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Factors Influencing Procurement Planning Among Humanitarian Non-Governmental Organizations in Kenya: A Case Of Save the Children

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Abstract: This study aimed to establish factors influencing procurement planning among humanitarian NGOS in Kenya. The study focused on top management support, budgeting procedure, employee capacity and E-procurement technology. This study employed a descriptive research design. The target study population included employees from the three levels, top management, middle level employees and employees in non-managerial positions at Save the Children Africa headquarters in Nairobi Westlands who comprised of 75 employees from the finance department, procurement and logistics, IT and Human resource department. A census approach was employed. Both descriptive and inferential analysis was conducted. The study conducted content analysis on the qualitative data collected using open ended questions and interview guide. Descriptive analysis involved frequencies, percentages, mean and standard deviation. Inferential statistics involving correlation and regression was used to derive conclusions and generalizations regarding the population. Correlation results revealed that top management support, employee capacity, budgetary procedure and e-procurement panning had a positive and significant effect on procurement planning among humanitarian NGOs in Kenya. The study also recommends the humanitarian NGOs in Kenya to ensure their employees have the necessary academic qualifications so as to effectively engage in procurement planning. The study recommends the humanitarian NGOs in Kenya to be conscious of price fluctuations and cost of quality goods as they affect procurement planning.

Keywords: *Procurement planning, Top Management Support, Budgeting procedure, Employee capacity, E-procurement technology*

Introduction

Relief organizations deal with emergency humanitarian issues such as supply of drugs, food aid, water and sanitation, providing shelter to the affected communities among others. Humanitarian organizations put a lot of effort into helping nations and people to recover from disasters by providing relief commodities. Responding adequately to a disaster is difficult due to its complexity and uncertainty associated with it. Flexible but efficient supply chains are creating high demand on procurement operations in humanitarian NGOs (Berger & Garyfalakis, 2013). According to Brauman (2006), errors of judgment as to relief needs particularly the fear of epidemics, are observed whenever a natural disaster occurs.

Humanitarian organizations provide assistance in times of need and they are required to provide help whenever disasters occur. The procurement departments of relief organization are involved in making sure supplies are available to meet the needs of the disaster. There may be over supply of the humanitarian supplies which may end up wasted once the emergency is over. The procurement chain of relief organization such as ICRC-Kenya provides emergency relief responses during disasters. Relief organization have a responsibility to fulfill their mandates without jeopardizing their relationship with such stakeholders as donors who fund such relief programs and at the core of maintaining this relations are the managers who have to come up with procurement policies aimed at streamlining these functions.

Statement of the Problem

One of the biggest hurdles to overcome in humanitarian relief supply chain is the huge uncertainty in demand and supply as well as the assessment of the needs accompanied by time pressure to supply on time. Hence humanitarian logistics is complex making the procurement field the most expensive part during disaster relief especially with about 80% of total expenditures (Wassenhove, 2006). The total quantity of purchased relief items is rising, which makes disaster relief procurement important. The main reason for this rise is that humanitarian organizations often prepare for disasters through pre-stocking of critical relief supplies in strategic locations around the world. Although this method increases the ability to respond to a disaster quickly, it also comes with immense costs (Balcik, 2008). Procurement planning in NGOs comes with challenges and is not a smooth process. In most cases, procurement planning has been poorly done in NGOs. Ongoing currency fluctuations, adverse economic conditions, insurance necessities, and price spikes for commodities used in humanitarian operations such as fuel may strain budgets thus making procurement planning difficult. Other risks are now appearing on procurement's radar, including how to cope with commodity price volatility (Martindale, 2013).

Supply chains may be very long due to the contracts being used and some items with short life expectancy end up expiring or arriving with very short life span remaining before reaching the beneficiary. Studies conducted on this topic show that conceptual as well as contextual gaps exist in the literature linking procurement process in NGOs and that motivated the this study. For instance, Kahiri, Arasa, Ngugi, and Njeru (2015) focused on implementation of procurement strategies among the tertiary public training institutions in Kenya while the current study will focus on procurement planning in humanitarian NGOs in Kenya.

Based on the fact that procurement process is a critical process in the humanitarian NGOs (Gelsdorf, 2010) and with the indication of less literature on procurement process among the humanitarian NGOs in Kenya which has led to contextual and conceptual knowledge gaps, the current study hence sought to fill the knowledge gaps and add literature on the topic by seeking to establish the factors influencing procurement planning among humanitarian NGOS in Kenya.

