

## PUBLIC PROCUREMENT, EMPLOYEE COMPETENCE AND STRATEGIC IMPLEMENTATION ON SERVICE DELIVERY

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### DEFINITION OF KEY TERMS

**Public procurement:** Public Procurement is the process by which organizations acquire goods, works and services using public funds. It is a comprehensive process that runs from proper procurement planning, budget allocation, bids invitation, bids evaluation, award of contract, contract management, performance measurement, monitoring, auditing and reporting.

**Employee competence:** This is what people need to be able to perform a job well. It's an ability to meet reporting expectations in a role and deliver the required results.

**Strategic implementation:** It is the process of devising structures and allocating resources to enact the strategy a company has chosen.

**Service delivery:** A service may be defined as any act of performance that any party can offer to another that is essentially intangible and does not result in the ownership of anything.

### Abstract: -

*The study focused on Public procurement, Employee competence and Strategic implementation influence service delivery in the Ministry of Electricity, Dams, and Irrigation & Water Resources-the Republic of South Sudan. It assessed how Public procurement, Employee competence and Strategic implementation influence service delivery. The objectives of the study were to; examine the relationship between Public procurement and Service delivery; between Public procurement, Employee competence and Service delivery; between Public procurement, Strategic implementation and Service delivery, between accountability, corporate governance and financial reporting and the factor structure of Public procurement, Employee competence, Strategic implementation and Service delivery. The major findings of the study were that there is a significant positive correlation between; procurement and service delivery at values ( $r = .204^*$ ,  $p = 0.001$ ) public procurement, employee competence and service delivery at values ( $r = 1, .818^{**}$ ,  $.204^{**}$  and  $p$ -values = 0.000, 0.000 and 0.001), procurement, strategic implementation and service delivery at values ( $r = .087^{**}$ ,  $.204^{**}$  and  $p$ -values = 0.000, 0.000 and 0.001) and factor structure of Public procurement, Employee competence, Strategic implementation and Service delivery at values ( $R$  Square = .984, Adjusted  $R$  Square = .983,  $F = 5.505E3$  and  $Sig. = .000^a$ ).*

*The study recommends that there is need for the Ministry of Electricity, Dams, Irrigation & Water Resources to lay effective procurement management systems so that effective service delivery is achieved, there is need for them to improve on the competencies of their employees by giving them other trainings and incentives that will motivate them to work hard and carry out the monitoring, evaluation and control of other employees they work with to ensure effective service delivery, the government should put procurement management measures and implementation strategies to ensure funds are used for the right purpose in the ministry and research and assessment appraisals are recommended in order to get the real picture of service delivery in the ministry*

**Keywords: -** public procurement, employee competence, strategic implementation, service delivery

## CHAPTER ONE

### INTRODUCTION AND BACK GROUND TO THE STUDY

#### 1.0 INTRODUCTION

This chapter presents the introduction, back ground of the study, problem statement, purpose of the study, general and specific objectives, research questions, scope of the study, significance of the study and the conceptual frame work.

Globally water and Energy are vital for economic development, growth and human survivability as part of the most essential basic service delivery. In Ethiopia electric power coverage is currently 47% of the country with expected to rise to 75% by 2015. The current coverage is a massive rise from 1991 when only 8% and 34% Ethiopians have access to improved water supply. In 2010 the Nigerian government set a target of achieving 80% electrification and 75% for water by 2015 and 98% by 2020 (Akpan, 2012). According to Joint Monitoring Programmes 2012 report, access to safe water supplies throughout Kenya is 59% and access to improved sanitation is 32%.

Oil plays a role in the South Sudan's economy and represents 98% of the total revenues of the country. Biomass fuels constitute of 70% energy sources and crude oil 30%. The power infrastructure in the country is in an embryonic state with its development curtailed due to the underdeveloped state of the nation's infrastructure following prolonged civil conflict by the two civil wars in the past 50 years (MEDIWR Report, 2014). Despite the rich hydro power potential, power generation is from expensive diesel generation and the supply is limited to few towns. The majority of the country's energy needs are met by indigenous biomass resources. South Sudan's Electricity Corporation which has an installed capacity of 25 MW or 3 MW per million people is struggling with gigantic fuel guzzling generators that periodically break down or run short of fuel (MEDIWR Report, 2014).

