target population. The researcher further used simple random sampling to select the sample size for each of the category of the target group. A pilot-test was conducted at Kericho County Referral hospital where 7 questionnaires were issued out. Data was collected using the drop and pick later method which was best collected after two weeks. In this method, the consent statement was issued and then the questionnaire administered. Quantitative data was analysed by use of Statistical Package for Social Sciences. Descriptive statistics involved the use of percentages, frequencies, measures of central tendencies (mean) and measures of dispersion (standard deviation). Inferential statistic involving the use of correlation analysis and multiple regression analyses. Correlation analysis was used to determine the nature of the relationship between variables. Multiple regression analysis was employed to analyze the relationship between a single dependent variable and several independent variables. The study concluded that there is a positive and statistically significant correlation between chain of command on implementation of procurement procedures in public health facilities in Nakuru County, Kenya. The study further concluded that there is a positive and statistically significant correlation between work specialization on implementation of procurement procedures in public health facilities in Nakuru County. The study also concluded that there is a strong positive correlation existed between span of control and implementation of procurement procedures. The study finally concluded that a strong positive correlation existed between formalization on the implementation of procurement procedures in public health facilities in Nakuru County Kenya. The study recommends that to optimize the chain of command for the implementation of procurement procedures, it is essential to foster a culture of division of labor and specialization within the procurement team. This can be achieved by clearly defining the roles and responsibilities of each team member based on their expertise.

TABLE OF CONTENTS

DECLARATION	ii
DEDICATION	iii
ABSTRACT	v
TABLE OF CONTENTS	vi
LIST OF TABLES	viii
LIST OF FIGURES	ix
ACRONYMS AND ABBREVIATIONS	x
OPERATIONAL DEFINITION OF TERMS	xi
CHAPTER ONE	1
1.0 INTRODUCTION	1
1.1 Background of the Study	1
1.2 Statement of the Problem.....	10
1.3 Objectives of the Study	12
1.3.1 General Objective.....	12
1.3.2 Specific Objectives.....	12
1.4 Research Questions	12
1.5 Significance of the Study.....	13
1.6 Scope of the Study	13
1.7 Limitation of the Study.....	13
1.7 Chapter Summary.....	14
CHAPTER TWO	15
LITERATURE REVIEW	15
2.0 Introduction	15
2.1 Theoretical Framework	15
2.2 Empirical Review on Study Variables	22
2.3 Summary of the Research Gaps	29
2.4 Conceptual Framework	33
2.6 Operationalization of the Variables	34
2.7 Chapter Summary.....	34
CHAPTER THREE	35
RESEARCH METHODOLOGY	35
3.0 Introduction.....	35
3.1 Research Design.....	35
3.2 Target Population	35
3.3 Sample and Sampling Technique.....	36
3.4 Data Collection Instrument.....	37
3.5 Pilot Study	37
3.6 Data Collection Procedures	38
3.7 Data Processing and Analysis.....	38
3.8 Ethical considerations.....	39
3.9 Chapter Summary.....	41

CHAPTER FOUR	42
RESEARCH FINDINGS AND DISCUSSION	42
4.0 Introduction.....	42
4.1 Response Rate.....	42
4.2 Reliability Test Results.....	42
4.3 Demographic Information	43
4.3.1 Gender of the Respondents	43
4.4 Descriptive Statistics	46
4.5 Inferential Statistics.....	54
4.5.1 Correlation Analysis.....	54
4.5.2 Regression Analysis	56
4.5.2.1 Model Summary	56
4.5.2.2 Analysis of Variance	57
4.5.2.3 Overall Model	57
CHAPTER FIVE	59
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	59
5.0 Introduction.....	59
5.1 Summary of Major Findings.....	59
5.2 Conclusions.....	61
5.3 Recommendations	63
5.4 Suggestions for Further Studies	64
REFERENCES	65
APPENDICES	70
APPENDIX I: LETTER OF INTRODUCTION.....	70
APPENDIX II: RESEARCH QUESTIONNAIRE.....	71
APPENDIX III: INTRODUCTION LETTER	74
APPENDIX IV: NACOSTI PERMIT	75

LIST OF TABLES

Table 2: Operationalization of the Variables	34
Table 3: Targeted Population	36
Table 4: Sample Frame	37
Table 5: Response Rate.....	42
Table 6: Reliability Analysis.....	43
Table 7: Gender Representation of the Study Subjects	43
Table 8: Age of the Respondents.....	44
Table 9: Respondents' Highest Level of Education	45
Table 10: Duration of Service with the Public Health Facilities.....	45
Table 11: How Chain of Command affect Implementation of Procurement Procedures	46
Table 12: How Work Specialization affect Implementation of Procurement Procedures.....	48
Table 13: How Span of Control affect Implementation of Procurement Procedures..	50
Table 14: How Formalization Affect Implementation of Procurement Procedures...	51
Table 15: Implementation of Procurement Procedures	53
Table 16: Correlation Analysis.....	54
Table 17: Model Summary.....	56
Table 18: Analysis of Variance	57
Table 19: Regression Coefficients.....	58

LIST OF FIGURES

Figure 1: Conceptual Framework.....	33
--	-----------

ACRONYMS AND ABBREVIATIONS

CEO	Chief Executive Officer
CFOs	Chief Financial Officer
NACOSTI	National Commission for Science, Technology and Innovation
NHIF	National Health Insurance Fund
PGH	Provincial General Hospital
PPRA	Public Procurement Regulatory Authority
PPRB	Public Procurement Regulatory Board
RAO	Regional Apparatus Organizations
SEM	Structural Equation Model
SPSS	Statistical Package for Social Sciences
USA	United States of America
WHO	World Health Organization

OPERATIONAL DEFINITION OF TERMS

Chain of Command	This refers to the hierarchical structure within an organization that establishes the formal lines of authority, communication, and decision-making, (Robbins, Coulter & DeCenzo, 2017).
Formalization	This refers to the extent to which an organization or a particular set of processes, procedures, rules, and regulations are standardized, documented, and enforced within an organization, (Lorsch, 2020).
Organizational Structure	This refers to the way a company or any other type of organization is designed, arranged, and coordinated to achieve its goals and objectives effectively, (Grant, 2018).
Procurement Procedures	These are a set of processes and guidelines that organizations follow to acquire goods, services, or works from external suppliers or vendors. These procedures ensure that the procurement process is conducted in a transparent, fair, and efficient manner, while adhering to legal and ethical standards, (Yu, Teo1, & Raman, 2020).
Span of Control	This refers to the number of subordinates or employees that a manager or supervisor directly oversees, guides, and is responsible for within an organization, (Falkenberg & Herremans, 2019).
Work Specialization	This is a fundamental principle in organizational design that involves breaking down complex tasks or projects into smaller, more specific and specialized tasks, (Falkenberg & Herremans, 2019).

CHAPTER ONE

1.0 INTRODUCTION

The chapter contains the background of the study, statement of the problem, study objectives, research hypothesis, research questions, and justification of the study and finally the scope of the study

1.1 Background of the Study

Organizational structure refers to the arrangement and design of roles, responsibilities, and relationships within an organization (Daft & Armstrong, 2021). It outlines how various tasks, functions, and processes are divided, coordinated, and controlled to achieve the organization's goals effectively and efficiently. Organizational structure provides a framework for decision-making, communication, and resource allocation within the organization. It determines the levels of hierarchy, reporting lines, and the distribution of authority and responsibility across different individuals, departments, and teams (Robbins, Coulter & DeCenzo, 2017).

Organizational structure plays a significance role in facilitating effective coordination, communication, and resource allocation within an organization. Organizational structure enables the division of labor, where tasks and responsibilities are allocated to different individuals or departments based on their expertise and specialization (Daft & Armstrong, 2021). This promotes efficiency and productivity by allowing employees to focus on their specific areas of competence. Organizational structure establishes clear reporting lines and defines levels of authority within the organization. This clarity ensures that employees understand their roles, responsibilities, and who they report to. It promotes accountability and supports decision-making processes. Organizational structure plays a significant role in shaping and reflecting the organizational culture and values. The structure influences communication patterns, decision-making processes, and the overall work environment. It can either support or hinder the development of a desired culture and values within the organization (Daft & Armstrong, 2021).

A well-designed organizational structure enhances communication and collaboration among individuals, teams and departments. It defines channels for information flow, facilitates coordination, and promotes effective teamwork. This leads to better

problem-solving, innovation, and decision-making (Daft & Armstrong, 2021). Organizational structure assists in the efficient allocation of resources, including human, financial, and technological resources. It helps determine how resources are distributed across different departments and functions, ensuring their optimal utilization towards achieving organizational goals. Organizational structure can enable flexibility and adaptability to changing market conditions and business environments. Agile structures, such as matrix or network structures, allow for cross-functional collaboration, quick decision-making, and responsiveness to customer needs (Robbins, Coulter & DeCenzo, 2017).

In an organization, the elements of organizational structure such as chain of command, work specialization, span of control and formalization play a crucial role in shaping how it functions. The chain of command refers to the hierarchical structure of authority and decision-making, illustrating who reports to whom, and it helps maintain order and accountability (Lorsch, 2020). Work specialization, on the other hand, entails breaking down tasks into specific, specialized roles and responsibilities, optimizing efficiency and expertise in those roles (Pugh, Hickson, 2019). Span of control determines how many subordinates a manager can effectively oversee, impacting communication and management efficiency (Lorsch, 2020). Lastly, formalization refers to the extent to which an organization relies on explicit rules, procedures, and policies, and it provides a standardized framework for operations (Scott, 2019). These elements collectively influence the organization's efficiency, communication, and adaptability within its structure, shaping its overall effectiveness.

In the United States, organizational structure commonly follows a hierarchical model with clear reporting lines and a focus on individual performance and accountability. It typically includes functional departments, such as finance, marketing, and operations. However, there is also a trend towards flatter structures, emphasizing teamwork, collaboration, and empowerment. (Luthans & Doh, 2018). Public health facilities in the USA typically employ a hierarchical structure that consists of multiple levels of authority and decision-making. At the top of the hierarchy is the governing body, such as a board of directors or an elected official, responsible for setting the overall strategic direction of the facility (Smith, 2018). This structure ensures accountability,

clear lines of authority, and efficient communication between different levels of management.

Many organizations in Nigeria have hierarchical structures with clear authority and decision-making at the top levels, (Ikeije, 2017). Just like Germany public health facilities in Nigeria operate within a federal system, where healthcare responsibilities are shared between the federal, state, and local government levels (Igbokwe, 2016). The federal government sets overall health policies and guidelines, while state and local governments are responsible for implementing and managing healthcare services within their jurisdictions. This structure allows for flexibility in healthcare delivery and promotes local adaptation to address regional health challenges. At the local government level, health departments are responsible for primary healthcare delivery and community health services (Adeloye, 2019). These departments coordinate and supervise primary healthcare centers, health clinics, and other community-based health facilities. They are responsible for health education, immunization programs, maternal and child health services, and disease control initiatives at the grassroots level.

Organizational structure among Kenya organizations are influenced by a combination of cultural, historical, and legal factors. In some sectors, such as government agencies and public institutions, a hierarchical structure with centralized decision-making is prevalent. However, there is also a growing trend towards flatter structures, particularly in private and multinational corporations. The aim is to foster employee empowerment, participation, and teamwork (Muturi, 2015). The organization structure of public health facilities in Kenya is designed to ensure the effective delivery of healthcare services across the country. The Ministry of Health provides overall guidance and policy direction, while county governments and departments of health are responsible for the management and coordination of healthcare services at the local level. There are various components of organizational structure that affect the implementation of procurement procedures in public health facilities.

The first component is the chain of command. In organizations, the chain of command represents the formal hierarchical structure through which authority, communication, and decision-making flow. It establishes the order of command and accountability

within an organization, (Robbins & Coulter, 2018). The chain of command typically follows a hierarchical structure, with each level having its designated roles, responsibilities, and reporting relationships. At the top of the chain, there is usually the highest level of authority, such as the CEO or executive director, followed by middle managers, supervisors, and frontline employees. This hierarchical structure ensures clear lines of authority, decision-making, and communication channels.

The chain of command in an organization can have a significant impact on procurement procedures. The chain of command refers to the hierarchical structure and reporting relationships within an organization, outlining who reports to whom and the flow of authority and communication. How it affects procurement procedures can vary depending on the organization's structure and policies. In organizations with a strict chain of command, procurement decisions often require approvals at various levels within the hierarchy. For example, a lower-level employee may need approval from their supervisor, who in turn may need approval from a department head or manager. This can slow down the procurement process, especially for larger or more expensive purchases, as each level of approval may introduce delays (Robbins & Coulter, 2018). The chain of command defines who has the authority to make procurement decisions. In organizations with a top-down approach, senior management or executives may have the final say in procurement matters. This can limit the autonomy of lower-level employees involved in procurement and may lead to decisions that do not always align with their specific needs or expertise.

The second component is work specialization. Work specialization, also known as division of labor, is a fundamental principle of organizing tasks within an organizational context. It involves the allocation of specific tasks and responsibilities to individuals or groups based on their unique skills, abilities, and expertise. (Grant, 2018). Work specialization facilitates the development of specialized skills and expertise within an organization. According to the research by Hackman and Oldham (2017), work specialization positively impacts employee motivation and job satisfaction.

Employees who are assigned tasks that align with their skills and interests tend to experience a greater sense of accomplishment and personal growth. This, in turn,

enhances their expertise and job performance. For instance, in the field of medicine, specialization allows doctors to focus on specific areas such as cardiology, neurology, or pediatrics, enabling them to gain in-depth knowledge and skills that contribute to better patient care outcomes (Landon, 2019). Work specialization can have a significant impact on procurement procedures, generally leading to increased efficiency, expertise, and quality. However, organizations must strike a balance between specialization and flexibility to ensure effective communication, adaptability, and overall success in the procurement process (Grant, 2018).

The third component is span of control. The span of control, which refers to the number of subordinates a manager can effectively oversee, is a critical aspect of organizational design with implications for managerial effectiveness and organizational performance. A wider span of control has been associated with enhanced managerial effectiveness and organizational efficiency. Research by Hammer, Johnson, and Lebrecht (2020) suggests that a wider span of control reduces administrative costs and allows managers to allocate resources more effectively. It streamlines communication channels, facilitates faster decision-making, and fosters a culture of autonomy and empowerment. Additionally, a study by Bateman, Snell, and Konopaske (2018) found that a wider span of control is associated with higher levels of employee productivity and satisfaction.

The span of control in an organization can affect procurement procedures in terms of decision-making authority, communication, resource allocation, supervision, delegation, and flexibility (Yu, Teo¹, & Raman, 2020). Organizations must carefully consider the optimal span of control for their specific procurement needs, taking into account factors such as the complexity of procurement processes, the organization's size, and its culture. Balancing the advantages of decentralization with the benefits of effective supervision and communication is key to optimizing procurement procedures (Robbins & Judge, 2018).

The fourth component is formalization. Formalization is a key aspect of organizational design that involves the degree to which rules, procedures, and policies are established to guide and regulate work processes. It provides structure and consistency within an organization, facilitating coordination, standardization, and

control, (Falkenberg & Herremans, 2019) Formalization enhances organizational efficiency by providing clear guidelines and reducing ambiguity in work processes. Research by Mintzberg (2018) suggests that formalization helps organizations achieve coordination and control by establishing standardized procedures and rules. This ensures that tasks are performed consistently, reducing the potential for errors and misunderstandings.