Objectives of the Study

i. To determine the influence of Top Management Support Procurement Planning among humanitarian NGOS in Kenya
ii. To establish the influence of Employee Capacity On Procurement Planning among humanitarian NGOS in Kenya
iii. To establish the influence of Budgeting Procedure On Procurement Planning among humanitarian NGOS in Kenya
iv. To establish the influence of e-Procurement Technology Procurement Planning among humanitarian NGOS in Kenya

Literature Review

Theoretical Review

Upper Echelons Theory

Upper-echelons theory has its roots in the behavioral theory of the firm (Cyert & March, 1963; March & Simon, 1958) and the notion of bounded rationality and more specifically selective perception. The nature of the issues that strategic decision-makers face voids the use of a rational economic model. Consequently the choices managers make contain a behavioral component which in some way reflects their own idiosyncrasies. Since the publication of upper-echelons theory there has been much research supporting the relationship between top-management team characteristics and firm efficiency (Eisenhardt& Schoonhoven, 1990; Finkelstein & Hambrick, 1996; Norburn & Birley, 2008; Thomas, Litschert & Ramaswamy, 2001), top-management team tenure and strategy (Gabarro, 2007; Wiersema & Bantel, 1992).

This theory is relevant to the study as it links to top management support which is an independent variable. The Upper-echelons theory links top management support to with efficiency whereby it recognizes ingredients such as: commitment, frequency of attendance at meetings, level of involvement in information requirements analysis; and the level of involvement in decision-making. Overall it must be acknowledged that there is support for the basic premise of upper-echelons theory, that organizations (their strategies and performance) are a reflection of their top managers' idiosyncrasies and biases (Kingori & Ngugi, 2014).

Bloom's Taxonomy of Learning Theory

Bloom (1956) produced taxonomy of learning theory which is helpful in identifying different cognitive skills. He identified six levels in this scheme; knowledge, comprehension, application, analysis, synthesis and evaluation. Movement from level 1 to level 6 represents an increase in the level of sophistication of cognitive ability. From strategic thinking perspective, higher demands is be made of the skills associated with analysis, synthesis and evaluation. At operational and tactical level; knowledge, comprehension and application may be more heavily utilized. There are implications with this theory for the ability to learn; from the point of view of attributes in relation to personnel issues with regard to staffing, training and education.

Sophisticated levels take on greater importance when analyzing situations in terms of relevant factors and the relationships between them, or developing, through synthesis, a picture of the wider system and its functioning as a whole as a result of the inter-dependency of its parts (Bloom, 1956). This theory is relevant to the study as it informs one of the independent variables which is employees' capacity. Employee's capacity can be enhanced through learning. According to this theory, there are implications for the ability to learn; from the point of view of attributes in relation to personnel issues with regard to staffing, training and education. Employees with the right skills enable easy implementation of specific policies.

Innovation Diffusion Theory

In his 'diffusion of innovations' theory, Rogers (1995) described how innovations are adopted over time. Diffusion refers to the process by which innovations are spread among the members of a social system over time. An innovation can be an idea or concept, technical information or an actual practice that is perceived as new by the individual. Rogers (1995) identified five characteristics that determine the rate of adoption of the innovation: the relative advantage, compatibility, complexity, Triability and observability. The decision to adopt an innovation is a mental process consisting of five stages: knowledge, persuasion, decision, implementation and confirmation.

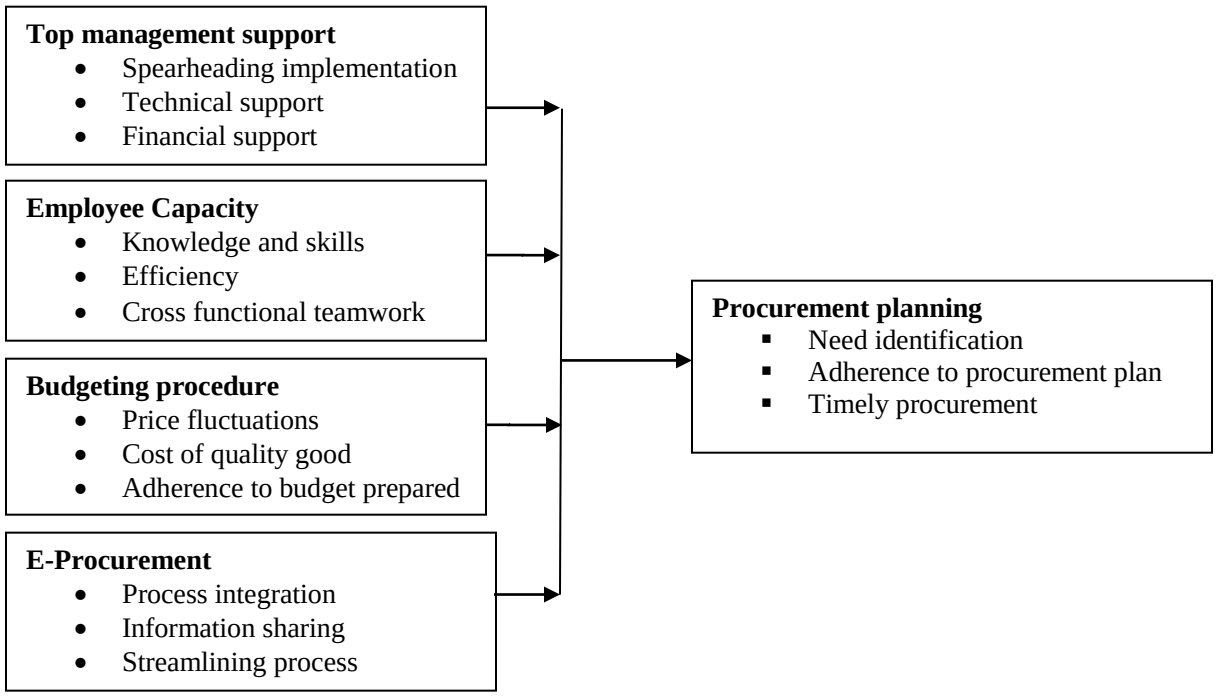
Rogers (1995) suggested that the innovativeness of an individual determines when the individual adopts the innovation and recognized five successive adopter categories: innovators, early adopters, early majority, late majority and laggards. The theory informs adoption of e-procurement which is an independent variable. The use of technology to perform procurement activities will depend on the diffusion of the technology. The rate of adoption of innovative strategies can be looked at in terms of; relative advantage given to the organization, compatibility, complexity, trial-ability of the new strategies and observability to the stakeholders within the social system.