Per capita electricity consumption in South Sudan is about 1 to 3 KWh compared to 80 KWh in Sub Saharan Africa and is the lowest in the region. Currently frequent power failures compounded by the insufficient capacity of power distribution, have led to government buildings, the majority of businesses and households who can afford it, to use their own generators. Only 1% (Approximately 15,000 consumers) of the population has access to grid electricity and these are mainly located in Juba, Wau and Malakal. The rest of the population uses firewood, primary fuel and kerosene for cooking or lightening (African Development Fund, 2014). Over all access to safe water supply in both urban and rural areas is estimated at 34% and improved sanitation is 14.6% (MEDIWR, 2013).

South Sudan government's priority is to accelerate the expansion of electricity to the population and improve supply of reliable services essential to the population for economic growth. The government also aims at reducing the cost of electricity through a progressive shift of the generation mix away from diesel plants towards hydropower potential along with White Nile and its tributaries (MEDIWR Report, 2014).

The essence of an efficient public sector procurement system no doubt is to create wealth and ensure effective service delivery in Ministries, Departments and Agencies (MDAs). It is to reduce poverty, corruption and improve the entire public financial management system. Public procurement requires reforms and stringent adherence to procurement laws. However in the case of the MEDIWR of South Sudan, there is a weak procurement system, incompetent staff who cannot strategically implement the policies hence ineffective service delivery.

#### 1.1 Background to the study

Procurement is the process of acquiring goods, works and services, covering both acquisitions from third parties. It involves option appraisal and the critical "make or buy" decision which may result in the provision of goods and services in appropriate circumstances (PPB, 2003). Procurement management is a process to purchase or acquire the products, services such as simple office items to sophisticated high-tech equipment from outside the organization to perform the work. The performing organization can be either the buyer or seller of the product, service, or results under a contract (University of Missouri Procurement service 2004). Procurement management includes the processes to purchase or acquire the products, services, or results needed from outside the organization to perform the work. Procurement management also includes administering any contract issued by an outside organization (The Buyer) that is acquiring the organization from the performing organization (the seller), and administering contractual obligations placed on the organization by the contract (Belev, 2004). The basic objectives of good procurement are to procure the right quality of goods, works or services from a reliable supplier in the right quantity ensuring cost effectiveness. Procurement items are to be delivered at the right time, to the right place, in the right quantity and at the right price whilst achieving the lowest total cost. Good procurement management reduces government expenditures by ensuring that the services needed by the citizens especially the poor are actually delivered, maintained and worked on properly (Belev, 2004). Public procurement management is an attempt to ensure that the budget is consistent, balanced or unbalanced. Public procurement is measured using Professionalism, Transparency, Value for money, Competitiveness and Accountability according to (Ghana Public Procurement Act, 2003)

Employee Competence is what people need to be able to perform a job well. It's an ability to meet reporting expectations in a role and deliver the required results (Lee, 2012). The term of "competence" plays the important role in improving job performance and in turn qualifies human resources. Especially, under the climate of globalization, the workplace requires business practitioners to acquire a new set of knowledge, skills, and attitudes to face the diversity and complication of the new business environment successfully (Hellriegel, 2008). The Hay Group, 2003 puts that competence is an underlying characteristic of a person which enables him/her to deliver superior performance in a given job, role or situation. Its attainment is evidenced by the ability to gather data, process it into useful information, access it and reach at the appropriate and useful decision in order to initiate the actions necessary to accomplish the assignment in an acceptable manner (Lenssen, 2006). Employee competence is measured using Skills, Attitude, Experience and Knowledge by (Munene, 2005).