Formalization in the context of procurement procedures refers to the extent to which processes, rules, and procedures are standardized and documented within an organization. Formalization in procurement procedures can enhance consistency, compliance, efficiency, and transparency while mitigating risks and ensuring accountability. However, organizations must strike a balance between formalization and flexibility to avoid bureaucratic obstacles and accommodate changing needs and circumstances in the procurement process (Falkenberg & Herremans, 2019).

1.1.1 Implementation of Procurement Procedures.

Procurement is the process of obtaining goods or services in any way including borrowing, leasing or even force or pillage (Lysons & Farrington, 2016). Procurement is a core activity that has implications on the operations of an organization together with being an activity which cuts across all the departments in the organization. It is an activity that forms part of the key operations within the organization since it is through procurement that the organization acquires the various resources that ensure its continued existence. (Luthans & Doh, 2018). Effective procurement processes enable public health facilities to acquire a steady and reliable supply of quality medical equipment, pharmaceuticals, and consumables (World Health Organization (WHO), 2017). Access to such supplies is essential for accurate diagnosis, appropriate treatment, and infection prevention. Procurement ensures that health facilities have the necessary resources to provide optimal care to patients

Procurement procedures in public health facilities refer to the formal processes and protocols established to govern the acquisition of goods and services (World Health Organization, 2020). The primary purpose of these procedures is to ensure transparency, fairness, and accountability in the procurement process. By adhering to established guidelines, public health facilities can acquire necessary resources in a

structured and efficient manner. Procurement procedures begin with the identification and assessment of the facility's needs (WHO, 2020). This involves conducting a comprehensive analysis of the required goods, services, and equipment based on patient needs, population demographics, and healthcare priorities. Adequate planning ensures that procurement decisions align with the facility's goals and strategic objectives, contributing to improved service delivery.

The implementation of procurement procedures refers to the process of putting into action the established policies, guidelines, and practices for acquiring goods, services, and equipment in an organization or institution. It involves carrying out the steps and activities outlined in the procurement procedures to ensure the efficient and effective procurement of necessary resources. This includes activities such as planning, needs assessment, supplier selection, contract management, monitoring, and record-keeping. The implementation of procurement procedures aims to promote transparency, fairness, accountability, and value for money in the procurement process (Saleemi, 2019).

The implementation of procurement procedures is crucial in public health facilities to ensure the effective acquisition of goods, services, and equipment necessary for healthcare delivery. (World Health Organization, 2018). Implementation of procurement procedures includes the selection and evaluation of suppliers or vendors. Facilities should establish transparent and competitive processes for supplier selection, ensuring fairness and integrity (WHO, 2018). This may involve soliciting bids or projects, conducting supplier evaluations based on predetermined criteria, and considering factors such as quality, price, reliability, and ethical considerations. Proper evaluation and selection of suppliers contribute to the facility's ability to acquire high-quality goods and services.

The implementation of procurement procedures in public health facilities in China is guided by a comprehensive legal and regulatory framework. The Government Procurement Law, enacted in 2002, provides the fundamental principles and guidelines for procurement practices in the country (Li, 2019). This law ensures that procurement activities in public health facilities adhere to principles of fairness, transparency, and efficiency. A key aspect of implementing procurement procedures

is thorough procurement planning and needs assessment. Public health facilities in China conduct rigorous analyses of their procurement needs, taking into account factors such as population demographics, healthcare demands, and facility requirements (Yu, 2019). This process enables facilities to identify their specific procurement needs, allocate resources effectively, and develop comprehensive procurement plans.

The implementation of procurement procedures in public health facilities in Ghana is governed by a robust legal and regulatory framework. The Public Procurement Act, 2003 (Act 663), serves as the primary legislation that provides guidelines and principles for procurement practices in the country (Ghana Public Procurement Authority, 2016). This act ensures that procurement activities in public health facilities adhere to standards of transparency, fairness, and efficiency. Effective implementation of procurement procedures includes robust contract management and monitoring. Once suppliers are selected, contracts are established, specifying the terms, conditions, and performance indicators. Public health facilities in Ghana monitor supplier performance to ensure compliance with contractual obligations, quality standards, and timely delivery of goods and services (Ghana Ministry of Health, 2017). Regular monitoring allows for the identification of any deviations or non-compliance, facilitating prompt corrective actions.

In Kenya, Procurement methods are open tendering, restricted tendering, direct procurement, request for project, and request for quotations, specially permitted procurement and practices for low value procurements (Procurement Act, 2015). The most preferred method is the open tendering as it allows for fairness and transparency. The rest are usually referred to as alternative procurement methods and should only be used where expressly allowed by the law (Procurement Act, 2015). For each method, there exists a threshold of expenditure beyond which an entity cannot exceed, but the minimum level of expenditure usually depends on the procurement entity's budgetary allocation. There is need for strict adherence to these thresholds in order to remain compliant with the law, (Public Procurement and Regulations, 2006).

The bodies which regulate public procurement in Kenya are National Treasury on public procurement and assets disposal, Public Procurement Regulatory Authority

(PPRA), and Public Procurement Regulatory Board (PPRB) regulate procurement practice in Kenya. These four can be termed as the pillars of the procurement (Public Procurement and Disposal Act, 2015). Public health facilities in Kenya follow a competitive bidding process for supplier selection. Through open and transparent bidding, facilities solicit bids or projects from qualified suppliers and evaluate them based on predetermined criteria, including price, quality, capacity, and compliance. This approach ensures fair competition, equal opportunities for suppliers, and enhances the value for money in procurement. (Carter, 2019).

1.1.2 Health Sector in Nakuru

The health system is organized and implemented through a network of facilities organized in a pyramidal pattern. The network starts from dispensaries and health clinics/ posts at the bottom, up to the health centers, sub-district hospitals, district hospitals level 4 and provincial general hospitals level 5. Out of all the health facilities in the county, the MoH controls and runs about 52% while the private sector, the mission organizations and the ministry of local government runs the remaining 48%. The public sector controls about 79% of the health centers, 92% of the sub-health centers.

Nakuru Teaching and Referral Hospital is the biggest health facility in Nakuru County. It is estimated that the hospital receive approximately 2000 patients in the Out Patient Department, 40 in the Antenatal Clinic, 100 in the Family Planning Department and 80 HIV positive babies. Poor quality of service delivery at the health facilities lead to the formation of the Quality Assurance Steering Committee in the year 2010 whose main objective was to ensure continuous delivery of quality service to the patients. In a survey carried out by the Kenya Anti-Corruption Commission of Kenya in 2010, it was revealed that even though the government agency for the supply of drugs the health facilities still experience cases of drug shortage (Kenya Anti-Corruption Commission, 2015).

The Nakuru County Government's Department of Health Services is charged with the responsibility of ensuring that the people of Nakuru have access to innovative, cost-friendly and dignified health services. This department is headed by a CEC Member. The county has two county referral hospitals the Nakuru county referral

hospital (PGH) and Naivasha county referral Hospital. The County has ten sub-county hospital; Gilgil sub-county hospital, Bahati sub-county hospital, Molo sub-county hospital, Keringet Hospital, Subukia Hospital, Kabazi Hospital, Elburgon Hospital, Olenguruone Hospital, Mirugi Kariuki Hospital and Njoro Sub-County Hospital

Findings by the county health committee indicate that show that these facilities have old dilapidated infrastructure some of which were built in the early 1900's. Most facilities lack a master plan, are poorly planned with buildings scattered all over. A number of them also had key stalled projects e.g. the Trauma Centre in Nakuru PGH. Some facilities also lack proper land ownership documents with encroachment into Hospital land noted in Naivasha, Gilgil, Bahati, Molo and Olenguruone. Nakuru County has made significant strides in developing its healthcare infrastructure. The county boasts several public health facilities, including hospitals, health centers, and dispensaries, serving both urban and rural areas (Kamau, 2020). The presence of these facilities contributes to the accessibility of healthcare services for residents. Additionally, the county has implemented various health programs to address specific health needs, such as maternal and child health, HIV/AIDS prevention and treatment, and immunization campaigns (Kamau, 2020).

1.2 Statement of the Problem

In Nakuru County, the implementation of procurement procedures in public health facilities is confronted by persistent challenges that hinder efficient service delivery and resource management. These issues are exemplified by the existence of several stalled projects within the county's health sector. According to county health infrastructure upgrading report (2022) 14 public health facility projects, including the construction of new health centers and the refurbishment of existing ones, remain incomplete and stalled. Among this projects is the trauma center in Nakuru County Referral Hospital, maternity ward in Subukia Sub-County Hospital, Outpatient Department Unit in Bahati-Sub-County Hospital, Theater in Molo Level Four Hospital, and Surgical Ward in Olenguruone Sub County Hospitals. In 2022, the Nakuru County Assembly Budget and Appropriations Committee reported that over 60% of the allocated funds for health infrastructure projects in the county were underutilized, resulting in stalled projects and delayed procurement processes (World Bank, 2022). This has led to an inadequate number of functional health facilities and

the inefficient allocation of public funds. Moreover, this situation is exacerbated by issues such as prolonged procurement procedures and a lack of transparency. The Nakuru County Procurement Department reported an average delay of 4 to 6 months in the procurement process for health facility projects, which negatively affects project timelines and financial management (Nakuru County Procurement Department, 2023). Furthermore, the complex bureaucratic structure of public healthcare institutions exacerbates the challenges associated with procurement. Hierarchical layers of decision-making often lead to bureaucratic red tape, causing delays in the procurement process. Moreover, inadequate capacity and training among procurement staff hinder their ability to navigate these bureaucratic hurdles efficiently, resulting in further delays and inefficiencies.

Studies have been carried out on procurement practices and organizational performance. For instance, Kipkemoi, (2017) focused on the effects of procurement practices on organizational performance within the public sector: A case of east African Portland cement company limited. This research embraced a descriptive design, primary data was collected through questionnaires. The research revealed that rigorous procurement practices have led to cost control and greater operational efficiency. Implementation of competitive procurement strategies, such as competitive bidding and negotiation, had resulted in cost savings for the company. These savings directly translated into enhanced financial performance. Kipkemoi's study does not directly relate to public health facilities in Nakuru County, Kenya. The study focuses on a cement company, and the findings may not be applicable to the unique context of public health facilities. While Kipkemoi's research examines the impact of procurement practices on organizational performance, it doesn't address how organizational structure elements, such as chain of command, work specialization, span of control, and formalization, influence procurement procedures, which is the specific focus of for the proposed study.

Mungai, (2019) did a study on the effect of strategic procurement practices on performance of commercial banks in Kenya: A case of KCB. The study adopted exploratory research design. The target population was limited to 184 formal employees. It was noted that supplier relationship management led to the improvement of quality of goods procured and there was proper evaluation of

supplier's abilities before undertaking a decision to source products or services SRM within the bank has led to waste reduction. Mungai's research explores the impact of procurement practices on organizational performance, but it doesn't specifically address the influence of organizational structure elements on procurement procedures in public health facilities. Adopted an exploratory research design and was conducted in commercial banks. The current study seeks to fill the contextual gap by determining the effect of organizational structure and implementation of procurement procedures in public health facilities in Nakuru and methodological gap by adopting a descriptive research design. The study exclusively focuses on the organizational structure and implementation of procurement procedures in public health facilities in Nakuru County

1.3 Objectives of the Study

1.3.1 General Objective

The general objective of the study was to assess the effect of organizational structure on the implementation of procurement procedures in public health facilities in Nakuru County, Kenya.

1.3.2 Specific Objectives

- i.** To determine the effect of chain of command on the implementation of procurement procedures in public health facilities in Nakuru County, Kenya.
- ii.** To assess the effect of work specialization on the implementation of procurement procedures in public health facilities in Nakuru County, Kenya.
- iii.** To determine the effect of span of control on the implementation of procurement procedures in public health facilities in Nakuru County, Kenya.
- iv.** To find out the effect of formalization on the implementation of procurement procedures in public health facilities in Nakuru County, Kenya.

1.4 Research Questions

- i.** What is the effect of chain of command on implementation of procurement procedures in public health facilities in Nakuru County, Kenya?
- ii.** What is the effect of work specializations on the implementation of procurement procedures in public health facilities in Nakuru County, Kenya?

- iii. How does span of control affect the implementation of procurement procedures in public health facilities in Nakuru County, Kenya?
- iv. How does formalization affect the implementation of procurement procedures in public health facilities in Nakuru County Kenya?

1.5 Significance of the Study

Understanding the organizational structure of public health facilities in Nakuru is crucial for improving healthcare service delivery. Conducting an in-depth study can identify potential gaps, bottlenecks, and areas of improvement. By analyzing the current structure, it becomes possible to optimize the allocation of resources, enhance coordination among departments, and streamline decision-making processes. This, in turn, leads to improved patient care and outcomes. Therefore, there is a need to conduct a study on organizational structure and implementation of procurement procedures in public health facilities in Nakuru.

1.6 Scope of the Study

The study sought to assess the effect of organizational structure and implementation of procurement procedures in public health facilities in Nakuru County. The independent variables are chain of command, work specialization, span of control and formalization. The dependent variable of the study is implementation of procurement procedures in public health facilities in Nakuru County. The study was conducted between the months of June 2023 to June 2024.

1.7 Limitation of the Study

The study faced diverse limitations such as the reluctance of the public health facilities in Nakuru County, to authorize data collection in the hospitals. Moreover, the respondents were also reluctant to fill in the questionnaires, questioning the motive of the study. This was handled by assuring the management of the hospitals that the aim of the study was specifically for academic purposes. In the context of the potential respondents' apathy to filling the questionnaires, the researcher addressed this apathy in different ways including obtaining an official letter from the university detailing the collection purposes of the data as that of academic in nature. Some of the respondents were reluctant in providing the requested fearing that they might be

victimized. The researcher assured and ensured the confidentiality of the respondent was withheld.

1.7 Chapter Summary

The chapter contains the background of the study which explains the two major variables that guide the study, the chapter also contains statement of the problem which describe the problem that necessitated the study, and the chapter also describe the objective of the study. In addition the chapter explains the research questions which the study sought to fill, the significant of the study and the scope of the study.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The chapter reviewed the theoretical framework which explains the various theories that guides the study, the chapter also capture the empirical review section discussing each of the objective. The chapter also reviewed the summary of the study and the conceptual framework.

2.1 Theoretical Framework

The study was anchored on the implementation theory, contingency theory, agency theory, systems theory and bureaucratic theory.

2.1.1 Implementation Theory

Implementation theory was developed by Leonid Hurwicz in 1972. According to the author implementation theory has a constituent of mechanism design which gives an outline for circumstances. In this case resources are allocated among users and agents but the information required to make these allocation decisions is disseminated and privately held, and the users that possess this private information behave strategically to ensure maximum utility of it. In cases where information is required to make decisions, it is worthy to exchange information and ideas to reach a better decision. After a thorough assessment of information is complete, decisions are made (Mas-Colell, Whinston & Green, 2005).

Implementation theory focuses on a systematic technique for designing exchange of information process followed by a rule of allocation that lead to optimal allocation of decisions with regard to prior and specified performance metric. Mas-Colell, (2005) explains the need to exchange information to deliberate on more accurate decisions. In this study, strategic leaders should involve their subjects (employees) in key decisions to avoid cases of resistance and inform them about the importance of strategy and the entire organization, how strategy will affect them and the top management expectations upon strategy implementation.