The McKinsey 7S Framework Theory

Robertand Tom (1980) developed the McKinsey 7S framework which is a management model developed as a strategic vision for groups, to include businesses, business units, and teams. The theory focuses on Structure which is the way the organization is structured and who reports to whom, Systems which are the daily activities and procedures that staff members engage in to get the job done, Shared Values which are the core values of the organization that are evidenced in the corporate culture and the general work ethic and Style which shows the

style of leadership adopted. According to the model, for an organization to perform well in implementation of a plan, these seven elements need to be aligned and mutually reinforced. The model is hence used to identify the needs that should be realigned to improve performance of plan and strategy implementation or to maintain it when an organization is incorporating changes (Robertand Tom, 1980). The model informs the study as it will help in understanding how the combination of various variables and factors can successfully be done in order to achieve success in procurement planning. The theory is relevant to the study as it explains how various groups and processes can be interlinked to achieve success in performance of an organization in terms of implementation of processes. The theory touches on the dependent variable of the study which is implementation of procurement planning.

Conceptual Framework



Independent Variables **Dependent Variable**

Figure 1 Conceptual Framework

Top Management Support

Blair and Wrigh (2012) have identified lack of senior management support as a barrier to sustainable procurement. An organisational culture and structures, and processes that are supportive and conducive towards sustainable solutions, as well as senior management support are considered key in sustainable procurement. The Sustainable Procurement Task Force (Defra, 2006) reiterated that there was a lack of clear direction from top management to make delivering sustainable development objectives through procurement a priority. The success rate of the implementation of any project relies heavily on the commitment of the organization. Institutional factors determine the outcome of automating public financial management. Experience shows that the best designed project will fail without firm commitment. It is therefore important to adequately assess commitment to reform. In Malawi for example, the lack of political will led to major implementation delays for implementation of IFMIS system: 10 years after the start of the project, the system was still not running. Such examples demonstrate that in many cases, the role of individual incentives and political will were not taken sufficiently into account when introducing systems like IFMIS (Miller & Wilson, 2004).

Employee Capacity

Boyatzis (2008), define competency as a capability, ability or an underlying characteristic of an individual which is casually related to effective or superior performance. It is a set of related but a different set of behavior organized around an underlying construct, which we call the "intent". The behaviors are alternate manifestations of the intent, as appropriate in various situations or times. Competence is a cluster of related abilities, commitments, knowledge, and skills that enable a person (or an organization) to act efficiently in a job or situation. Competencies indicate sufficiency of knowledge and skills that enable someone to act in a wide variety of situations (Aketch & Karanja, 2013). Procurement comprises a wide range of SC processes such as management of value analysis processes, supplier negotiations and quality certification; and supply market research as well as early supplier involvement in processes such as development of specifications and purchase of inbound transportation. This calls for higher professional skills for enhanced performance. The value-based procurement management paradigm requires a rethinking of the management of human resources. Education must cross necessary boundaries and motivate procurement team performance. However, simply possessing knowledge is less important than applying it. Attention should be moved to skills of doing jobs and demonstrating competences (Goetsch& Davis, 2006).