Strategic implementation is the process of devising structures and allocating resources to enact the strategy an organisation has chosen (Noe, 2003). Strategic implementation is important because no matter how sophisticated the budget is, it remains only a document until it has been implemented so it attempts to ensure that strategies are achieved. It entails assessing what it will take to develop the needed organizational capabilities and to reach the targeted objectives on schedule (Thompson & Strickland, 2003). Strategic implementation involves putting actions into place to execute set objectives efficiently and effectively. It strives to use current resources within the current market to achieve intended resource capability. The environment is ever changing and can lead to an imbalance between the current resources and current market leading to a risk of failing to achieve the desired objectives in service delivery. Without strategic implementation in the ministry, the services cannot be delivered in an effective manner.

Strategic implementation has attributes such as strategy, systems, style, shared values and skills that help in the efficient execution of projects and set objectives basing on McKinsey's 7S Model by Waterman, Peters and Philips, (1981). It measures the attributes (strategy, structure, systems, style, staff, shared values and skills).

Service delivery is about delivering services as effectively and efficiently as possible to the satisfaction and delight of the customer (Nautiyal, 2010). Service delivery is highly dependent on financial resources and how they are budgeted and later implemented. Strengthening service delivery is relevant in the measurement of budgetary performance. In service delivery, the primary goal is the successful implementation and delivery of projects and set objectives in line with customer requirements and key stake holders' directions. Strengthening service delivery is a key strategy to achieve the Millennium Development Goals which include reduction of child mortality, maternal mortality, the burden of HIV/AIDS, tuberculosis and malaria. Service delivery is measured using Reliability, Responsiveness, Tangibles, Customer satisfaction and Availability by Parasuraman and Zaithmal, (1985).

### 1.2 Statement of the Problem

An analysis of the performance and procurement systems in the public sector is a global concern. A country like Turkey shows that there is improper and ineffective implementation caused by in the inefficiencies in public procurement, ambiguity in linking strategic plans to higher-level policy documents, performance programmes to strategic plans, accountability reports and detailed expenditure programmes to service delivery programmes and insufficient political ownership and supervision (OCED, 2010).

South Sudan government's priority is to accelerate the expansion of electricity to the population and improve supply of reliable services essential to the population for economic growth. The government also aims at reducing the cost of electricity through a progressive shift of the generation mix away from diesel plants towards hydropower potential along with White Nile and its tributaries (MEDIWR Report, 2014).

Only two out of Juba's public electricity generators are working. Funds have just been released by the Ministry of Cabinet Affairs to buy spare parts for repairs and maintenance from the sole supplier but will take at least six to eight months. A water plant project was launched, funded by the JICA (Japan government) to about USD 50 million, expected to supply clean water to about 60% of Juba's inhabitants.

However only 1% (Approximately 15,000 consumers) of the population has access to grid electricity and these are mainly located in Juba, Wau and Malakal. The rest of the population uses firewood, primary fuel and kerosene for cooking or lightening (African Development Bank, 2014).

However absence of a regulatory framework in providing proper procurement management for rural electrification, shortage of qualified and experienced administrative and managerial staff in all the major economic sectors like infrastructure and energy which leads to weak procurement systems, incompetent employees and lack of implementation strategies hence poor service delivery in the public sector. There are also incompetent employees to strategically implement the policies hence affecting service delivery in South Sudan; this is because of the high levels of illiteracy in the country; the country also lacks local expertise in manual trades and in all other areas of daily life (News Agency, Wednesday, 2014). Therefore there is need to investigate how public procurement, employee competence and strategic implementation influence service delivery in the public sector.

### 1.3 Purpose of the Study

To assess how Public procurement, Employee competence and Strategic implementation influence service delivery in public service delivery with specific reference to the Ministry of Electricity, Dams, Irrigation & Water Resources-the Republic of South Sudan.

### 1.4 Specific Objectives

- i. To examine the relationship between Public procurement and Service delivery.
- ii. To evaluate the relationship between Public procurement, Employee competence and Service delivery.
- iii. To assess the relationship between Public procurement, Strategic implementation and Service delivery
- iv. To study the factor structure of Public procurement, Employee competence, Strategic implementation and Service delivery.