This theory focuses on the systematic methodologies for designing information exchange process and allocations with respect to performance metrics. This theory

insists on the importance of designing strategies that match with the needs of the organization to achieve increased customer satisfaction and success in strategy implementation. Hurwicz & Reiter (2006) posits that the quality of decisions made by the strategic leaders highly depends on the level of competence and their experience in dealing with different situations and circumstances to arrive at an accurate and reliable decision. The central proposition is that the manner in which decisions are made to allocate resources in the firm shapes the realization of the strategy. Strategic leaders should make appropriate decisions on how resources and facilities will be allocated to create an environment for strategy implementation.

Sjostrom (2013) indicates that communication is a central component for exchanging information between the top management and the employees. Strategic leaders set strategic directions on how the organization will participate in strategy implementation. Top management should motivate the employees to work towards the set goals by demonstrating to them the importance of strategy implementation with regard to improving efficiency and value on delivery of services. Palfrey and Srivastava (1992) contend that implementation can be viewed from the perspective of cooperation between the top management and the employees; cooperation is a key ingredient in achieving strategy implementation success. Jackson (2001) explains that there has to be effective cooperation in execution of tasks, delegation of responsibilities and meeting deadlines.

Implementation theory has been a subject of critique by scholars who have raised important concerns about its limitations and applicability. As Bardach and Patashnik (2015) argue, one primary critique revolves around the theory's focus on the "black box" of implementation, where it may provide insights into what works and what doesn't, but often falls short in explaining the underlying processes and mechanisms driving implementation outcomes. Additionally, scholars like Lipsky (2011) have criticized the theory for its relatively limited attention to the role of street-level bureaucrats and their discretion in shaping policy outcomes, suggesting that it tends to oversimplify the complex interactions at the operational level. Moreover, scholars like Sabatier and Mazmanian (2017) have argued that implementation theory's largely linear and rational model does not adequately account for the role of multiple actors,

power dynamics, and the dynamic and often unpredictable nature of policy implementation.

The theory is relevant to the current study in that in order for the public health facilities in Nakuru County to implement the procurement procedures, the hospitals has to maximize utilization of the resources. Thus, the theory explains more on the dependent variable of the study which is the implementation of procurement procedures in public health facilities in Nakuru County.

2.1.2 Contingency Theory of Management

The contingency theory was developed by Fred Edward Fiedler in the mid-1960s. The theory assert that, the optimal course of action an organization can take is only dependent upon the external and internal situation. As such, it is safe to say that there is no best way to organize, lead or decide for an organization other than by considering the circumstances in which it finds itself in. Management is key in almost all organizations in the world today. While there is no manual to managing these organizations, the contingency theory offers managers an opportunity to optimize the course of action they take. This way, they will be able to effectively apply these contingencies to their own style of leadership.

There are four approaches to these contingency theories (Burrell & Morgan, 2017). First, organizations need to understand that they are open systems that need careful management to satisfy and balance internal needs and to adapt to environmental circumstances. Secondly, there is no one best way of organizing and that the appropriate form depends on the kind of task or environment one is dealing with. Thirdly, management must always be concerned with achieving alignments and good fits above anything else. Finally, different types or species of organizations are needed in different types of environments. There are those organizations that need constant supervision and those that don't. There are also those that need immediate results and those that take a long time to achieve the desired results. These changes the approach managers should take (Burrell & Morgan, 2017).

According to Pennings (1987) contingency theory of management is primarily centered upon organization and its populations, targeting the top management team or the small work groups. Hollenbeck (2002) argues that, there is value in expanding the

idea of fit from the organizational level to the team level. He further suggests that interactions at the team level could have significant explanatory power for team performance. This assertion is intuitively appealing, as reasonably-sized teams. Simon 1955 used five-person teams in their pioneering studies, face many of the same structural and contingency pressures as their organizational counterparts. Further, distinctions about the structure of work processes when comparing large teams and small firms are often difficult to explicitly identify, and concepts such as centralization, formalization, and differentiation apply equally well at multiple levels of analysis. The operational concept like centralization, for example, will often appear very similar whether working with work groups, teams, divisions or organizations as the primary unit of analysis.

The contingency theory of management, though influential in shaping management thought, has faced criticism on several fronts. One primary critique pertains to its complexity. The theory posits that the most effective management style or structure is contingent upon the specific situation or context. Detractors argue that this complexity can make it challenging to apply in practice (Donaldson, 2001). Moreover, the theory often lacks clear guidelines for managers on how to determine which approach is most appropriate in a given situation. Some critics also contend that the theory's focus on adapting to environmental contingencies may overlook other critical factors, such as organizational culture and leadership, which can significantly impact an organization's effectiveness (Tsui, 2014). Additionally, detractors argue that the Contingency Theory may not adequately address the dynamics of change management, which is essential in today's rapidly evolving business environment (Moldoveanu & Martin, 2017).

The theory is relevant to the current study since it is emphasis on adapting management practices to fit the specific situation aligns with the need for tailored procurement strategies in healthcare settings. For example, in a large, urban hospital with a broad range of medical specialties, work specialization and procurement procedures may need to be finely tuned to ensure efficient and specialized supply chain management. In contrast, smaller rural health clinics may require a different approach, emphasizing a more generalized supply chain structure. The Contingency Theory can guide public health facility managers in assessing the unique

contingencies of their setting and tailoring work specialization and procurement procedures accordingly to optimize efficiency and cost-effectiveness in healthcare procurement. Therefore, the theory help in explaining the influence of work specialization on implementation of procurement procedures in public health facilities in Nakuru County

2.1.3 Agency Theory

Agency theory was first articulated by Ross and Mitnick in 1970s, with Mitnick (1973) focusing on the social aspect of agency and Ross (1973) developing the economic perspective. The theory primarily addresses the relationship between principals (owners) and agents (managers or employees), focusing on resolving issues that arise due to differing goals and the inherent information asymmetry between the two parties. Jensen and Meckling (1976) expanded on Agency Theory, arguing that the primary conflict arises from agents pursuing personal goals over the interests of principals, necessitating monitoring and incentives to align interests. Eisenhardt (1989) noted that information systems can mitigate issues by reducing information asymmetry. Fama and Jensen (1983) highlighted the importance of separating decision management and decision control to reduce agency costs.

Agency theory provides a robust framework for understanding conflicts in organizational settings. Its emphasis on incentives and monitoring mechanisms helps design effective governance structures, (Barney & Ouchi, 2014). The theory's application across various domains, from corporate governance to public administration, demonstrates its versatility. It also offers practical insights into structuring contracts and organizational policies to mitigate risks associated with delegation.

Critics argue that Agency Theory oversimplifies human behavior by assuming self-interest and rationality (Perrow, 1986). It tends to neglect the complexities of organizational dynamics and the role of intrinsic motivation (Ghoshal, 2005). Moreover, the heavy focus on monitoring and incentives can foster a culture of distrust, potentially undermining collaboration and innovation (Davis, Schoorman, & Donaldson, 1997). The theory's prescriptive nature may not account for varying

contexts and cultural differences affecting principal-agent relationships (Bosse & Phillips, 2016).

The theory is relevant to the current study as it focuses on the relationship between principals (e.g., government or health facility management) and agents (e.g., procurement officers), highlighting issues of information asymmetry and conflicting interests. Applying agency theory to the chain of command in procurement procedures can help design incentive structures and monitoring mechanisms that align the interests of procurement officers with organizational goals, thereby improving adherence to procurement procedures and reducing malpractice. Therefore, the theory helps in explaining the effect of chain of command on the implementation of procurement procedures in public health facilities in Nakuru County, Kenya.

2.1.4 Systems Theory

Systems theory was developed by Ludwig von Bertalanffy in the 1940s and 1950s. Bertalanffy (1950) focused on the idea that complex systems share organizing principles irrespective of their nature. The theory emphasizes the interconnectedness and interdependence of all parts of a system, proposing that understanding a system requires viewing it as a whole rather than through its individual components.

Katz and Kahn (1978) applied systems theory to organizational studies, arguing that organizations are open systems interacting with their environments. Senge (1990) introduced the concept of learning organizations, where systemic thinking is crucial for addressing complex problems. Checkland (1981) developed Soft Systems Methodology, emphasizing human activity systems and the importance of different perspectives. Laszlo and Krippner (1998) highlighted the holistic nature of systems theory in understanding complex phenomena in various fields.

Systems theory's holistic approach provides a comprehensive understanding of organizational dynamics, emphasizing the interrelationships between different components, (Flood, 2010). It is particularly effective in addressing complex, adaptive systems, allowing for a more nuanced analysis of how changes in one part of the system affect the whole. The theory also promotes flexibility and adaptability, encouraging continuous learning and improvement within organizations.

Critics of systems theory argue that its broad scope can lead to vagueness and lack of specificity (Jackson, 2000). The theory's emphasis on interconnections and holistic views can sometimes overlook individual agency and localized issues (Midgley, 2003). Furthermore, the application of Systems Theory can be challenging in practice, as it requires comprehensive data and a deep understanding of system dynamics, which may not always be feasible (Flood, 2010). Additionally, its abstract nature may make it difficult to derive concrete, actionable insights (Stacey, 2011).

The theory is relevant to the current study since it views organizations as complex systems of interrelated parts. A balanced span of control is essential for maintaining efficient information flow and coordination across different levels of the organization. In public health facilities, a well-designed span of control can ensure that procurement processes are integrated smoothly with other functions, such as inventory management and financial oversight, thereby enhancing overall efficiency and compliance. Therefore, the theory helps in explaining the effect of span of control on the implementation of procurement procedures in public health facilities in Nakuru County, Kenya.

2.1.5 Bureaucratic Theory

Bureaucratic theory was developed by Max Weber in the early 20th century. Weber (1922) focused on the structure and administration of organizations, proposing that bureaucracy is the most efficient and rational way to organize human activity. His theory emphasizes formalized rules, hierarchical structure, and clear division of labor to achieve efficiency and predictability in large organizations.

Gouldner (1954) examined the effects of bureaucratic structures on workers, highlighting both positive and negative outcomes. Merton (1940) discussed the potential dysfunctions of bureaucracy, such as rigidity and resistance to change. Blau (1963) analyzed the dynamics within bureaucratic organizations, identifying both efficiency gains and the potential for employee alienation. Crozier (1964) explored the phenomenon of bureaucratic inertia and how it hampers adaptability.

Bureaucratic theory provides a clear framework for organizing large, complex organizations, ensuring consistency and accountability through formalized procedures. It facilitates coordination and control, which are essential for achieving

efficiency in administrative tasks, (Ritzer, 2014). The predictability of bureaucratic systems can enhance stability and reliability, making it easier to manage large-scale operations and ensure compliance with regulations.

Critics argue that bureaucratic theory can lead to excessive rigidity and lack of innovation (Merton, 1940). The focus on rules and hierarchy can create a dehumanizing work environment, reducing employee motivation and creativity (Gouldner, 1954). Bureaucratic systems may also become self-perpetuating, prioritizing rules over organizational goals and leading to inefficiencies (Crozier, 1964). Additionally, the theory does not adequately address the need for flexibility and adaptability in rapidly changing environments (Burns & Stalker, 1961).

The theory is relevant to the current study as it posits that high levels of formalization, characterized by clear rules and procedures, are essential for organizational efficiency and control. In public health facilities, formalized procurement procedures can ensure consistency, reduce ambiguity, and provide a clear framework for decision-making, thus enhancing compliance and reducing the potential for errors and corruption. Therefore, the current study helped in explaining the effect of formalization on the implementation of procurement procedures in public health facilities in Nakuru County, Kenya.

2.2 Empirical Review on Study Variables

2.2.1 Chain of Command and Implementation of Procurement Procedures

The chain of command is a hierarchical structure within an organization that establishes the line of authority, communication flow, and decision-making responsibilities (Giunipero et al., 2019). It outlines the levels of management and their respective roles, creating a structured framework for how directives and information move from top leadership to the lower tiers of the organization. The chain of command is crucial for maintaining order, clarifying roles, and ensuring efficient communication within an organizational setting. The chain of command delineates who has the authority to make decisions related to procurement procedures. Major decisions, such as vendor selection, contract negotiations, and budget approvals, often require input and approval from higher levels of management (Monczka et al., 2018). Clear lines of authority in the chain of command foster accountability and

responsibility in the procurement process. Each level of management and staff is assigned specific responsibilities, ensuring that tasks are carried out efficiently and that individuals are answerable for their actions (Lamming et al., 2015).

The chain of command establishes the path for communication within the organization. In the context of procurement, effective communication is vital for conveying purchasing needs, sharing supplier information, and obtaining necessary approvals (Cavinato, 2017). Authorization levels for procurement activities are often defined within the chain of command. This includes spending limits, contract approvals, and other authorizations that help prevent unauthorized purchases and maintain financial control (Burt et al., 2017). When conflicts arise during the procurement process, the chain of command provides a structured approach to conflict resolution. Individuals can escalate issues to higher management levels for resolution, ensuring that procurement activities remain on track (Giunipero et al., 2019).

Tit and Khasawneh (2019) examined how the chain of command affects Jordanian public hospital procurement. The study selected 375 staff from 21 Jordanian public hospitals using stratified random selection and a mixed-methods approach. Focus group interviews and questionnaires collected study data. The study indicated that Jordanian public hospitals with a clear line of command implemented procurement procedures better. The study also revealed that successful implementation required good communication, leadership, and employee involvement.

Matyja and Zublewicz (2016) examined organizational chain of command on organization performance. The report cites survey research on Poland as a representative example. The poll of 252 employees from diverse organizations provided the data. Empirical data analysis using the Mann–Whitney U test. The investigation found that the chain of command affected fifteen areas of an organization and performance management performance.

Hoang and Rothaermel (2019) explored how chain of command affects procurement performance. The research was quantitative. US survey data from 192 firms was used. Sample size was chosen using stratified random sampling. A self-administered questionnaire collected data. Clear and centralized chain of command was positively connected with procurement methods, according to the study.

Kwon and Seo (2020) examined how chain of command affects procurement. Purposive sampling and case study research were used. They identified four organizations that implemented procurement methods with various degrees of effectiveness. There were two factories and two service providers among the sample. The information was gathered from semi-structured interviews with the participants. The interviews were designed to learn more about the companies' structures, processes, and leadership and communication methods. According to the research, an established chain of command is crucial to the success of any procurement effort.

2.2.2 Work Specialization and Implementation of Procurement Procedures

Work specialization, often referred to as division of labor, is an organizational design principle that involves infringing tasks and tasks into particular roles and functions. In a work-specialized environment, individuals or groups focus on specific aspects of a larger process, aiming to increase efficiency and productivity (Benton, 2014). This organizational structure is characterized by employees becoming experts in their specific roles, leading to the overall improvement of the entire workflow. Work specialization allows procurement professionals to develop expertise in specific aspects of the procurement process, such as vendor selection, negotiations, or contract management. This specialization contributes to increased efficiency as individuals become proficient in their designated tasks (Handfield et al., 2019).

The division of procurement tasks into specialized roles requires effective coordination among team members. Clear delineation of responsibilities helps in minimizing overlaps, reducing errors, and ensuring that each aspect of the procurement procedure is handled by individuals with the requisite skills (Monczka et al., 2018). Work specialization provides opportunities for targeted training and skill development. Procurement professionals can receive specialized training in areas relevant to their roles, enhancing their competencies and contributing to the overall effectiveness of the procurement team. With specialized roles, procurement procedures can be executed more rapidly and consistently. Specialized tasks are performed by individuals who are proficient in those specific areas, reducing the likelihood of errors and delays in the procurement process (Carr & Smeltzer, 2017). Work specialization allows for efficient allocation of resources. Procurement teams

can allocate personnel based on their strengths and expertise, ensuring that the right individuals are handling specific tasks within the procurement procedures (Burt et al., 2017).