Budgeting procedure

According to Lysons and Farrington (2006), a procedure is a system of sequential steps or techniques for getting a task or job done. They are formal arrangements by means of which policies linking strategies are implemented. Procedural procurement will ensure orderliness and efficiency in any procurement department. Planning scope refers to the period in which the budget will cover. The planning scope will be crucial in how the budget is drawn that is if they are budgeting for long term project or short term. It will assist in planning for activities and ascertain how the subsequent year might change and steps to be taken to respond to the changes. Purchasing budgeting procedures involves various steps before the final budget is arrived at (Lysons & Farrington, 2006).

E-procurement Technology

In order for organizations to be competitive and stay updated, there is need to have a paradigm shift in the way procurement is carried out so as to solve numerous procurement problems evident in the world especially in developing economies which include increased corruption, high costs of doing businesses, a lot of non-value adding paper work procedures, long time elapse to respond to tenders and non-competitiveness (Chartered Institute of Purchasing and Supplies, 2011). Parida and Parida (2005) define e-procurement as a technology solution that facilitates organization buying using the Internet. E-Procurement refers to the use of Internet-based (integrated) information and communication technologies (ICTs) to carry out individual or all stages of the procurement process including search, sourcing, negotiation, ordering, receipt, and post-purchase review (Croom& Brandon-Jones, 2004). The benefits of e-Procurement have been verified by many leading companies worldwide, and e-Procurement is a significant tactic in most companies' e-Business strategies (Deloitte Consulting, 2011).

The consensus is that e-Procurement benefits organizations with respect to procurement cost and process efficiency associated with procurement activities. This is due to web-based e-Procurement solutions can support four major B2B tasks in organizations: search, processing, monitoring and control, and coordination (Subramaniam & Shaw, 2002). E-procurement enhances inter-organizational coordination, resulting in transaction cost savings and competitive sourcing opportunities for the buyer firm Subramaniam & Shaw (2002). Against the backdrop of demand and supply-side economics, e-procurement is able to support increased and more complex coordination. Unstructured and complex purchases involve a higher level of coordination and require more human interaction, within the organization as well as with business partners. Neilson *et al.* (2000) state that instead of bureaucratic, hierarchical structure, organizations should form more flexible, decentralized team and alliance based networks that allow employees to react to market shifts.

Procurement planning

Waters (2004) argues that procurement encompasses the whole process of acquiring property and/or services, continues through the processes of risk assessment, seeking and evaluating alternative solutions, contract award, delivery of and payment for the property and/or services and, where relevant, the ongoing management of a contract and consideration of options related to the contract extends to the ultimate disposal of property at the end of its useful life. According to Basheka (2008) procurement planning is the primary function that sets the stage for subsequent procurement activities. According to James (2004), the ideals of planning suggest that procurement planning can be implemented in an atmosphere of complete harmony. He adds that, as a function, procurement planning endeavors to answer the questions of what do you want to procure; when to procure it; where to procure them from; when the resources be available; the methods of procurement to be use; how timely procurement or failure will affect the user of the item(s); the procuring and disposing entity; efficient in the procurement process; and the people to be involved in the procurement. Procurement planning, if done at all, is generally weak, with plans reviewed for the assessment consisting of little than a list of contracts with budget numbers attached. They are essentially financing plans, with no consideration given to timing, contract packaging, the most appropriate procurement method or interdependence between different contracts on the critical path of a project (World Bank, 2003).

Research Methodology

This study employed descriptive research design. Descriptive research is conducted to describe the present situation, what people currently believe, what people are doing at the moment and so forth (Collins, Onwuegbuzie & Jiao, 2007). The target study population included employees from the three levels, top management, middle level employees and employees in non-managerial positions at Save the Children Africa headquarters in Nairobi Westlands. The study adopted a census approach since the target population is small. The study used quantitative primary data gathered by use of structured questions. SPSS was used to produce frequencies, descriptive and inferential statistics which was used to derive conclusions and generalizations regarding the population. Data was presented in form of tables, charts and bar graphs. A multiple linear regression model was used to test the significance of the factors influencing procurement planning among humanitarian NGOS in Kenya. The multiple linear regression model is as laid below.

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

Where: Y = Procurement planning, X_1 = Top management support, X_2= Employee Capacity, X_3 = Budgeting process, X_4 = E-procurement technology, e=Error term and α= constant, β=coefficient of independent variables.

Results

A total of 75 questionnaires were administered to the respondents. The number of questionnaires that were duly filled and returned was 61. This represented an overall response rate of 81.3%. According to Mugenda (2008) a response rate of above 50% is adequate for a descriptive study. The good response rate of 81.3% is therefore good for this study.