### 1.5 Research Questions

- i. What is the relationship between Public procurement and Service delivery?
- ii. What is the relationship between Public procurement, Employee competence and Service delivery?
- iii. What is the relationship between Public procurement, Strategic implementation and service delivery?

iv. What is the factor structure of Public procurement, Employee competence, Strategic implementation and Service delivery?

**1.6 Scope of the Study**

**1.6.1 Content Scope**

The study assessed the impact of Public procurement, Employee competence and Strategic implementation on Service delivery.

**1.6.2 Geographical Scope**

The study was conducted in the Ministry of Electricity, Dams, Irrigation and Water Resources-the Republic of South Sudan.

**1.6.3 Time Scope**

The research focused on records from 2006 to 2012. The researcher conducted the research from April 2014 to September 2013.

**1.7 Significance of the Study**

**(i) Academic significance**

The study enriched the existing body of knowledge by providing empirical findings on the influence of public procurement, employee competence and strategic implementation on service delivery. The findings can be used by academicians and researchers to conduct further research about these variables in a different context

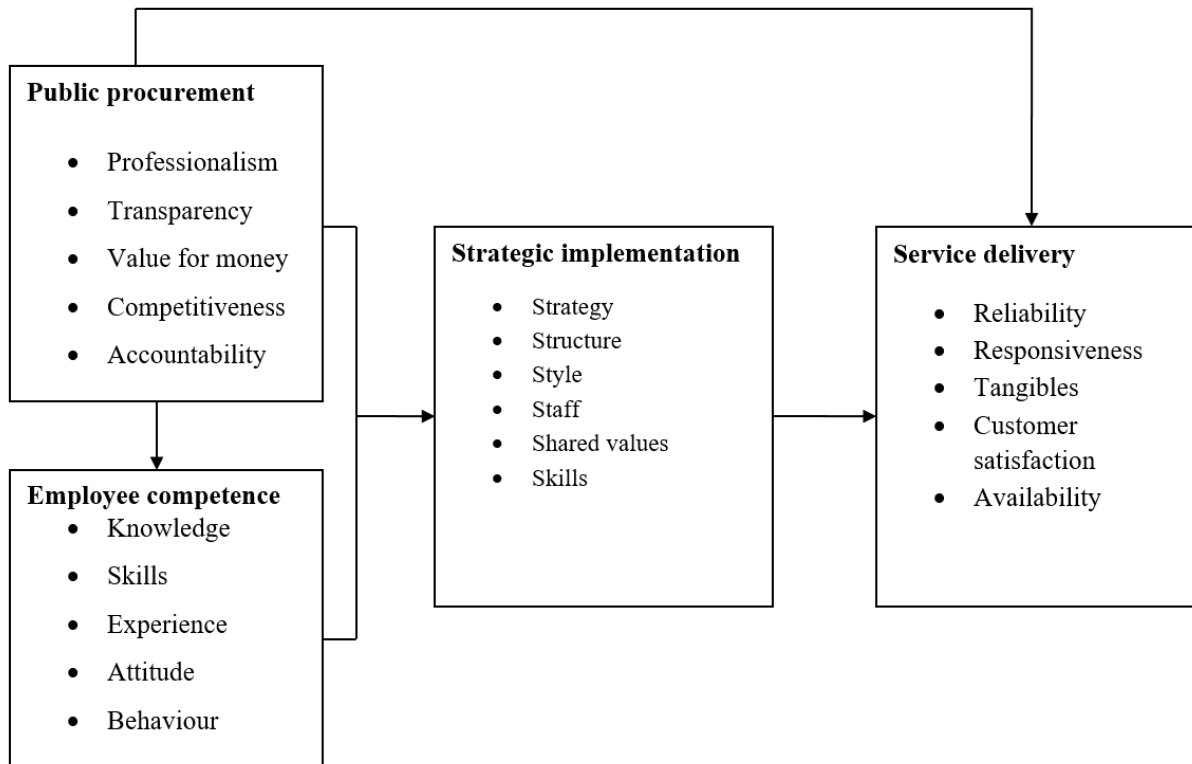
**(ii) Industry significance**

The study findings were useful to the Ministry under study and other institutions in formulating appropriate public procurement and employee competence policies that will help in enhancing better strategy implementation and service delivery.