Muthoni (2017) examined how work specialization affects performance management. The study targeted 1205 Kenyan NHIF personnel. 134 participants were selected using stratified random sampling. The primary data was acquired via structured questionnaire. The study used descriptive statistics to tabulate frequencies, percentages, averages, and standard deviation. Regression modeling pooled the impact of organizational design, incentives, and management on performance management system adoption, while correlational analysis examined causal linkages. The results were presented in tables and figures using SPSS. The study found that work specialization helps achieve performance management system success.

Juma, Mburu, and Waiganjo (2017) examined how work specialization affects procurement in Kenyan public universities. Case study research was used. Key informants were interviewed in-depth and procurement methods, organizational charts, and performance reports were evaluated. Sample was selected through purposeful sampling. The study indicated that work specialization helped Kenyan public universities execute procurement procedures.

Adeyoyin, Unazi, and Oyewunmi (2015) examined how work specialization and departmentalization affect job satisfaction in a Nigerian university library. Descriptive study design and survey approach were used to collect data. Respondents received 50 surveys with 30 structured questions. The majority of the library personnel were satisfied with their current specialism. Since the introduction of online copy cataloguing and classification, which allows users to interact with computer systems and sometimes navigate further to verify Internet information, cataloguing may no longer be the most boring part of any library. The study revealed that work satisfaction is personal and impacts mood.

Kimiti, Okello, and Karanja (2017) examined how work specialization affects civic secondary school performance in Bahati sub-county, Kenya. The study examined structure specialization and strategy implementation theories. The study used descriptive correlational research. The researcher employed structured questionnaires

to acquire primary data for his study. The study population came from Bahati sub-county, Nakuru County, Kenya schools. All 31 local public secondary school principals were counted. Pearson correlation coefficient indicated correlations between independent and dependent variables. In conclusion the findings revealed that structural specialization improves strategic plan implementation.

Alalade and Oyebo (2017) examined how work specialization affects Nigerian bank procurement. Key informants were interviewed in-depth and procurement methods, organizational charts, and performance reports were evaluated. The sample size was chosen via purposeful sampling. The study indicated that work specialization helped Nigerian banks adopt procurement procedures.

Asamoah, Tetteh, and Lomotey (2016) examined how work specialization affects Ghanaian public hospital procurement. The mixed-method study used focus group interviews and a survey. Stratified random selection selected 400 employees from 20 hospitals. The study indicated that work specialization improved procurement procedures in Ghanaian public hospitals.

Balarabe and Abdullahi (2020) examined how work specialization affects Nigerian manufacturing enterprises' procurement methods. A method of quantitative study and stratified random sampling selected 250 employees from 25 organizations. A survey that participants completed themselves collected data. The investigation indicated that work specialization improved procurement practices in Nigerian manufacturing enterprises. Firms that clearly defined roles and duties and dispersed tasks and activities based on employees' talents and knowledge were more likely to implement purchasing processes successfully.

2.2.3 Span of Control and Implementation of Procurement Procedures

Span of control is a fundamental concept in organizational structure and management, influencing the distribution of authority and responsibility. A small range of control means fewer coworkers per manager while a wide spread means more. A narrow span of control allows for more direct supervision and oversight of procurement activities. Managers with a smaller number of subordinates can closely monitor the progress of procurement procedures, ensuring compliance with policies and standards (Daft, 2017).

A wider span of control may lead to challenges in communication and coordination, as managers with numerous subordinates may find it more challenging to maintain effective communication channels. Clear communication is crucial for the successful implementation of procurement procedures (Robbins & Coulter, 2017). A narrow span of control can enhance flexibility and responsiveness in adapting to changes in procurement requirements. Managers overseeing a smaller team can quickly address issues, make decisions, and implement changes to procurement procedures as needed (Hellriegel & Slocum, 2011). The span of control influences the level of specialization within the procurement team. A wider span may lead to more generalist roles, while a narrower span allows for greater specialization and expertise in specific aspects of procurement (Jones & George, 2019).

A narrow span of control often facilitates faster decision-making. Managers with fewer subordinates can make decisions more promptly, contributing to the efficiency of the procurement process (Burton & Obel, 2018). The span of control affects the ability to provide individualized training and development opportunities. In a narrower span, managers may have more resources to invest in the skill development of each team member involved in procurement procedures. The span of control influences how resources, including human resources, are allocated within the procurement function. A wider span may necessitate more delegation, whereas a narrower span allows for a more hands-on approach to resource allocation (DuBrin, 2018).

Wong, Raquel and Keatings, (2018) sought to examine the relationships between span of control and manager job and unit performance outcomes. A non-experimental predictive survey design was used to examine frontline manager (FLM) and span of control in 14 Canadian academic hospitals. A sample of 121 Managers completed an online survey of work characteristics. The combination of SOC and core self-evaluation significantly predicted role overload, work control and job satisfaction, but only SOC predicted unit adverse outcomes and neither significantly predicted unit turnover. The findings contribute to an understanding of connections between the combination of SOC and core self-evaluation and manager job and unit performance outcomes.

Bohte and Mier (2018) conducted a study on span of control and performance of public organizations. The findings concluded that span of control refers to how relations are structured between leaders and subordinates in an organization. A wide span of control exists when a manager oversees many subordinates. The study also concluded that a stable environment that provides similar inputs to an organization over a long period of time should permit greater reutilization and thus larger spans of control. The implication of the findings in regard to different organizations suggests that one needs to control for type of organization to get a clear picture of how span of control operates in an organization.

Ndebele and Ncube (2016) conducted a study on the relationship between span of control and implementation of procurement procedures in Zimbabwean public sector organizations. Purposive sampling method was used to select 70 participants. In-depth interviews were used to collect data. The study found that span of control was positively associated with the implementation of procurement procedures Zimbabwean public sector organizations. Organizations with wider spans of control were more likely to successfully implement their procurement procedures. The study also found that effective communication, leadership, and employee involvement were important factors in successful implementation.

Wavinya, (2019) conducted a study on the effects of strategic plan implementation on organizational performance of parastatals in Kenya. The study adopted descriptive research design to measure accuracy of the variables. Simple and stratified random sampling techniques were adopted. Structured questionnaires were used for data collection. A survey questionnaire was formulated, tested and administered through drop and pick later method. The findings of the study indicated that there was a positive correlation between organizational structure and organizational performance. The study findings also indicated that there was a positive correlation between organizational leadership and organizational performance.

Jalloh and Sesay (2019) investigated the relationship between span of control and implementation of procurement procedures in Sierra Leonean private sector organizations. The study used a cross-sectional research design. Data was collected through questionnaires and document reviews. The sample included 150 participants

from various departments within the selected organizations. The study found that span of control was positively associated with the implementation of procurement procedures in Sierra Leonean private sector organizations. Organizations with wider spans of control were more likely to successfully implement their procurement procedures. The study also found that effective communication, leadership, and employee involvement were important factors in successful implementation.

2.2.4 Formalization and Implementation of Procurement Procedures

Formalization in organizational theory refers to the extent to which an organization's activities, procedures, roles, and communication are governed by explicit rules, policies, and procedures. It involves the codification of processes and structures to create a standardized and predictable work environment. High formalization implies a greater reliance on written rules and procedures, while low formalization indicates a more flexible and informal organizational structure. High formalization ensures consistency and standardization in the execution of procurement procedures. Explicit rules and guidelines help maintain uniformity in how procurement activities are carried out across different projects or departments (Robbins & Coulter, 2017).

Formalization enhances control over procurement processes by providing a clear framework for compliance. Standardized procedures make it easier to monitor and enforce adherence to procurement policies and regulations (Daft, 2015). Formalized procurement procedures contribute to effective risk management. Clearly defined processes help identify and address potential risks associated with procurement activities, ensuring that steps are taken to mitigate them (Burton & Obel, 2018). Formalization improves efficiency by reducing ambiguity and providing a predictable structure for procurement activities. Employees can follow established procedures, leading to smoother and more predictable outcomes in the procurement process (Hellriegel & Slocum, 2011).

High formalization facilitates training and orientation for individuals involved in procurement. Clear guidelines and procedures make it easier for new employees to understand their roles and responsibilities within the procurement framework (Jones & George, 2019). Formalization contributes to clarity in decision-making. Decision points within the procurement process are predefined, enabling timely and informed

decision-making by those responsible for procurement activities (Lussier & Achua, 2015). While formalization provides stability and structure, it may also hinder adaptability to change. Highly formalized organizations may find it challenging to quickly adjust procurement procedures in response to changing external conditions (DuBrin, 2018).

Cordery, Gibson, & Dunlop (2019) did a study on the managing formalization to increase global team effectiveness and meaningfulness of work in multinational organizations. The study employed a mixed-methods approach to understand how the level and content of formalization can be managed to resolve these tensions in multinationals. In a sample of global teams from a large mining and resources organization operating across 44 countries, interviews, observations, and a quantitative 2-wave survey revealed a great deal of variability between teams in how formalization processes were enacted. The study found that managing formalization increase global team effectiveness and meaningfulness of work in multinational organizations.

Raza and Akmal (2017) conducted a study on mediating role of formalization of RM methods among the perceived business risk and organization performance. Questionnaire distributed among 301 financial professionals of selected industries and duly filled questionnaires received back 204. Pilot study was conducted at 96 responses to check the validity and reliability of instrument. Questionnaire distributed among CFOs/Finance managers/Risk Managers of selected industries. The study results found that mediating role of formalization affect organization performance.

Author(s)	Focus of the Study	Findings of the Study	Methodology	Gaps of the Study	Focus of the current study'
Tit and Khasawneh (2019)	Influence of chain of command on procurement in Jordanian public hospitals	The study highlighted that a clear chain of command improved the implementation of procurement procedures in Jordanian public hospitals.	The study selected 375 staff from 21 Jordanian public hospitals using stratified random selection and a mixed-methods approach. Focus group interviews and questionnaires collected study data.	One of the primary gaps of this study is that it did not focus on public health facilities in Nakuru County, Kenya. The findings are specific to Jordan.	The current study will assess the influence of the chain of command specifically in public health facilities in Nakuru County to provide insights relevant to this setting.
Matyja and Zublewicz (2016)	Organizational chain of command's effect on organization performance	The study found that the chain of command affected fifteen different areas of an organization and performance management.	The report cites survey research on Poland as a representative example. The poll of 252 employees from diverse organizations provided the data.	The key gap in this study is that it did not address the specific context of public health facilities in Nakuru County, Kenya. The findings are from a survey in Poland.	The current study will investigate how the chain of command influences the implementation of procurement procedures in public health facilities in Nakuru County.
Hoang and Rothaermel (2019)	Influence of chain of command on procurement performance	This research, based on U.S. survey data, showed that a clear and centralized chain of command was positively connected with procurement methods.	The research was quantitative. US survey data from 192 firms was used. Sample size was chosen using stratified random sampling. A self-administered questionnaire collected data.	The study's gap lies in its focus on U.S. firms, without specific mention of public health facilities.	The current study will examine the impact of the chain of command on procurement procedures in the context of public health facilities in Nakuru County, Kenya.

Author(s)	Focus of the Study	Findings of the Study	Methodology	Gaps of the Study	Focus of the current study'
Muthoni (2017)	Influence of work specialization on performance management	This study found that work specialization helps achieve performance management system success among Kenyan NHIF personnel.	The study targeted 1205 Kenyan NHIF personnel. 134 participants were selected using stratified random sampling. The primary data was acquired via structured questionnaire. The study used descriptive statistics to tabulate frequencies, percentages, averages, and standard deviation.	The gap in this study is that it doesn't address procurement procedures in the context of public health facilities.	The current study will examine how work specialization influences the implementation of procurement procedures in public health facilities in Nakuru County.
Juma, Mburu, and Waiganjo (2017)	Influence of work specialization on procurement in Kenyan public universities	The study indicated that work specialization helps Kenyan public universities execute procurement procedures.	The study used a case study research. Key informants were interviewed in-depth and procurement methods, organizational charts, and performance reports were evaluated. Sample was selected through purposeful sampling	The study is specific to universities and does not directly consider public health facilities.	The current study will investigate the impact of work specialization on procurement in the unique context of public health facilities in Nakuru County, Kenya.
Adeyoyin, Unazi, and	Impact of work specialization on job	This research focused on job satisfaction in a	The study used descriptive and survey	The gap in this study is its irrelevance to public	The current study will assess the influence of

Oyewunmi (2015)	satisfaction in a Nigerian university library	library context, revealing that work satisfaction impacts mood.	research approach. Respondents received 50 surveys with 30 structured questions.	health facilities and procurement.	work specialization on procurement procedures and job satisfaction in healthcare facilities in Nakuru County.
Author(s)	Focus of the Study	Findings of the Study	Methodology	Gaps of the Study	Focus of the current study'
Kimiti, Okello, and Karanja (2017)	Influence of work specialization on secondary school performance	The findings indicated that structural specialization improves strategic plan implementation in secondary schools.	The study used descriptive correlational research. The researcher employed structured questionnaires to acquire primary data for his study. The study population came from Bahati sub-county, Nakuru County, Kenya schools. All 31 local public secondary school principals were counted	The study did not address public health facilities or procurement procedures.	The current study will investigate the impact of work specialization on the implementation of procurement procedures in Nakuru's public health facilities.
Alalade and Oyebo (2017)	Influence of work specialization on Nigerian bank procurement	The study suggested that work specialization helped Nigerian banks adopt procurement procedures.	Key informants were interviewed in-depth and procurement methods, organizational charts, and performance reports were evaluated. The sample	The study's focus on banks does not directly relate to public health facilities.	The current study will examine the influence of work specialization on procurement in the context of public health facilities

Author(s)	Focus of the Study	Findings of the Study	Methodology	Gaps of the Study	Focus of the current study'
Asamoah, Tetteh, and Lomotey (2016)	Influence of work specialization on Ghanaian public hospital procurement	The study found that work specialization improved procurement procedures in Ghanaian public hospitals.	A mixed-method study was used to focus group interviews and a survey. Stratified random selection selected 400 employees from 20 hospitals	The gap is that it did not address public health facilities in Nakuru County.	The current study will investigate how work specialization influences the implementation of procurement procedures in public health facilities in Nakuru County.
Raza and Akmal (2017)	Mediating role of formalization in organization performance	The study indicated that formalization affected organization performance.	Questionnaire was distributed among 301 financial professionals of selected industries and duly filled questionnaires received back 204. Pilot study was conducted at 96 responses to check the validity and reliability of instrument	The study was not focused on healthcare or public health facilities.	The current study will investigate the impact of formalization on procurement procedures in public health facilities, providing insights specific to the healthcare context in Nakuru County.