Figure 2 Response Rate

Respondents Demographic Information

Table 1 Respondent Demographic Information

Demographic Characteristic	Category	Percentage
Respondent gender	Male	67.2%
	Female	32.8%
Respondent age	18-25 years	23%
	26-35 years	21.3%
	36-45 years	31.1%
	>45 years	24.6%
Respondent's educational background	PhD	5%
	Masters	32.7%
	Diploma/Degree	62.3%
Number of years in the organisation	<4 years	36.1%
	5-8 years	34.4%
	>8 years	29.5%

Descriptive results

Top Management Support

The findings of the study revealed that the respondents indicated that they strongly agree that the responsibility allocation by the top management favors equal employee participation towards procurement planning (mean=4.64). The results also showed that the majority of the respondents indicated that they strongly agree that the top management financially supports procurement planning (mean=4.82). Moreover, the results of the study showed that the respondents indicated that they moderately agree that the top management offers technical support towards procurement planning (mean=3.33). Further, the results of the study showed that respondents indicated that they strongly agree that there is collective commitment from the top management towards procurement planning, (mean=3.26). Lastly, the results of the study showed that the respondents indicated that they strongly agree that the top management spearheads procurement planning, (mean=3.38). The findings of the study showed that majority of the respondents agreed with the statements on top management support as shown by a mean of 3.89.

Table 2 Top Management Support

Statements	Strongly Disagree	Disagree	Moderately agree	Agree	Strongly agree	Mean	Std Dev
The responsibility allocation by the top management favors equal employee participation towards procurement planning	3.0%	0.0%	15.0%	0.0%	82.0%	4.64	0.64
The top management financially supports procurement planning	0.1%	4.0%	0.0%	17.0%	78.9%	4.82	0.29
The top management offers technical support towards procurement planning	9.8%	6.6%	41.0%	26.2%	16.4%	3.33	1.14
There is collective commitment from the top management towards procurement planning	10.8%	18.0%	24.6%	29.5%	17.1%	3.26	1.20
The top management spearheads procurement planning	16.4%	6.6%	26.2%	24.6%	26.2%	3.38	1.30
Average						**3.89**	**0.91**

Employee Capacity

The findings of the study revealed that the respondents indicated that they strongly agree that the employees have the necessary academic qualifications to effectively engage in procurement planning (mean=3.87). The results also showed that the respondents indicated that they strongly agree that employees have the required professional proficiency to engage in procurement planning (mean=3.39). Moreover, the results of the study showed that the respondents indicated that they strongly agree that the staffs respond well to changes in job requirements (mean=4.0). Further, the results of the study showed that respondents indicated that they strongly agree that the HRM department trains employees on procurement planning procedures (mean=3.3). Lastly, the results of the study showed that respondents indicated that they strongly agree that the HRM department hires employees in the procurement department who have knowledge on procurement (mean=3.41). The findings of the study showed that majority of the respondents agreed with the statements on employee capacity as shown by a mean of 3.59.

Table 3 Employee Capacity

Statements	Strongly Disagree	Disagree	Moderately agree	Agree	Strongly agree	Mean	Std Dev
The employees have the necessary academic qualifications to effectively engage in procurement planning	4.9%	14.8%	24.6%	0.0%	55.7%	3.87	1.36
Employees have the required professional proficiency to engage in procurement planning	11.5%	26.2%	18.0%	0.0%	44.3%	3.39	1.54
The staffs respond well to changes in job requirements	8.2%	13.1%	8.2%	11.5%	59.0%	4.00	1.40
The HRM department trains employees on procurement planning procedures	14.7%	14.8%	26.2%	14.8%	29.5%	3.30	1.42
The HRM department hires employees in the procurement department who have knowledge on procurement	13.0%	3.3%	27.9%	41.0%	14.8%	3.41	1.19
Average						**3.59**	**1.38**

Budgetary Procedure

The findings showed that the majority of the respondents indicated that they strongly agree that price fluctuations affect procurement planning (mean=3.93). The results of the study also showed that majority of the respondents indicated that they strongly agree that the cost of quality goods affects procurement planning (mean=4.38). Moreover, the findings of the study indicated that majority of the respondents indicated that they strongly agree that IT department has enough staff required to run the E-procurement program (mean=3.62). Further, the results of the study showed that majority of the respondents indicated that they strongly agree that necessary measures have been put in place to counter threats of virus attacks to the system (mean=3.85). Lastly, the results of the study revealed that of the respondents indicated that they strongly agree that the organization has allocated resources towards effective running of E-procurement program. The implication of the findings is that majority of the respondents indicated that they agree with the statements on Budgetary Procedures shown by a mean of 3.94.