**(iii) Policy significance**

The study contributed to policy formulation by laying down strategies for public procurement, employee competence and strategic implementation and service delivery in the Ministry of Electricity, Dams, Irrigation and Water Resources-Republic of South Sudan.

**Figure 1: Conceptual Frame Work**



### **Description of the model**

Public procurement was measured using the factors for achieving the objectives of a good procurement system (Professionalism; Transparency; Value for money; Competitiveness and Accountability) by (Adjei, 2006); Employee competence was measured by the sets of Knowledge, Skills, Experience, Behavior and Attitude adapted from (Hellriegel, 2008) that contribute to personal effectiveness; Strategic implementation was based on McKinsey's 7S Model by Waterman, Peters and Philips, (1981). It measures the attributes (strategy, structure, style, staff, shared values and skills) and Service delivery is based on the SERQUAL model of Parasuraman and Zaithmal, 1985), which measures services based on reliability, responsiveness, tangibles and customer satisfaction.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

This section reviews the existing literature put forward by different scholars and personalities on public procurement, employee competence and strategic implementation on service delivery well as the relationship among the three variables.

#### **2.1 The relationship between Public procurement and Service delivery**

##### **2.1.1 Public procurement**

Again, according to Ghana Integrity Initiative 2007, Public Procurement "is the acquisition of goods and services at the best possible total cost of ownership, in the right quantity and quality, at the right time, in the right place for the direct benefit or use of governments, corporations, or individuals, generally via a contract". It can be said to be the purchase of goods, services and public works by government and public institutions. It has both an important effect on the economy and a direct impact on the daily lives of people as it is a way in which public policies are implemented (Ghana Integrity Initiative, 2007). Procurement is to purchase the right quality of material at the right time, in the right quantity, from the right source, at the right price. The main objectives of procurement include: supplying the organization with a steady flow of materials and services to meet its needs, to buy efficiently and wisely, obtaining by ethical means the best value for every money spent, to manage inventory so as to give the best possible service to users at lowest cost and protect the government's cost structure (Waara, 2007).

According to Waara 2007, Public Procurement is any purchasing performed by any public authority within the classical sector or within the utilities sector. The public procurement rules applicable to purchasing entities also depend on whether the total purchase value is over or below certain so-called "threshold values", which differ as regards goods, services and construction works. All procurements above the threshold values apply procurement directives and must be advertised in the Supplement to the Official Journal for public tenders. There are a number of different procurement procedures to choose from, depending on whether it is a purchase above or below the threshold values. Many minor purchases are subject to so-called "direct procurement", which do not have to be publicly advertised. However, due to principles of market competition, direct procurement should not take place repeatedly, and purchases should not be divided into smaller units in order to avoid exceeding the threshold values. In the achievement of the objectives of a good procurement system the following factors are of utmost importance: Professionalism; Transparency; Value for money; Competitiveness and Accountability.

##### **Professionalism**

According to Adjei 2006, procurement professionalism refers to the vocation whereby educated, experienced and responsible procurement officers make informed decisions regarding procurement of works, goods and services and argues that the role which procurement professionals play in the procurement system of the Ghanaian economy is critical to the economic development of the country. It is therefore in recognition of this fact that one important object of the Public Procurement Board is to promote professionalism in procurement and provide the professional development, support for individuals and MDAs engaged in public procurement. The Board is to ensure adherence to ethical standards by trained persons in procurement processes (Waara, 2007).