2.4 Conceptual Framework

Independent Variable

Dependent Variable

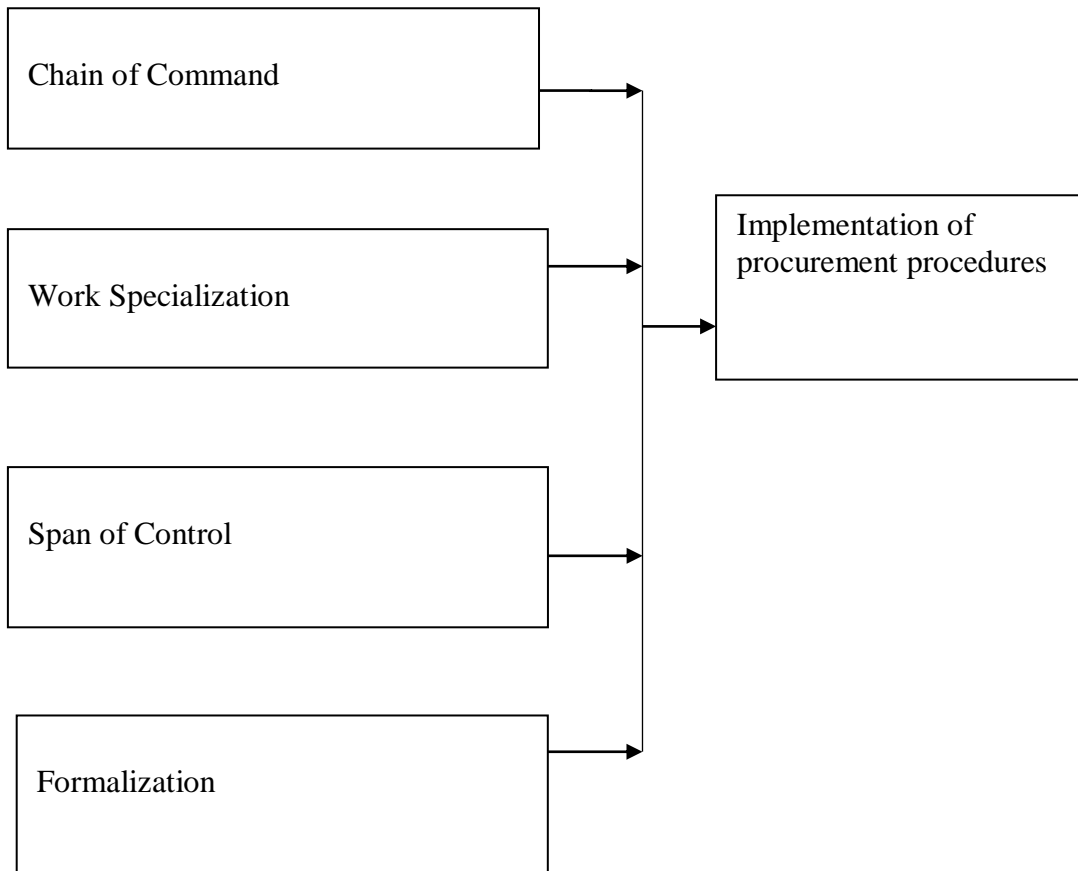


Figure 1: Conceptual Framework

2.6 Operationalization of the Variables

Table 1: Operationalization of the Variables

Variable	Indicators	Measurements Scale	Tool of Analysis
Chain of Command	Hierarchy of authority Command Structure Feedback Mechanism	Likert Scale Questionnaires	a) Percentages b) Frequencies
Work Specialization	Division of labour Employee expertise Role & Responsibilities	Likert Scale Questionnaires	a) Percentages b) Frequencies
Span of Control	Departments Number of subordinates Levels of Management	Likert Scale Questionnaires	a) Percentages b) Frequencies
Formalization	Decision making structure Supervision Job descriptions	Likert Scale Questionnaires	a) Percentages b) Frequencies
Implementation of procurement procedures	Quality of product and service Timely Delivery of product and service	Likert Scale Questionnaires	a) Percentages b) Frequencies

2.7 Chapter Summary

The chapter contains theoretical framework sections which explains the various theories that guides the study, the chapter also capture the empirical review section discussing past studies.in relation to each of the study objectives The chapter also reviewed the gap of the study which explain the research gap for each study the chapter also contains the conceptual framework which explain the relationship between the independent and the dependent variable

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

The methodology used to conduct the study is outlined here. Methodology, sample size, and selection criteria are discussed in this section. However, the chapter discusses research instrument, pilot testing, data collecting, analysis, presentation, and ethics.

3.1 Research Design

The study adopted descriptive research design. Garg (2014) describes a research design as a study's intellectual framework. Research design is the plan for answering research questions. It describes data collection, measurement, and analysis. For this study, descriptive research design was useful because the survey was utilized to gather data.

3.2 Target Population

According to Koul, (2018), target population refers to a summative of elements, subjects or persons that share common or similar topographies. According to County Health Records there are 10 sub-county hospitals and two referral hospitals. The referral hospital and sub-county hospitals are the only health facilities mandated to procure medical equipment for themselves and on behalf of other health facilities in the county. The study targeted 82 respondents involved in the procurement process in health facilities; they include medical officer in charge of the various targeted health facilities, procurement officers and department heads from user departments in health facilities in Nakuru County. The distribution of the target population is as shown in Table 2. The targeted respondents were the most suitable for the study since they have the relevant knowledge on the organizational structure and implementation of procurement procedures.

Table 2: Targeted Population

Name of Hospital	Total
Nakuru County Referral Hospital	13
Keringet Hospital	4
Naivasha Referral Hospital	9
Bahati Sub-County Hospital	8
Subukia Hospital	6
Kabazi Hospital	5
Molo Hospital	9
Elburgon Hospital	5
Olenguruone Hospital	6
Gilgil Sub-County Hospital	6
Njoro Sub-County Hospital	5
Mirugi Kariuki Hospital	6
Total	82

Source: County Government of Nakuru Health Records (2024)

3.3 Sample and Sampling Technique

Sampling is the process of selecting a particular number of subjects from a defined population as a representative of that population is known as (Orodho, 2011). The study adopted Slovincs' formula to get the sample size of 68 respondents from the total target population. The researcher further used simple random sampling to select the sample size for each of the category of the target group. According to Harry (2018) it is recommended that researchers use the largest sample possible because statistics calculated from a large sample are more accurate. The calculations are as shown below

$$n = \frac{N}{1+Ne^2}$$

Where: n = sample size
N = population size
e = margin of error
1 = is a constant value

$$n = \frac{82}{1+82(0.05)^2}$$

$$n = \frac{82}{1.205}$$

$$n = 68.049$$

$$= 68$$

Table 3: Sample Frame

Name of Hospital	Procurement Officer	Medical officer In charge	User Department	Total
Nakuru County Referral Hospital	2	1	10	13
Keringet Hospital	0	1	3	4
Naivasha Referral Hospital	1	1	7	9
Bahati Sub-County Hospital	1	1	6	8
Subukia Hospital	0	1	5	6
Kabazi Hospital	0	1	4	5
Molo Hospital	1	1	7	9
Elburgon Hospital	0	1	4	5
Olunguruone Hospital	0	1	5	6
Gilgil Sub-County Hospital	0	1	5	6
Njoro Sub-County Hospital	0	1	4	5
Mirugi Kariuki Hospital	0	1	5	6
Total	5	12	65	82

3.4 Data Collection Instrument

The investigation's principal data was collected via questionnaire. Questionnaires are written instruments that ask respondents to write out their replies or choose from existing answers (Jankowicz, 2015). Multiple-item scales were used to develop questionnaires. The questionnaire has various benefits, which explains its application in this study. These benefits include easy dissemination, data collecting, analysis, question standardization, and cost efficiency.

3.5 Pilot Study

Pilot studies are small-scale versions of big studies. It helps determine the applicability and convenience of use of research instruments and questionnaire administration. Pilot tests identify research process flaws, deficiencies, ambiguities, and issues. A pilot-test was conducted at Kericho County Referral hospital where 7 questionnaires were issued out. According to Mugenda and Muganda (2013) a pilot study should be 10% of the sample size Data collected from the pilot study were not incorporated in the main study.

3.5.1 Validity

The extent to which data collection instruments survey the researcher's intended data is validity. Validity promotes accurate measurement. It measures how well study data represents study variables (Kothari, 2012). To test the validity of the instruments was achieved by conducting a pilot study at Kericho County Referral hospital.

3.5.2 Reliability

Reliability in this study was enhanced by pre-testing the questionnaire with a selected sample which will not be included in the main study. An internal consistency technique was applied by use of Cronbach's Alpha. Internal consistency reliability is a measure of reliability used to evaluate the degree to which different test items that probe the same construct produce similar results. Higher values of alpha are more desirable. Kothari (2012) indicated that as a rule of the thumb, a reliability of 0.70 or higher (obtained on a substantial sample) is acceptable.

3.6 Data Collection Procedures

A letter of authorization from the institution enabled the researcher obtain a permit from the NACOSTI to begin data gathering. The permit and Nakuru County Government was presented with a consent statement to request public health facility data. Data was dropped and picked later. This technique issued the consent statement and then administers the questionnaire. Respondents had two weeks to complete the form.

3.7 Data Processing and Analysis

Data analysis procedure involve the process of packaging the gathered information, placing it in order and writing components especially in a way that results can be easily and effectively communicated (Gay, 2017). The data that was collected in this study was quantitative in nature. Quantitative data was analyzed by use of Statistical Package for Social Sciences (SPSS) version 25. Descriptive statistics involved the use of percentages, frequencies, measures of central tendencies (mean) and measures of dispersion (standard deviation). Inferential statistic involving the use of correlation analysis and multiple regression analyses. Correlation analysis will be used to determine the nature of the relationship between variables at a generally accepted conventional significant level of $P < 0.05$ (Gall and Borg, 2017). Multiple regression analysis was employed to analyze the relationship between a single dependent variable and several independent variables (Johnson & Christensen, 2012). Coefficient of determination (R^2) was used to test the contribution of each independent variable on the dependent variable. The findings of the study were

presented in form of statistical tables. The following multiple regression model was adopted.

$$Y = \beta_0 + \beta_1X_1 + \varepsilon$$

$$Y = \beta_0 + \beta_2X_2 + \varepsilon$$

$$Y = \beta_0 + \beta_3X_3 + \varepsilon$$

$$Y = \beta_0 + \beta_4X_4 + \varepsilon$$

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

Where:

Y = Implementation of Procurement Procedures

β_0 = Constant Term;

$\beta_1, \beta_2, \beta_3$ and β_4 = Beta coefficients;

X1= Chain of Command

X2= Work Specialization

X3= Span of Control

X4= Formalization

ε represents Error Term

$\beta_1, \beta_2, \beta_3, \beta_4$ represents Regression Coefficients for Independent Variables

3.8 Ethical considerations

Authorization to perform the study, approval from authorities, and participant permits and informed consent could raise ethical difficulties. The researcher requested a NACOSTI permission and university Ethics Committee clearance. Data was collected from facilities that require clearance via authorized letter.

3.8.1 Informed Consent

This refers to the process of ensuring that research participants have been fully informed about the nature, purpose, risks, and benefits of the study before they agree to participate. This requires clearance from Nakuru County Government's health department and each targeted health facility's administration. Their authorization helped complete this research study so that the findings acquired in later phases do not violate the laws and regulations.

3.8.2 Voluntary Participation

Voluntary participation means that individuals have the freedom to choose whether or not to participate in a research study without coercion, undue influence, or pressure from others. Everyone involved in the research participates voluntarily. Nobody is forcing them. The targeted employees can opt out at any moment without affecting the program or their future participation. Everyone involved may respond to questions.

3.8.3 Confidentiality

Confidentiality refers to the protection of sensitive information provided by research participants. When material is kept confidential, only the researcher who compiled it has access to it. The employees who are the focus of the campaign will have their privacy protected at all times. This helped increase the number of people that fill out the survey.

3.8.4 Privacy

Privacy involves respecting individuals' rights to control access to their personal information and to avoid intrusion into their personal lives. In such cases, the research volunteer is entitled to confidentiality protections. When someone is really private about something, it's because they care a lot about it. This is a crucial research ethics issue. The research questionnaire did not ask respondents to provide their names in order to protect their anonymity.

3.8.5 Anonymity

Anonymity refers to the state of being anonymous or unidentified. In research, anonymity is achieved when researchers do not collect any identifying information from participants or when they remove any identifying details from data before analysis. For participants to remain anonymous, it must be impossible for anyone involved in the study (including the researcher) to learn their identities. Thus, no personal information may be collected in an anonymous study. Examples of personally identifiable data include names, addresses, e-mail addresses, phone numbers, government-issued ID numbers (such as social security numbers), images, and IP (Internet Protocol) identities. Because of this, it is impossible to maintain

anonymity in any qualitative study that includes interviews performed in person or over the phone.

3.9 Chapter Summary

This chapter looks at the methodology that was used in the study and explains the research design, the population and sampling techniques and the data collection tool used. The data analysis is discussed and ethical considerations are also outlined. The next chapters include data presentation, analysis and interpretation as well as a discussion on the key findings, recommendations and an overall conclusion.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.0 Introduction

The chapter focuses on data analysis, results presentation and discussion of the findings. The general objective of the study was to determine the organizational structure and implementation of procurement procedures in public health facilities in Nakuru County-Kenya.

4.1 Response Rate

Response rate equals the number of people with whom semi-structured questionnaires were properly completed divided by the total number of people in the entire sample (Fowler, 2014). The study administered 68 questionnaires for data collection. However, 62 questionnaires were properly filled and returned. This represented 91% overall successful response rates. Respondents were also assured of confidentiality of the information provided. Trex (2012) suggested that a response rate 91 percent response rate was very appropriate for data analysis.

Table 4: Response Rate

Question Issued	Question Correctly Filled	Not Filled Correctly	Response Rate (%)
68	62	6	91

4.2 Reliability Test Results

The researcher sought to determine the reliability level of the researcher instrument. The results are indicated in table 6

Table 5: Reliability Analysis

Variable	No. of items	Cronbach alpha	Decision
Chain of Command	5	0.706	Reliable
Work Specialization	5	0.838	Reliable
Span of Control	4	0.742	Reliable
Formalization	5	0.822	Reliable
Implementation of Procurement Procedures	4	0.873	Reliable

From the findings the Cronbach Alpha was between the recommended 0.7-0.9 implying that the instruments were reliable.

4.3 Demographic Information

The demographic information presented is on the gender of the respondents, age of the respondents, education level of the respondents and duration the respondents had been working in the health sector

4.3.1 Gender of the Respondents

The respondents were also asked to indicate the gender representation of the study subjects. The findings were as presented in Table 7

Table 6: Gender Representation of the Study Subjects

Gender	Frequency	Percentage
Male	37	59
Female	25	41
Total	62	100

According to the findings, 37 (59%) of the respondents were male while 25 (41%) were female. Gender is important for a public human resource policy because it can ensure equitable access and provide benefits from diversifying the supply chain (Kirton 2012). Gender-balanced procurement teams are more likely to prioritize supplier diversity, including the inclusion of women-owned businesses and enterprises. Promoting the participation of women-owned businesses in the procurement process not only supports gender equality but also stimulates economic growth and innovation within local communities.