Table 4 Budgetary Procedure

Statements	Strongly Disagree	Disagree	Moderately agree	Agree	Strongly agree	Mean	Std Dev
Price fluctuations affect procurement planning	9.8%	3.3%	21.3%	14.8%	50.8%	3.93	1.33
The cost of quality goods affects procurement planning	3.2%	3.3%	6.6%	26.2%	60.7%	4.38	0.99
The procurement department adheres to the budget prepared	8.1%	11.5%	4.9%	60.7%	14.8%	3.62	1.13
The budgetary procedures followed are frequently revised	3.3%	18.0%	9.8%	27.9%	41.0%	3.85	1.24
There is inclusive participation in budget preparation	9.8%	3.3%	21.3%	14.8%	50.8%	3.93	1.33
Average						**3.94**	**1.20**

E-procurement Technology

The findings showed that the majority of the respondents indicated that they strongly agree that the organization has enough IT framework for adoption of E-procurement (mean=4.64). The results of the study also showed that majority of the respondents indicated that they strongly agree that the organization has set a strong support system for adoption of E-procurement (mean=4.8). Moreover, the findings of the study indicated that majority of the respondents indicated that they strongly agree that IT department has enough staff required to run the E-procurement program (mean=4.61). Further, the results of the study showed that majority of the respondents indicated that they strongly agree that necessary measures have been put in place to counter threats of virus attacks to the system (mean=4.41). The implication of the findings is that majority of the respondents indicated that they strongly agree with the statements on E-procurement Technology as shown by a mean of 4.57.

Table 5 E-procurement Technology

Statements	Strongly Disagree	Disagree	Moderately agree	Agree	Strongly agree	Mean	Std Dev
The organization has enough IT framework for adoption of E-procurement	3.0%	3.0%	12.0%	11.0%	71.0%	4.64	0.78
The organization has set a strong support system for adoption of E-procurement	1.1%	1.2%	0.0%	18.9%	78.8%	4.80	0.40
The IT department has enough staff required to run the E-procurement program	0.7%	3.3%	0.0%	36.0%	60.0%	4.61	0.49
Necessary measures have been put in place to counter threats of virus attacks to the system	0.0%	0.0%	19.7%	19.7%	60.7%	4.41	0.80
The organization has allocated resources towards effective running of E-procurement program	7.4%	0.6%	0.0%	51.0%	41.0%	4.41	0.50
Average						**4.57**	**0.59**

Procurement Planning

The results of the study presented in figure 3 revealed that majority 65.6% of the respondents' agreed that planning is normally done before procuring.

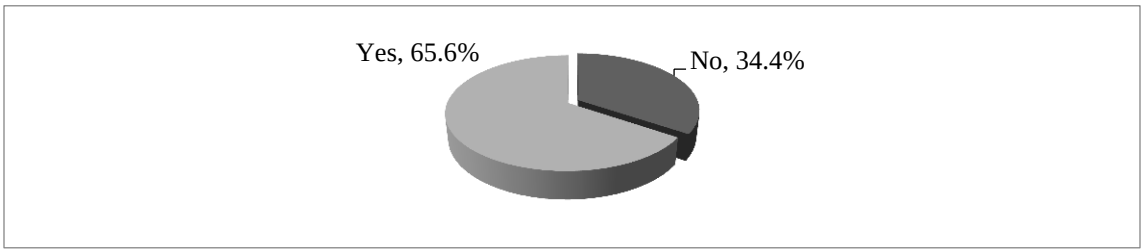


Figure 3 Whether Procurement Planning is conducted

The results of the study also showed that majority 70.5% of the respondents indicated that procurement planning influences procurement performance.

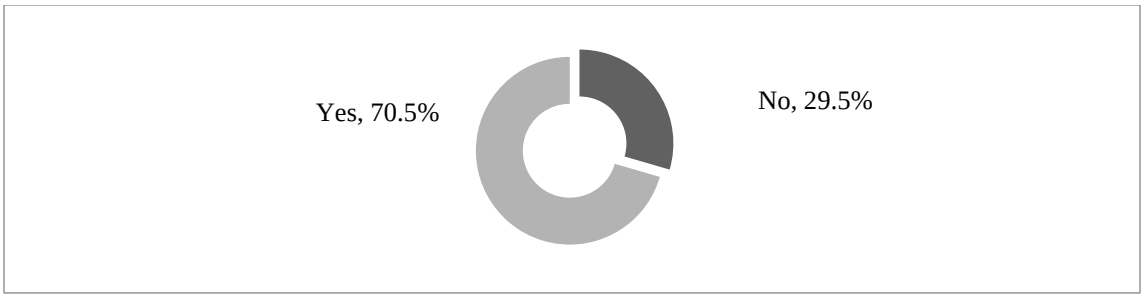


Figure 4 Influence of Procurement Planning on Procurement Performance

The findings revealed that majority of the respondents indicated that the costs involved in procurement had decreased by less than 50% (79%). Moreover, the findings on the Time involved in procuring showed that majority of the respondents indicated that time involved in procuring decreased by over 50% (73%). Finally, the findings on the Cases of shortages reported revealed that majority of the respondents indicated that Cases of shortages reported had decreased by over than 50% (56.9%). The implication of the findings is that the percentage change in Costs involved in procurement, Time involved in procuring and Cases of shortages reported had decreased by over 50%.