##### **Transparency and effectiveness**

Transparency in procurement on the other hand means making the procurement process open to all suppliers and contractors of goods, works and services and that the procurement process is open for all stakeholders and interested parties to see. Adjei 2006 mentions that transparency requires the creation of open and fair method of acquisition of goods, works and services. Transparency leads to the growth of in-country investments and competitiveness and the public sector is seen as a responsible business partner. Transparency is considered one of the best deterrents to corruption and it provides access to information to the public (Waara 2007).

Transparency and fairness in procurement bring to public light mistakes, errors in judgments and bad practices that affect the management and administration of a country. They allow citizens to challenge unfair public officials and make them more accountable to the people. Efficiency and effectiveness in procurement ensures expenditure control since they minimize cost and ensures value for money. Again ethical approach as a principle of procurement leads to bureaucracy in financial management (Waara, 2007).

### **Value for Money**

Value for money refers to the optimum combination of whole life cost and quality to meet customers or the end-users requirements of the procured goods or service under consideration. Value for money is a way of comparing alternatives for the supply of goods and services. Assessing value for money includes consideration of a number of factors. These include the contribution to the advancement of Government Priorities; cost related factors such as whole-of-life and transaction costs as well as non-cost factors such as fitness for purpose, quality, service and support, and sustainability considerations (Adjei, 2006). The concept of Value for Money (VFM) in everyday life according to R. Glendinning, (1988) is easily understood as not paying more money for a good or service than ensuring that its quality or availability justifies the procurement. In relation to public spending it implies having a concern for economy, efficiency and effectiveness. In procurement the concept of value for money refers to cost minimization, output maximization and full attainment of the intended results. The practical conclusion is that policy makers in procurements must frame precise aims so that at least there are some criteria with which to compare results. That is there should be laid down values and a means of measuring these values. VFM requires that steps must be taken to ensure that procurement activities of public sector organizations are in conformity with these values (Waara, 2007).

The concept of VFM also reflects in the price of the item procured. It is the responsibility of a Public Procurement Board according to Adjei, 2006, to harmonize the processes of public procurement in the public service so as to secure a judicious, economic and efficient use of state resources in public procurement". This principle of value for money in the procurement system is emphasized by the Act.

### **Competitiveness**

Competitiveness in procurement on the other hand refers to the active participation of the relevant private sector and or suppliers and contractors in the procurement process. As Adjei mentions, competitiveness in procurement is achieved through advertising of tenders, sourcing reviews, prequalification and the adoption of transparent procedures in the procurement systems. He adds that the benefits of competitiveness in procurement cannot be over emphasized. It makes potential savings for the economy, increases in the supplier interest and develops local industries within the economy. Barrows 2003 posits that competitiveness in procurement eventually leads to economic development and poverty reduction because corruption and frauds in procurements are avoided or at least minimized.

### **Accountability**

Accountability, fairness and efficiency are three cardinal pillars that procurement reforms seek to achieve in that a very fair and accountable procurement system helps in the efficient utilization of the state resources judiciously. Barrows 2003 concludes that procurement practitioners need to be very fair in their day-to-day dealings with their suppliers and potential bidders and the public at large in order to earn the trust of the various actors within the procurement system. Waara, 2007 defines accountability as the process of holding an individual or an organization fully responsible for actions and inactions for functions they are engaged in over which they have authority to exercise their discretions (Waara, 2007).

#### **2.1.2 Service delivery**

A service may be defined as any act of performance that any party can offer to another that is essentially intangible and does not result in the ownership of anything. It is production which may or may not be tied to a physical product (Kotler, 2006). Service provision or delivery is an immediate output of the inputs into the health system, such as health workforce, procurement and supplies and finances (WHO, 2008). Increased inputs should lead to improved service delivery and enhanced access to services (WHO, 2008). To accelerate progress toward the Millennium Development Goals, developing country governments, donors, and NGOs have committed increased resources to improve service delivery AERC, (2011). Public service delivery under a highly centralized system of governance did not achieve much for the majority of Ugandans, who remained unaware of the key development processes including the planning, implementation and monitoring services (Nyirinkindi, 2007). Today, the need for quality in service delivery is felt everywhere by every organization, whether in the public, private or foreign sector (Swar and Sahoo, 2012).