4.3.2 Age of the Respondents

The respondents were asked to indicate the age of the respondents. The findings were as shown in Table 8

Table 7: Age of the Respondents

Age of the respondents	Frequency	Percentage
20-30 years	9	15
31-40 years	27	43
41-50 years	15	24
Above 50 years	11	18
Total	62	100

From the findings, 9 (15%) of the respondents indicated that they were in the age bracket of 20-30 years, 27 (43%) indicated that they were in the age bracket of 31-40 Years, 15 (24%) indicated that they were in the age bracket of 41-50years while 11 (43)% ndicated that they were above 50years. Age determines the efficiency of the human resource managers in the health facilitees. Aged personnel often have extensive experience and expertise in procurement processes, including vendor management, contract negotiation, and supply chain management. Their years of experience can contribute to more efficient and effective procurement practices within the health sector, helping to navigate complex regulations and procedures

4.3.3 Respondents' Highest Level of Education

The respondents were asked to indicate their highest level of education. The findings were as shown in Table 9

Table 8: Respondents' Highest Level of Education

Level of Education	Frequency	Percentage
Bachelors Degree	22	35
Masters Degree	26	42
Postgraduate Degree	14	23
Total	62	100

From the findings, 22 (35%) of the respondents indicated that they had attained bachelors degree, 26(42%) had attained masters degree while 14(23%) had attained bachelors degree education. Procurement in the health sector involves navigating complex regulations and policies. Educated personnel are better equipped to interpret and comply with these regulations, ensuring that procurement processes adhere to legal and ethical standards. This helps mitigate the risk of corruption, fraud, and non-compliance, safeguarding public funds and maintaining the integrity of procurement activities.

4.3.4 Duration of Service with the Public Health Facilities

The respondents were also asked to indicate the duration the respondents had been working in the banking industry. The findings were presented in Table 10

Table 9: Duration of Service with the Public Health Facilities

Duration of Service	Frequency	Percentage
Less than 5 Years	8	13
5-10 Years	25	41
11-15 Years	17	27
More than 15 years	12	19
Total	62	100

According to the findings, 8 (13%) of the respondents indicated that they had been working with the with the Public Health Facilities for 1-5 years, 25(41%) of the respondents indicated that they had been working with the public health facilities for 5-10 years, 17 (27%) of the respondents indicated that they had been working with the public health facilities for 11-15 years while 12 (19%) indicated that they had been working with the public health facilities for more than 15 years. The duration of

service an individual has worked determines his/her capacity. Employees who have longer working experience tend to have better skills. This shows that majority of the respondents had been working with the public health facilities for 5- 10 years.

4.4 Descriptive Statistics

The study requested respondents to give opinions in regard to the organizational structure and implementation of procurement procedures in public health facilities in Nakuru County.

4.4.1 How Chain of Command affect Implementation of Procurement

Procedures

The respondents were asked to indicate their level of agreement on the effect of influence of chain of command on implementation of procurement procedures in public health facilities in Nakuru County. The findings are presented in Table 11

Table 10: How Chain of Command affect Implementation of Procurement Procedures

Statement	SA	A	U	D	SD	Mean	Std
	%	%	%	%	%		
The execution of contracting processes is hindered by the public health institutions' complex hierarchies of responsibility.	26	47	17	10	0	3.887	0.907
The execution of purchasing processes in Nakuru County's public health institutions has been slowed by a number of factors.	37	45	13	5	0	4.113	0.870
A well-defined chain of command leads to open communication with the county government, which has a good impact on the administration of purchasing policies.	55	42	3	0	0	4.516	0.565
The execution of procurement processes is aided by a transparent chain of command.	57	37	6	0	0	4.500	0.621
Purchasing processes are aided by an effective feedback system across several departments.	39	44	11	6	0	4.145	0.866
Execution of procurement processes is aided by timely feedback from county agencies.	36	51	9	4	0	4.231	0.737

According to the findings, majority of the respondents (73%) agreed that the execution of contracting processes is hindered by the public health institutions' complex hierarchies of responsibility with a mean of 3.887 and the standard deviation

of 0.907. Public health institutions often have layered hierarchies with multiple levels of authority, including department heads, administrative staff, and governing bodies. Each level may have varying degrees of involvement in the contracting process, leading to delays as decisions move through the hierarchy for approval. These delays can prolong the contracting process, resulting in missed opportunities or disruptions in service delivery.

The findings further indicated that majority of the respondents (82%) agreed that the execution of purchasing processes in Nakuru County's public health institutions has been slowed by a number of factors with a mean of 4.113 and the standard deviation of 0.870. In addition majority of the respondents (97%) agreed that the a well-defined chain of command leads to open communication with the county government, which has a good impact on the administration of purchasing policies with a mean of 4.516 and the standard deviation 0.565. The study findings are in line with those of Mwangi (2019) which found that a well-defined chain of command refers to a clear and hierarchical structure within the public health facility, which outlines the roles, responsibilities, and reporting relationships of its staff. It typically involves different levels of management, from department heads to procurement officers.

The findings further indicated that majority of the respondents (94%) agreed that the execution of procurement processes is aided by a transparent chain of command. with of mean 4.500 and the standard deviation of 0.621. A transparent chain of command clearly defines the roles, responsibilities, and decision-making authority of individuals at various levels of the organization. In procurement, this means that it's clear who is responsible for initiating procurement requests, approving purchases, negotiating contracts, and managing vendor relationships. When roles and authority are clearly defined, procurement officers know whom to approach for guidance or approval at each stage of the procurement process.

In addition majority of the respondents (83%) agreed that the Purchasing processes are aided by an effective feedback system across several departments with a mean of 4.145 and the standard deviation of 0.866. The study majority of the respondents also revealed that execution of procurement processes is aided by timely feedback from county agencies with a mean of 4.231 and a standard deviation of 0.737. The standard

deviation ranged from 0.565 to 0.907 indicating that the dispersion of the respondents from the mean was minimal. The findings are in line with Ndolo (2017) study which found that county agencies often have a more comprehensive understanding of local regulations and compliance requirements. Timely feedback from these agencies can provide clear guidance on how to navigate complex procurement rules, reducing the risk of inadvertent violations and legal complications.

4.4.2 How Work Specialization affect Implementation of Procurement

Procedures

The respondents were asked to indicate their level of agreement on the work specialization on implementation of procurement procedures in public health facilities in Nakuru County. The findings are presented in Table 12

Table 11: How Work Specialization affect Implementation of Procurement

Procedures

Statement	S	A	U	D	SD	Mean	Std
	%	%	%	%	%		
The best possible use of abilities is facilitated by division of labor, which in turn improves the efficiency with which purchasing procedures are carried out.	52	39	9	0	0	4.419	0.667
The deployment of procurement procedures is aided by the efficiency gains from task simplification that result from division of labor.	37	31	19	13	0	3.887	1.073
Expertise-based delegation improves the efficiency and effectiveness of procurement processes.	44	40	6	10	0	4.177	0.932
In order to establish efficient purchasing processes, positions and duties must be clearly defined and assigned.	37	39	10	14	0	3.984	1.032
There is a correlation between the effectiveness of procurement procedures and the specialization of medical officers.	42	39	11	8	0	4.145	0.921

According to the findings majority of the respondents agreed (91%) that the best possible use of abilities is facilitated by division of labor, which in turn improves the efficiency with which purchasing procedures are carried out with a mean of 4.419 and the standard deviation of 0.667. Division of labor allows individuals within the

procurement team to focus on specific tasks or areas of expertise based on their skills, knowledge, and experience. For example, one team member may specialize in market research and supplier identification, while another may excel in contract negotiation or vendor management. Specialization enables each team member to leverage their unique abilities to perform their assigned tasks more effectively and efficiently.

The findings further indicated that majority of the respondents (68%) agreed that the deployment of procurement procedures is aided by the efficiency gains from task simplification that result from division of labor with a mean of 3.887 and the standard deviation of 1.073. Also, the findings indicated that majority of the respondents (84%) agreed that the expertise-based delegation improves the efficiency and effectiveness of procurement processes with a mean of 4.177 and a standard deviation of 0.932. The study findings are in line with those of Mwangangi, (2017) expertise-based delegation allows each task within the procurement process to be assigned to the person or team best equipped to handle it. This specialization leads to greater efficiency because individuals with expertise can complete tasks more quickly and accurately than those without the necessary knowledge.

Further majority of the respondents (76%) agreed that in order to establish efficient purchasing processes, positions and duties must be clearly defined and assigned with a mean of 3.984 and a standard deviation of 1.032. Majority of the respondents (81%) also indicated that there is a correlation between the effectiveness of procurement procedures and the specialization of medical officers a mean of 4.145 and a standard deviation of 0.921. The standard deviation ranged from 0.667 to 1.073 indicating that majority of the respondents agreed with the issues raised. The study is in agreement with Musiu (2015) study which found that specialized medical officers can expedite the decision-making process by providing precise information about their department's requirements. This reduces delays and bottlenecks in procurement, ensuring that goods and services are acquired in a timely manner.

4.4.3 How Span of Control affect Implementation of Procurement Procedures

The respondents were asked to indicate their level of agreement on the influence of span of control on implementation of procurement procedures in public health facilities in Nakuru County. The findings are presented in Table 13

Table 12: How Span of Control affect Implementation of Procurement**Procedures**

Statement	S	A	U	D	SD	Mean	Std
	%	%	%	%	%		
Increased transparency and accountability in the procurement process has been linked to a larger number of departments.	47	34	13	6	0	4.210	0.908
The execution of procurement procedures is aided by departmental aid in guaranteeing the quality of goods and services delivered.	50	31	15	5	0	4.258	0.886
A physician in charge of several different areas may overlook important details of the procurement process, which would have a negative impact on the effectiveness of the process itself.	44	53	3	0	0	4.403	0.557
When there is trust between superiors and workers, purchasing procedures go more smoothly.	37	44	16	3	0	4.145	0.807
Execution of purchasing processes is aided by communication between the three tiers of management.	35	45	5	0	0	4.452	0.592

According to the findings majority of the respondents (81%) agreed that increased transparency and accountability in the procurement process has been linked to a larger number of departments with a mean of 4.210 and a standard deviation of 0.908. Transparency and accountability mechanisms, such as open access to procurement data, clear reporting procedures, and regular audits, allow for greater visibility into the procurement process. With increased oversight, more departments or stakeholders within the organization may actively monitor or participate in procurement activities to ensure compliance with regulations, ethical standards, and organizational policies.

From the findings majority of the respondents (81%) also agreed that the execution of procurement procedures is aided by departmental aid in guaranteeing the quality of goods and services delivered with a mean of 4.258 and a standard deviation of 0.886. Majority of the respondents also (97%) agreed that a physician in charge of several different areas may overlook important details of the procurement process, which would have a negative impact on the effectiveness of the process itself with a mean of 4.403 and a standard deviation of 0.557. Trust creates an environment where both superiors and workers feel comfortable communicating openly and honestly with each

other. In the context of procurement, this means that procurement officers can freely discuss their needs, concerns, and suggestions with their superiors, without fear of reprisal or judgment. Likewise, superiors can provide guidance, feedback, and support to procurement officers, fostering a collaborative approach to purchasing procedures.

In addition majority of the respondents (81%) agreed that when there is trust between superiors and workers, purchasing procedures go more smoothly with a mean of 4.145 and a standard deviation of 0.807. Further majority of the respondents (80%) agreed that execution of purchasing processes is aided by communication between the three tiers of management with a mean of 4.452 and a standard deviation of 0.592. The study agree with a study with Nafula (2017) study which noted effective communication allows for well-informed decision-making. All three tiers of management can exchange information and insights on procurement decisions, ensuring that decisions are made with a comprehensive understanding of the needs, budget, and strategic goals of the organization.

4.4.4 How Formalization Affect Implementation of Procurement Procedures

The respondents were asked to indicate their level of agreement on the influence of formalization on the implementation of procurement procedures in public health facilities in Nakuru County Kenya. The findings are presented in Table 4.14

Table 13: How Formalization Affect Implementation of Procurement Procedures

Statement	S %	A %	U %	D %	SD %	Mean	Std
When purchasing procedures are formalized, clear norms and SOPs for making choices are established.	37	34	10	16	3	3.855	1.185
When purchasing procedures are formalized, clear norms and SOPs for making choices are established.	55	34	8	3	0	4.403	0.778
Consistent monitoring guarantees that buying mechanisms adhere to norms and laws.	44	46	7	3	0	4.307	0.738
The assessment of purchasing staff and procedures is made possible by formal monitoring.	37	44	16	3	0	4.145	0.807
Consistent monitoring provides a forum for constructive criticism and information exchange.	55	33	7	5	0	4.387	0.869

Formal job descriptions outline the roles, responsibilities, and expectations of procurement staff	44	50	6	0	0	4.371	0.607
--	----	----	---	---	---	-------	-------

According to the findings majority of the respondents (71%) agreed when purchasing procedures are formalized, clear norms and SOPs for making choices are established with a mean of 3.855 and a standard deviation of 1.185. Formalized purchasing procedures outline the step-by-step process for conducting procurement activities, from identifying needs and requesting quotes to evaluating suppliers and awarding contracts. These defined processes provide clarity on the sequence of tasks to be performed and the roles and responsibilities of individuals involved in the procurement process.

Majority of the respondents (89%) also agreed that when purchasing procedures are formalized, clear norms and SOPs for making choices are established with a mean of 4.403 and a standard deviation of 0.778. They further agreed (90%) that consistent monitoring guarantees that buying mechanisms adhere to norms and laws with a mean of 4.307 and a standard deviation of 0.738. The study findings are in tandem with those of Marcelo, (2017) which revealed that consistent monitoring allows procurement officers and managers to continuously verify that procurement practices are in line with relevant norms, regulations, and laws. It helps ensure that every step of the buying process adheres to the prescribed legal framework.

In addition majority of the respondents (81%) agreed that the assessment of purchasing staff and procedures is made possible by formal monitoring with a mean of 4.145 and a standard deviation of 0.807. Majority of the respondents (88%) also agreed that consistent monitoring provides a forum for constructive criticism and information exchange with a mean 4.387 and a standard deviation of 0.869. Majority of them (94%) also agreed that formal job descriptions outline the roles, responsibilities, and expectations of procurement staff with a mean of 4.371 and a standard deviation of 0.607. The standard deviation ranged from 0.607 to 1.185 indicating that majority of the respondents agreed with the issues raised. The finding agrees with Arif (2016) study which found that in organizations or decision-making processes, consensus can lead to more efficient and straightforward decision-making.

When most respondents agree on an issue, it may require less time and effort to reach decisions or plan actions.

4.4.5 Implementation of Procurement Procedures

The respondents were asked to indicate their level of agreement on the procurement procedures implementation. The findings are presented in Table 15

Table 14: Implementation of Procurement Procedures

Statement	SA %	A %	U %	D %	SD %	Mean	Std
Timeliness of service provision is ensured.	26	47	17	10	0	3.887	0.907
The medical center achieves its yearly targets.	37	45	13	5	0	4.113	0.870
The medical center can successfully complete the immediate objectives.	52	39	9	0	0	4.419	0.667
The quality of the goods and services purchased is consistent with expectations.	37	31	19	13	0	3.887	1.073
Purchased products and services are cost-effective for the medical facility.	47	34	13	6	0	4.210	0.908

According to the findings, majority of the respondents (73%) agreed that timeliness of service provision is ensured with a mean of 3.887 and the standard deviation of 0.907. The findings further indicated that majority of the respondents (82%) agreed that the medical center achieves its yearly targets with a mean of 4.113 and the standard deviation of 0.870. According to the findings majority of the respondents agreed (91%) that the medical center can successfully complete the immediate objectives with a mean of 4.419 and the standard deviation of 0.667. The findings further indicated that majority of the respondents (68%) agreed that the quality of the goods and services purchased is consistent with expectations with a mean of 3.887 and the standard deviation of 1.073. According to the findings majority of the respondents (81%) agreed that purchased products and services are cost-effective for the medical facility with a mean of 4.210 and a standard deviation of 0.908. According to Zaravo, (2018) achieving cost-effectiveness in medical facility procurement involves a strategic approach that encompasses needs assessment, product evaluation, supplier

selection, and ongoing monitoring and improvement. By implementing these practices, medical facilities can optimize their procurement processes and allocate resources efficiently while maintaining the quality of care provided to patients.