Table 6 procurement indicators

Statement	Decreased by over 50%	Decreased by less than 50%	Increased by less than 50%	Increased by over 50%
Costs involved in procurement	8.1%	79%	9%	4%
Time involved in procuring	73%	17%	3%	7%
Cases of shortages reported	56.9%	26%	11.1%	6%

The results of the study revealed that majority, 82%, of the respondents indicated that they strongly agree that proper need identification is conducted before procuring. The results showed that majority 74.2% of the respondents indicated that they strongly agree that there is participatory planning during the procurement process. Moreover, the results of the study revealed that 67.2% of the respondents indicated that they strongly agree that there is compliance to procurement plans during procurement process. In addition, the results of the study showed 45.9% of the respondents indicated that they strongly agree that there is timely planning of procurement process. The implication of the results is that majority of the respondents indicated that they agree with the statements on procurement planning as shown by a mean of 4.36. The responses given by the respondents were less varied (standard deviation=0.64).

Table 7 Procurement Planning

Statements	Strongly Disagree	Disagree	Moderately agree	Agree	Strongly agree	Mean	Std Dev
Proper need identification is conducted before procuring	2.3%	1.7%	14.0%	0.0%	82.0%	4.64	0.78
There is participatory planning during the procurement process	5.1%	2.9%	0.0%	17.8%	74.2%	4.80	0.00
There is compliance to procurement plans during procurement process	0.0%	0.0%	3.3%	29.5%	67.2%	4.64	0.55
There is timely planning of procurement process	18.0%	0.0%	27.9%	8.2%	45.9%	3.64	1.51
The key departments such as accounts work in harmony during procurement planning	0.0%	0.0%	3.3%	86.9%	9.8%	4.07	0.36
Average						**4.36**	**0.64**

Correlation Results

The finding in Table 8 indicated that there was a positive and significant correlation between top management support and the procurement planning among humanitarian NGOS in Kenya as indicated by a Pearson coefficient of 0.301 and significance level of 0.019. This implies that favoring equal employee participation towards procurement planning, financial support, offering technical support, top management' collective commitment, spearheads procurement leads to a positive and significant effect in procurement planning among humanitarian NGOs in Kenya. The results of the study indicated that there was a positive and significant correlation between employee capacity and the procurement planning among humanitarian NGOS in Kenya as shown by a Pearson coefficient of 0.260 and significance level of 0.043.

This implies that that an increase in employee capacity practices such as having the necessary academic qualifications, having the required professional proficiency, responding well to changes in job requirements by the staff, training employees on procurement planning procedures by the HRM department and hiring employees in the procurement department who have knowledge on procurement leads to a positive and significant effect in procurement planning among humanitarian NGOS in Kenya. Lastly, correlation results indicated that e-procurement technology had a strong positive and significant effect on procurement planning among humanitarian NGOS in Kenya as indicated by a Pearson coefficient of 0.504 and significance level of 0.000. This implies that presence of adequate IT framework, setting a strong support system, having enough staff FOR running the E-procurement program, putting in place the necessary measures to counter threats of virus attacks to the system and allocating resources towards effective running of E-procurement program leads to a positive and significant effect in procurement planning among humanitarian NGOS in Kenya.

Table 8 Correlation Tests Results

Correlations		Top Management Support	Employee Capacity	Budgetary Procedure	E-Procurement Technology	Procurement Planning
Top management support	Pearson Correlation	1				
	Sig. (2-tailed)					
Employee capacity	Pearson Correlation	-0.249	1			
	Sig. (2-tailed)	0.053				
Budgetary procedure	Pearson Correlation	-0.197	-0.178	1		
	Sig. (2-tailed)	0.129	0.171			
E-procurement technology	Pearson Correlation	0.108	0.096	.333**	1	
	Sig. (2-tailed)	0.409	0.462	0.009		
procurement planning	Pearson Correlation	.301*	.260*	.448**	.504**	1
	Sig. (2-tailed)	0.019	0.043	0.000	0.000	
N		61	61	61	61	61

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

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

Regression results

The study findings showed that top management support, employee capacity, and budgetary procedure and e-procurement technology accounts for 63.1% of the variation in procurement planning among humanitarian NGOs in Kenya. This is shown by a by an R-square value of 0.631. The regression results show that R was 0.794 which indicate that the correlation between the independent variables and the dependent variable is positive and significant.

Table 9 Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.794	0.631	0.605	0.2592

a Predictors: (Constant), E-procurement technology, Employee capacity, Top management support, Budgetary procedure

The results of ANOVA test in table 4.10 showed that the F value was 23.939 with a p value of 0.000 which was less than 0.05. This implies that top management support, employee capacity, and budgetary procedure and e-procurement technology had a significant relationship with procurement planning among humanitarian NGOs in Kenya. The ANOVA statistics at 5% level of significance showed that the value of F calculated is 23.939 and the value of F critical at 5% level of significance is 2.537. This shows that F calculated is greater than the F critical (23.939>2.537) implying that the overall model is statistically significant at 5% significance level.

Table 10 ANOVA Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.436	4	1.609	23.939	.000
	Residual	3.764	56	0.067		
	Total	10.199	60			

Dependent Variable: Procurement Planning

Predictors: (Constant), E-procurement Technology, Employee capacity, Top management support, Budgetary procedure

The model coefficients results in Table 11 showed that top management support had a positive and significant effect on procurement planning among humanitarian NGOs in Kenya (β = 0.311, Sig = 0.000). This implies that an increase in top management support practices leads to 0.311 unit effect in procurement planning among humanitarian NGOs in Kenya. The findings revealed that Employee Capacity had a positive and significant effect on procurement planning among humanitarian NGOs in Kenya (β = 0.166, Sig = 0.000). This implies an increase in employee capacity practices leads to 0.166 unit effect in procurement planning among humanitarian NGOS in Kenya. Moreover, the findings of the study indicated that Budgetary Procedure had a positive and significant effect on procurement planning among humanitarian NGOS in Kenya (β = 0.230, Sig = 0.000). This implies budgetary issues leads to 0.230 unit effect in procurement planning among humanitarian NGOS in Kenya. Lastly, the results showed that E-procurement technology had a positive and significant effect on procurement planning among humanitarian NGOS in Kenya (β = 0.261, Sig = 0.018).

Table 11 Regression Coefficients Results

	Unstandardized Coefficients		Standardized Coefficients		
Predictor Variables	**B**	**Std. Error**	**Beta**	**t**	**Sig.**

(Constant)	0.492	0.48		1.024	0.31
Top Management Support	0.311	0.056	0.501	5.601	0.000
Employee Capacity	0.166	0.032	0.463	5.207	0.000
Budgetary Procedure	0.230	0.039	0.555	5.94	0.000
E-Procurement Technology	0.261	0.107	0.221	2.448	0.018
Dependent Variable: Procurement planning					

Conclusion

The study made conclusions per objective based on the summary findings. The conclusions enabled the study to come up with the recommendations. The study concluded that Top Management Support positively and significantly affect procurement planning among humanitarian NGOs in Kenya. The study established that favoring equal employee participation towards procurement planning, financial support, offering technical support, top management' collective commitment, spearheads procurement leads to a positive and significant effect on procurement planning among humanitarian NGOs in Kenya. The study concluded that employee capacity positively and significantly affects procurement planning among humanitarian NGOs in Kenya. The study established that implies that an increase in employee capacity practices such as having the necessary academic qualifications, having the required professional proficiency, responding well to staff changes in job requirements, training employees on procurement planning procedures by the HRM department and hiring employees in the procurement department who have knowledge on procurement leads to a significant positive effect on procurement planning among humanitarian NGOs in Kenya. Lastly, the study concluded that e-procurement has a positive and significant effect on procurement planning among humanitarian NGOs in Kenya. The study established that an increase in the presence of adequate IT framework, setting a strong support system, having enough staff for running the E-procurement program, putting in place the necessary measures to counter threats of virus attacks to the system and allocating resources towards effective running of E-procurement program leads to a positive significant effect on procurement planning among humanitarian NGOs in Kenya.

Recommendations of the Study

The study recommends humanitarian NGOs in Kenya to always favour equal employee participation towards procurement planning. There is also need for the humanitarian NGOs to provide financial support towards procurement planning. Moreover, there is a need to offer technical support towards procurement planning. The top management of the humanitarian NGOs in Kenya should also have a collective commitment for spearheading procurement. The study also recommends the humanitarian NGOs in Kenya to ensure their employees have the necessary academic qualifications so as to effectively engage in procurement planning.

There is also need to ensure that the employees have the required professional proficiency. The Humanitarian NGOs should ensure that their staff responds well to changes in job requirements. There is also a need for the HRM department to ensure that their employees are trained on procurement planning procedures. Lastly the study recommends the humanitarian NGOs to hire employees in the procurement department who have knowledge on procurement planning. The study recommends the humanitarian NGOs in Kenya to ensure they have adequate IT framework for adoption of E-procurement. There is also need set a strong support system for

adoption of E-procurement. The study further recommends the humanitarian NGOs to ensure that there is enough staff for running the E-procurement program. There is also need to put in place the necessary measures to counter threats of virus attacks to the system. The study recommends the Humanitarian NGOs to allocate resources towards effective running of E-procurement program.

Conflict of Interest

No potential conflict of interest was reported by the authors.

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