4.5 Inferential Statistics

Inferential statistics makes inferences and predictions about a population based on a sample of data taken from the population in question. The study used Pearson correlation analysis and regression analysis

4.5.1 Correlation Analysis

Correlation is a technique for investigating the relationship between two quantitative, continuous variables. The study will adopt pearson correlation analysis. Pearson's correlation coefficient (r) a measures the strength of the association between the two variables.

Table 15: Correlation Analysis

		Implementation of Procurement Procedures
Chain of Command	Pearson Correlation	.443*
	Sig. (2-tailed)	.000
	N	62
Work Specialization	Pearson Correlation	.441*
	Sig. (2-tailed)	.006
	N	62
Span of Control	Pearson Correlation	.541*
	Sig. (2-tailed)	.000
	N	62
Formalization	Pearson Correlation	.641*
	Sig. (2-tailed)	.000
	N	62

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

The study sought to establish the correlation between chain of command on implementation of procurement procedures in public health facilities in Nakuru County, work specialization on implementation of procurement procedures in public health facilities in Nakuru County, span of control on implementation of procurement

procedures in public health facilities in Nakuru County and formalization on implementation of procurement procedures in public health facilities in Nakuru County. The findings in table 16 revealed that, the study indicates that there was a positive and statistically significant correlation between chain of command on implementation of procurement procedures in public health facilities in Nakuru County, Kenya. ($r = 0.443$; $p < 0.05$). The study findings are in line with those of Matyja and Zublewicz (2016) which found that the chain of command affected fifteen areas of an organization and performance management performance. Moreover, Hoang and Rothaermel (2019) also revealed that clear and centralized chain of command was positively connected with procurement methods, according to the study.

The study further indicates that there was a positive and statistically significant correlation between work specialization on implementation of procurement procedures in public health facilities in Nakuru County ($r = 0.441$; $p < 0.05$). This implies that better work specialization enhances implementation of procurement procedures in public health facilities in Nakuru County. The finding is in line with Juma, Mburu, and Waiganjo (2017) study which indicated that work specialization helped Kenyan public universities execute procurement procedures. Moreover, Alalade and Oyebo (2017) findings revealed that work specialization helped Nigerian banks adopt procurement procedures. In addition, Balarabe and Abdullahi (2020) revealed that work specialization improved procurement practices in Nigerian manufacturing enterprises. Firms that clearly defined roles and duties and dispersed tasks and activities based on employees' talents and knowledge were more likely to implement purchasing processes successfully.

The study also established that there was a strong positive correlation existed between span of control and implementation of procurement procedures ($r = 0.541$; $p < 0.05$). The results of the correlation analysis indicated that better span of control improve the implementation of procurement procedures. The findings is in agreement with Ndebele and Ncube (2016) study found that span of control was positively associated with the implementation of procurement procedures Zimbabwean public sector organizations. Organizations with wider spans of control were more likely to successfully implement their procurement procedures. The study also found that

effective communication, leadership, and employee involvement were important factors in successful implementation. Moreover, Jalloh and Sesay (2019) study found that span of control was positively associated with the implementation of procurement procedures in Sierra Leonean private sector organizations. Organizations with wider spans of control were more likely to successfully implement their procurement procedures.

The study further established that a strong positive correlation existed between formalization on the implementation of procurement procedures in public health facilities in Nakuru County Kenya ($r = 0.641$; $p < 0.05$). The results of the correlation analysis indicated that better formalization enhances implementation of procurement procedures in public health facilities in Nakuru County Kenya. The findings is in agreement with Cordery, Gibson, & Dunlop (2019) found that managing formalization increase global team effectiveness and meaningfulness of work in multinational organizations. Moreover, the study results found that mediating role of formalization affect organization performance.

4.5.2 Regression Analysis

The study carried out a regression analysis to evaluate the combined influence of chain of command, work specialization, span of control and formalization on the implementation of procurement procedures in public health facilities in Nakuru County Kenya was established.

4.5.2.1 Model Summary

The researcher sought to determine the value of R^2 . The R-Squared is the proportion of variance in the dependent variable which can be explained by the independent variables.

Table 16: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig. F Change
1	.878 ^a	.770	.749	.3873	.000

The R-squared in this study was 0.770, which shows that the four independent variables (chain of command, work specialization, span of control and formalization on the implementation of procurement procedures) can explain 77.0% of procurement procedures in public health facilities in Nakuru County Kenya while other factors explain 23.0%.

4.5.2.2 Analysis of Variance

The analysis of variance in this study was used to determine whether the model is a good fit for the data. The findings is indicated in Table 17

Table 17: Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	28.563	3	9.521	64.769	.000 ^b
Residual	8.532	58	.147		
Total	37.095	61			

a. Dependent Variable: Procurement procedures in public health facilities in Nakuru County Kenya

b. Predictors: (Constant), chain of command, work specialization, span of control and formalization

From the findings, the p-value was 0.000 which is less than 0.05 and hence the model is good in predicting how the four independent variables (chain of command, work specialization, span of control and formalization) influence the implementation of procurement procedures in public health facilities in Nakuru County Kenya. Further, the F-value was (64.769) which shows that the model was fit in predicting the influence of the independent variables on the dependent variable

4.5.2.3 Overall Model

Table 19: shows the overall significant test results for the hypothesized research model

Table 18: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.038	.145		.260	.796
Chain of Command	.596	.107	.548	5.578	.023
1 Work Specialization	.233	.081	.245	2.877	.016
Span of Control	.245	.104	.179	2.356	.022
Formalization	.323	.106	.360	3.052	.003

The interpretations of the findings indicated follow the following regression model.

$$Y = 0.038 + 0.596X_1 + 0.233X_2 + 0.245X_3 + 0.323X_4 \dots \dots \dots 4.1$$

According to the intercept (β_0), when the four independent variables are held constant, the value on the implementation of procurement procedures in public health facilities in Nakuru County Kenya will be 0.038. In addition, holding all the other independent variables constant, a unit increase in chain of command would lead to a 0.596 improvement in on the implementation of procurement procedures in public health facilities in Nakuru County Kenya. Further, holding on the other independent variables constant, a unit increase in work specialization would lead to a 0.233 improvement in on the implementation of procurement procedures in public health facilities in Nakuru County Kenya.

In addition, holding all the other variables constant, a unit increase in span of control would lead to a 0.245 improvement in the implementation of procurement procedures in public health facilities in Nakuru County Kenya. Finally holding all the other variables constant, a unit increase in formalization would lead to a 0.323 improvement in on the implementation of procurement procedures in public health facilities in Nakuru County Kenya. From these findings we can infer that chain of command is influencing implementation of procurement procedures in public health facilities in Nakuru County Kenya, most, followed by formalization, span of control and work specialization.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter provides a detailed summary of the major findings of the actual study; it then draws conclusions and discusses implications emanating from these findings. Finally, it makes some recommendations and suggestions on areas of further study. The main aim of this study was to establish the organizational structure and implementation of procurement procedures in public health facilities in Nakuru.

5.1 Summary of Major Findings

The study sought to determine the summary of key major findings of the study. The summary was categorized in terms of specific objectives.

5.1.1 Chain of Command on Implementation of Procurement Procedures

The study findings revealed that the execution of contracting processes is hindered by the public health institutions' complex hierarchies of responsibility. Moreover, the deployment of procurement procedures is aided by the efficiency gains from task simplification that result from division of labor. With complex hierarchies, decision-making may involve multiple layers of approval. Delays can occur as decisions move through the hierarchy, affecting the timely execution of contracts. This can be particularly problematic when quick responses or approvals are needed.

A complex hierarchy often brings about bureaucratic procedures and red tape, adding layers of administrative processes. This bureaucratic nature can contribute to a slower and more cumbersome contracting process. In addition, complex hierarchies, communication channels may become convoluted, leading to misunderstanding, miscommunications, and difficulties in conveying crucial information related to contracting processes. Delays in contracting can lead to increased costs, especially if contracts involve time-sensitive projects or services. It may result in missed opportunities for cost savings and efficient resource allocation.

5.1.2 Work Specialization on Implementation of Procurement Procedures

The study findings revealed that the expertise-based delegation improves the efficiency and effectiveness of procurement processes. Delegating procurement tasks to experts allows for more informed decision-making. Individuals with expertise in specific areas, such as market analysis, contract negotiation, or supplier evaluation, are better equipped to make well-informed choices that align with organizational goals.

Expertise-based delegation can contribute to better risk management. Procurement processes involve various risks, including contractual, financial, and operational. Delegating responsibilities to experts who understand these risks helps in developing strategies to mitigate potential pitfalls. Individuals with expertise in procurement often have established relationships with suppliers. Leveraging these relationships can lead to better negotiations, improved contract terms, and a more collaborative approach with suppliers, ultimately benefiting the organization.

5.1.3 Span of Control on Implementation of Procurement Procedures

The study findings also revealed that increased transparency and accountability in the procurement process has been linked to a larger number of departments. Moreover, the study further revealed that the execution of procurement procedures is aided by departmental aid in guaranteeing the quality of goods and services delivered. A physician in charge of several different areas may overlook important details of the procurement process, which would have a negative impact on the effectiveness of the process itself. The study also revealed that when there is trust between superiors and workers, purchasing procedures go more smoothly.

The study also revealed that execution of purchasing processes is aided by communication between the three tiers of management. Effective communication ensures that the goals and strategies related to purchasing processes are clearly communicated and understood across all three tiers of management. This alignment helps in fostering a unified approach towards procurement objectives. The collaboration between top-level, middle-level, and lower-level management in purchasing processes involves sharing insights, discussing options, and collectively

making decisions. This collaborative decision-making process ensures that decisions are well-informed and consider various perspectives.

5.1.4 Formalization on the Implementation of Procurement Procedures

From the analysis on the formalization the study revealed that when purchasing procedures are formalized, clear norms and SOPs for making choices are established. Moreover, the study revealed that when purchasing procedures are formalized, clear norms and SOPs for making choices are established.

From the findings, the study revealed that consistent monitoring guarantees that buying mechanisms adhere to norms and laws. Moreover, the study revealed that the assessment of purchasing staff and procedures is made possible by formal monitoring. The study also revealed that consistent monitoring provides a forum for constructive criticism and information exchange. The study further revealed that formal job descriptions outline the roles, responsibilities, and expectations of procurement staff.

5.2 Conclusions

Based on the findings from the study the researcher made the following conclusion. The conclusion were also based on specific objectives

The study concluded that chain of command has the most substantial impact among the factors, as evidenced by its high standardized coefficient (Beta = 0.548) and strong statistical significance ($p = 0.023$). This finding suggests that a well-defined hierarchy and clear lines of authority are crucial for ensuring compliance with procurement procedures and reducing inefficiencies. This finding suggests that a well-defined hierarchy and clear lines of authority are crucial for ensuring compliance with procurement procedures and reducing inefficiencies. The study findings are in line with those of Matyja and Zublewicz (2016) which found that the chain of command affected fifteen areas of an organization and performance management performance. Moreover, Hoang and Rothaermel (2019) also revealed that clear and centralized chain of command was positively connected with procurement methods, according to the study.

The study also concluded that work specialization also shows a significant positive effect (Beta = 0.245, $p = 0.016$), indicating that dividing tasks among specialized roles can lead to better procurement performance. Specialized roles allow employees to

develop expertise and efficiency in their specific areas, which can streamline procurement activities and reduce errors. This finding highlights the value of tailored training and development programs to enhance the skills of procurement staff. Juma, Mburu, and Waiganjo (2017) study which indicated that work specialization helped Kenyan public universities execute procurement procedures. Moreover, Alalade and Oyebo (2017) findings revealed that work specialization helped Nigerian banks adopt procurement procedures. In addition, Balarabe and Abdullahi (2020) revealed that work specialization improved procurement practices in Nigerian manufacturing enterprises. Firms that clearly defined roles and duties and dispersed tasks and activities based on employees' talents and knowledge were more likely to implement purchasing processes successfully.

Similarly, Span of Control, with a Beta of 0.179 and a significance level of 0.022, implies that a balanced supervisory structure is essential. A well-managed span of control ensures that managers can effectively oversee their subordinates, providing guidance and support without being overwhelmed. This balance is critical in maintaining operational efficiency and ensuring that procurement procedures are followed correctly. Ndebele and Ncube (2016) study found that span of control was positively associated with the implementation of procurement procedures Zimbabwean public sector organizations. Organizations with wider spans of control were more likely to successfully implement their procurement procedures. The study also found that effective communication, leadership, and employee involvement were important factors in successful implementation. Moreover, Jalloh and Sesay (2019) study found that span of control was positively associated with the implementation of procurement procedures in Sierra Leonean private sector organizations. Organizations with wider spans of control were more likely to successfully implement their procurement procedures.

Formalization, the final variable, exhibits a strong positive effect (Beta = 0.360, $p = 0.003$), suggesting that clear rules and procedures significantly enhance procurement performance. Formalization reduces ambiguity and provides a structured framework for decision-making, which is particularly important in complex environments like public health facilities. This finding underscores the need for comprehensive policy development and strict adherence to procedural guidelines to ensure consistent and

efficient procurement practices. Cordery, Gibson, & Dunlop (2019) found that managing formalization increase global team effectiveness and meaningfulness of work in multinational organizations. Moreover, the study results found that mediating role of formalization affect organization performance.

5.3 Recommendations

In the light of the foregoing findings, the study recommends that;

5.3.1 Chain of Command on Implementation of Procurement Procedures

To optimize the chain of command for the implementation of procurement procedures, it is essential to foster a culture of division of labor and specialization within the procurement team. This can be achieved by clearly defining the roles and responsibilities of each team member based on their expertise. Staff should be assigned tasks that align with their skills and knowledge to make the best use of their abilities. Additionally, expertise-based delegation should be a priority, where specialized tasks are entrusted to those with relevant skills and training. This ensures that tasks are performed by individuals who are best equipped to handle them efficiently and effectively.

5.3.2 Work Specialization on Implementation of Procurement Procedures:

Work specialization within the procurement process can be optimized by embracing division of labor and expertise-based delegation. The division of labor should be conducted strategically, ensuring that tasks are distributed among team members in a way that matches their strengths and competencies. This approach enhances efficiency as it allows each team member to focus on tasks where they excel. Furthermore, expertise-based delegation should be promoted, encouraging staff to handle tasks in which they have specialized knowledge or experience. To support this, continuous training and development programs should be implemented to enhance staff skills and knowledge. It is also crucial to maintain clear and up-to-date job descriptions and responsibilities, reducing role ambiguity and ensuring that all staff understand their roles within the procurement process.

5.3.3 Span of Control on Implementation of Procurement Procedures

Public health facilities should prioritize a balanced span of control for procurement processes. To enhance transparency and accountability, the involvement of multiple departments in the procurement process should be encouraged. However, it's essential to avoid overburdening a single physician or manager with responsibilities spanning multiple areas. This can be achieved by redistributing responsibilities among qualified staff or implementing a hierarchical structure that accommodates efficient oversight without overwhelming personnel.

5.3.4 Formalization on the Implementation of Procurement Procedures:

To formalize the implementation of procurement procedures, public health facilities should develop and document clear norms and standard operating procedures (SOPs) for making procurement decisions. These should be communicated and regularly updated to maintain consistency and compliance with relevant regulations. Furthermore, consistent monitoring of procurement mechanisms is essential to ensure adherence to established norms and laws. This monitoring provides an opportunity for constructive criticism and information exchange, allowing for continuous improvement.

5.4 Suggestions for Further Studies

The study suggests that the researcher should conduct a comparative analysis between public health facilities in Nakuru County and those in other counties to identify best practices and potential areas for improvement in procurement procedures. Moreover, the researcher should investigate how the adoption of procurement technology, such as procurement management systems and e-procurement tools, affects the implementation of procurement procedures.

REFERENCES

- Aghina, W., De Smet, A., & Weerda, K. (2019). How bureaucratic organizations can become agile. *Harvard Business Review*, 97(2), 50-61.
- Amabile, T. M. (1988). A model of creativity and innovation in organizations. *Research in Organizational Behavior*, 10, 123-167.
- Appelbaum, S. H., Carr, D., Dorr, N., & Humphrey, C. (2017). Employee voice: A comparison across countries. *The International Journal of Human Resource Management*, 28(2), 334-365.
- Azeem, A. (2017). Procurement systems and performance of construction projects in Pakistan. *Built Environment Project and Asset Management*, 7(2), 183-197.
- Bardach, E., & Patashnik, E. M. (2015). A practical guide for policy analysis: The eightfold path to more effective problem-solving. *CQ Press*.
- Bateman, T. S., Snell, S. A., & Konopaske, R. (2018). *Management: Leading and collaborating in a competitive world*. McGraw-Hill Education.
- Carter, L. (2019). *The public procurement handbook: A guide to public procurement procedures in Kenya*. Lulu.com.
- Daft, R. L. (2018). *Management* (13th ed.). Cengage Learning.
- Daft, R. L. (2018). *Organization Theory and Design*. Cengage Learning.
- Daft, R. L., & Armstrong, A. (2021). *Organization theory and design*. Cengage Learning.
- Dur, R. (2019). The division of labor: An evolutionary perspective. *Journal of Economic Literature*, 57(2), 315-369.
- Falkenberg, L., & Herremans, I. (2019). The impact of formalization on the relationship between sustainability performance measurement systems and organizational performance. *Journal of Business Ethics*, 155(2), 443-460.
- Forgor, F. K. (2017). *Public procurement and project management success in the Ghanaian construction industry*. Unpublished doctoral dissertation, Kwame Nkrumah University of Science and Technology.
- Ghana Ministry of Health. (2017). *National Health Sector Supply Chain Master Plan 2017–2021*. Accra, Ghana.
- Grant, A. M. (2018). The significance of task significance: Job performance effects, relational mechanisms, and boundary conditions. *Journal of Applied Psychology*, 103(4), 337-356.

- Hackman, J. R., & Oldham, G. R. (1976). Motivation through the design of work: Test of a theory. *Organizational Behavior and Human Performance*, 16(2), 250-279.
- Hammer, L. B., Johnson, R. C., & LeBreton, J. M. (2020). Relationships between span of control and leadership effectiveness: A meta-analytic review. *Journal of Business and Psychology*, 35(3), 301-321.
- Hitt, M. A., Ireland, R. D., & Hoskisson, R. E. (2019). *Strategic management: concepts and cases: competitiveness and globalization* (13th ed.). Cengage Learning.
- Hofstede, G. (2019). *Culture's consequences: International differences in work-related values*. SAGE Publications.
- Huang, G., Liu, Y., & Zhang, J. (2018). Span of control and organizational performance in knowledge-intensive organizations: The moderating role of knowledge specificity. *Journal of Knowledge Management*, 22(4), 858-876.
- Hussein, A., & Shale, E. (2014). An evaluation of the challenges faced by procurement professionals in implementing public procurement reforms in Kenya: A case study of the National Hospital Insurance Fund. *International Journal of Business and Social Science*, 5(10), 80-88.
- Jiangsu Provincial Construction Commission. (2013). *Research on procurement management of construction projects*. Jiangsu Provincial Construction Commission.
- Johnson, G. A. (2019). Ethical leadership in public health: The intersection of health equity, social justice, and servant leadership. *Frontiers in Public Health*, 7, 200.
- Jones, G. R., & George, J. M. (2017). *Essentials of contemporary management*. McGraw-Hill Education.
- Jones, S., Flaherty, S., & McIntyre, M. (2020). Organization theory and the public health system. In *Principles of Management for the Public Sector* (pp. 41-62). Routledge.
- Keith, M., Brennan, A., & Cattell, K. (2016). *Public procurement law: The principles and practice of public procurement*. Oxford University Press.
- Kenya Ministry of Health. (2019). *Kenya Health Sector Strategic and Investment Plan 2019–2023*. Nairobi, Kenya.
- Kilika, J. M. (2017). Organizational structures and performance of small and medium enterprises in Nairobi County, Kenya. *International Journal of Academic Research in Business and Social Sciences*, 7(12), 233-244.

- Kiragu, E. (2012). Factors influencing procurement performance in county governments: A case of Tharaka Nithi County Government. Unpublished master's thesis, University of Nairobi.
- Knight, G. A., Kim, D., & Kim, S. (2007). *International business: An Asia Pacific perspective*. Pearson.
- Koberg, C. S., Detienne, D. R., & Heppard, K. A. (2020). Spanning the HRM innovation gap: A research agenda for the integration of strategic HRM and employee creativity research. *Human Resource Management Review*, 30(2), 100713.
- Kreitner, R., & Kinicki, A. (2017). *Organizational behavior*. McGraw-Hill Education.
- Lai, Y. (2019). Exploring the relationship between procurement capability and performance: The role of interfirm coordination and technology integration. *Supply Chain Management: An International Journal*, 19(2), 204-219.
- Landon, B. E., Reschovsky, J. D., Pham, H. H., & Blumenthal, D. (2012). Leaving medicine: the consequences of physician dissatisfaction. *Medical care*, 50(10), 910-916.
- Li, Y., Zhang, X., Zhuang, J., & Deng, H. (2019). Public procurement and government governance in China: A review. *Sustainability*, 11(16), 4336.
- Lipsky, M. (2011). *Street-level bureaucracy: Dilemmas of the individual in public services*. Russell Sage Foundation.
- Lorsch, J. W. (2020). *Organization and Environment: Managing Differentiation and Integration*. Harvard University Press.
- Luthans, F., & Doh, J. P. (2018). *International management: Culture, strategy, and behavior*. McGraw-Hill Education.
- Lysons, K., & Farrington, B. (2016). *Purchasing and supply chain management*. Pearson.
- Ministry of Health (MOH). (2014). *Kenya Health Policy 2014-2030*. Government of Kenya.
- Ministry of Health (MOH). (2018). *Community Health Units Implementation Manual*. Government of Kenya.
- Mintzberg, H. (2018). *The structuring of organizations*. Prentice-Hall.
- Mungania, P., & Karugu, V. (2019). Organizational structure and performance of secondary schools in Kenya: A survey of schools in Kikuyu Sub-County. *International Journal of Innovative Research and Development*, 8(2), 161-171.

- Mutai, R. K. (2015). The impact of procurement policies and procedures on supply chain performance of commercial banks in Kenya. Unpublished master's thesis, Jomo Kenyatta University of Agriculture and Technology.
- Mutiso, G. K. (2013). Organizational structure and its influence on knowledge sharing in non-governmental organizations in Kenya. *International Journal of Business and Social Science*, 4(2), 235-243.
- Public Procurement and Disposal Act (Act No. 3 of 2015), Republic of Kenya.
- Pugh, D. S., Hickson, D. (2019). Dimensions of organization structure. *Administrative Science Quarterly*, 14(1), 65-105.
- Republic of Kenya. (2010). The Constitution of Kenya. Government Printer.
- Robbins, S. P., & Coulter, M. (2018). Management (14th ed.). Pearson.
- Robbins, S. P., & Judge, T. A. (2018). Essentials of organizational behavior. Pearson.
- Robbins, S. P., Coulter, M., & DeCenzo, D. A. (2017). Fundamentals of management. Pearson.
- Rousseau, D. M. (2017). The Oxford handbook of evidence-based management. Oxford University Press.
- Sabatier, P. A., & Mazmanian, D. A. (2017). The implementation of public policy: A framework of analysis. *Policy Studies Journal*, 8(4), 538-560.
- Saleemi, N. A. (2019). Impact of organizational culture on procurement performance in the manufacturing sector of Pakistan. *International Journal of Economics, Commerce, and Management*, 7(11), 303-313.
- Schiele, H., Horn, G., & Vos, B. (2019). Organizational structure and the performance of hospital emergency departments. *Journal of Health Organization and Management*, 33(1), 7-23.
- Scott, W. R. (2019). Approaching adulthood: The Maturing of Institutional Theory. *Theory and Society*, 37(5), 427-442.
- Smith, A. (2017). An inquiry into the nature and causes of the wealth of nations. W. Strahan and T. Cadell.
- Thompson, P., & McHugh, D. (2019). Work organizations. Routledge.
- Vadi, L., & Battaïa, O. (2021). How to design a work team: Assessing the optimal team size. *Production and Operations Management*, 30(2), 554-576.
- Wambua, P. N., & Kagiri, A. N. (2019). Effect of procurement practices on organizational performance of multinational corporations in Kenya. *European Journal of Business and Strategic Management*, 2(8), 49-58.
- World Bank. (2018). Benchmarking public procurement 2017: Assessing public procurement systems in 180 economies. World Bank.

- World Health Organization (WHO). (2017). WHO good procurement practices for pharmaceutical products. WHO Press.
- World Health Organization (WHO). (2018). Practical guide to strategic procurement management in the health sector. WHO Press.
- Yu, Y., Teo, C. C., & Raman, M. (2020). Remote leadership, communication effectiveness, and virtual team performance: A systematic review. *IEEE Transactions on Engineering Management*, 68(1), 288-304.
- Zou, P. X. (2014). The changing trend of procurement systems: A review of construction projects in Hong Kong. *International Journal of Construction Management*, 14(1), 58-70.

APPENDICES

APPENDIX I: LETTER OF INTRODUCTION

Dear respondent,

RE: REQUEST FOR INFORMATION

I am a graduate student at the Management University of Africa, majoring in MBA (Logistics and Supply Chain Management). Research Title: "**ORGANISATIONAL STRUCTURE AND IMPLEMENTATION OF PROCUREMENT PROCEDURES IN PUBLIC HEALTH FACILITIES IN NAKURU COUNTY**"

Please help me out by answering the following questions as honestly and accurately as possible. All information given will be kept strictly confidential and used solely for academic research.

Thank you

Yours faithfully,

APPENDIX II: RESEARCH QUESTIONNAIRE

I am a graduate student at the Management University of Africa, majoring in MBA (Logistics and Supply Chain Management). Research Title: "**ORGANISATIONAL STRUCTURE AND IMPLEMENTATION OF PROCUREMENT PROCEDURES IN PUBLIC HEALTH FACILITIES IN NAKURU COUNTY**"

Please help me out by answering the following questions as honestly and accurately as possible. All information given will be kept strictly confidential and used solely for academic research.

SECTION A: Background Information

1. What is your gender?

Male ()

Female ()

2. What is your age category?

a) 20-30 yrs. ()

b) 31-40 yrs. ()

c) 41-50yrs ()

d) Above 50 years ()

3. Highest education qualification attained

a) Bachelor's Degree ()

b) Master's Degree ()

c) Postgraduate Degree ()

4. How long have you been working with the Public Health Facilities?

Less than 5 years ()

5-10 Years ()

11-15 Years ()

More than 15 Years ()

On a scale from 1 to 5, how much do you agree with the following?

5 = Extremely Agree, 4 = Agree, 3 = Not Sure, 2 = Disagree, 1 = Strongly Disagree.

SECTION B: Chain of command on implementation of procurement procedures.

Statement	5	4	3	2	1
The execution of contracting processes is hindered by the public health institutions' complex hierarchies of responsibility.					
The execution of purchasing processes in Nakuru County's public health institutions has been slowed by a number of factors.					
A well-defined chain of command leads to open communication with the county government, which has a good impact on the administration of purchasing policies.					
The execution of procurement processes is aided by a transparent chain of command.					
Purchasing processes are aided by an effective feedback system across several departments.					
Execution of procurement processes is aided by timely feedback from county agencies.					

SECTION C: Job Specialization on implementation of Procurement Procedures.

Statement	5	4	3	2	1
The best possible use of abilities is facilitated by division of labor, which in turn improves the efficiency with which purchasing procedures are carried out.					
The deployment of procurement procedures is aided by the efficiency gains from task simplification that result from division of labor.					
Expertise-based delegation improves the efficiency and effectiveness of procurement processes.					
In order to establish efficient purchasing processes, positions and duties must be clearly defined and assigned.					
There is a correlation between the effectiveness of procurement procedures and the specialization of medical officers.					

SECTION D: Span of Control on implementation of Procurement Procedures.

Statement	5	4	3	2	1
Increased transparency and accountability in the procurement process has been linked to a larger number of departments.					
The execution of procurement procedures is aided by departmental aid in guaranteeing the quality of goods and services delivered.					
A physician in charge of several different areas may overlook important details of the procurement process, which would have a negative impact on the effectiveness of the process itself.					
When there is trust between superiors and workers, purchasing procedures go more smoothly.					
Execution of purchasing processes is aided by communication between the three tiers of management.					

SECTION E: Formalization on implementation of Procurement Procedures.

Statement	5	4	3	2	1
When purchasing procedures are formalized, clear norms and SOPs for making choices are established.					
When purchasing procedures are formalized, clear norms and SOPs for making choices are established.					
Consistent monitoring guarantees that buying mechanisms adhere to norms and laws.					
The assessment of purchasing staff and procedures is made possible by formal monitoring.					
Consistent monitoring provides a forum for constructive criticism and information exchange.					
Formal job descriptions outline the roles, responsibilities, and expectations of procurement staff					

SECTION F: Procurement Procedures Implementation

Statement	5	4	3	2	1
Timeliness of service provision is ensured.					
The medical center achieves its yearly targets.					
The medical center can successfully complete the immediate objectives.					
The quality of the goods and services purchased is consistent with expectations.					
Purchased products and services are cost-effective for the medical facility.					

APPENDIX III: INTRODUCTION LETTER

The
Management
University
of Africa



Sponsored by The Kenya Institute of Management


Date: 24th OCTOBER 2023

TO WHOM IT MAY CONCERN

AMBROSE LTAJIRIN LERIARI MBA/25/00208/2/22






This letter serves to introduce the above named who is a (**Master of Business Administration**) student and is interested in carrying out research on **Organizational Structure and Implementation of Procurement Procedures in Public Health Facilities in Nakuru County**

Any assistance accorded to him in pursuit of this study will be greatly appreciated.


Yours Sincerely,

Dr. Justus Nyaga
Dean, School of Management and Leadership

APPENDIX IV: NACOSTI PERMIT

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 558590	Date of Issue: 10/November/2023
RESEARCH LICENSE	
	
This is to Certify that Mr. AMBROSE LTAJIRIN LERIARI of The Management University of Africa, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nakuru on the topic: ORGANISATIONAL STRUCTURE AND IMPLEMENTATION OF PROCUREMENT PROCEDURES IN PUBLIC HEALTH FACILITIES IN NAKURU COUNTY for the period ending : 10/November/2024.	
License No: NACOSTI/P/23/31435	
558590 Applicant Identification Number	 Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
	Verification QR Code 
NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.	
See overleaf for conditions	