Service delivery has the following attributes; reliability, responsiveness, tangibles, customer satisfaction and availability.

### **Reliability**

Reliability refers to the ability to perform the service dependably and accurately (Swar and Sahoo 2012). The attribute termed reliability is associated to the ability of the service provider to perform the promised services dependably and accurately. Reliability is closely related to the concept of technical quality of service. The other attributes such as tangibles, responsiveness, assurance, and empathy are related to the concept of functional quality (Micuda and Dinculescu, 2009).

### **Responsiveness**

This refers to the willingness to help customers and provide prompt service (Swar and Sahoo, 2012). Responsiveness is a core value of the transformed public service. Its application in practice will have a profound effect on the way national departments and provincial administrations operate. The key to implementing the responsiveness principle lies in being able to identify quickly and accurately when services are falling below the promised standard and having procedures in place to remedy the situation (Moraine, 2008/2009).

**Tangibles**

This refers to the physical facilities, equipment, and appearance of personnel (Swar and Sahoo, 2012). The degree of service tangibility varies significantly across services. Services with intangible outputs present special difficulties because there is no single satisfactory method for defining and quantifying their outputs (Moraine, 2008/2009).

**Customer satisfaction**

Customer satisfaction is a general/overall judgment that a customer makes after consuming a product or a service. Customer satisfaction is a psychological state (feeling) appearing after buying and consuming a product or service. Customer satisfaction is perceived as “psychological state (feeling) appearing after buying and consuming a product or service (Moraine, 2008/2009). Thus, customer satisfaction reflects “a pleasure resulting to product’s consumption, including under or over fulfillment level” (Hom, 2002). Organization’s that consistently satisfy their customers enjoy higher retention levels and greater profitability due to increased customers’ loyalty, (Wicks & Roethlein, 2009).

**Availability**

Availability refers to the physical access or reachability of services that meet a minimum standard which standard often requires specification in terms of the elements of service delivery such as basic equipment, drugs and commodities, health workforce (presence and training) for the health service (WHO, 2008).

Byokusheka, 2008 noted that, the procurement objective is to provide quality goods and services through open and fair competition in the exact quantity and proper quality as specified; and has to be delivered at the time and place where needed. Therefore, to secure such goods and services at competitive prices requires accurate planning and involvement of a number of stakeholders (strategic implementation) to ensure effective service delivery in the public sector (Wulandari, 2007). The public procurement system provides quality services through open and fair competition in the exact quantity and proper quality as specified; and has to be delivered at the time and place where needed and leads to effective service delivery. The procurement function has been a topic of great interest because it has the ability to influence corporate profitability favourably (Basheka, 2008).

A company’s competitiveness and profit is highly dependable on how procurement is handled within the company. There is a direct influence on the profits because procurement stands for such a large part of the company’s costs. There is also an indirect influence on the profit due to the large part of the internal costs affecting what happens in the interface between the company and its suppliers (Gadde and Hakansson 2001). Purchasing represents a significant part of a company’s total costs. In a study by Hakansson, it is stated that purchasing costs often stand for between 40 and 60 percent of a company’s turnover (Basheka 2008).

**2.2 The relationship between Public procurement, Employee competence and Service delivery.****2.2.1 Employee competencies**

The Hay Group 2003 puts it that, a competency is an underlying characteristic of a person which enables him/her to deliver superior performance in a given job, role, or situation (Lenssen, 2006) noted that, defining the competencies required for any particular job role allows managers and those responsible for their development, to grasp what is required to reach improved levels of excellence and performance by providing a common framework which articulates the skills, knowledge and attitudes relevant to successful business practice. Renée, 2002 states that, competencies provide a basis for needs assessments to help programs identify areas for program improvement. They add that, Performance indicators operationally define each competency and that these performance indicators identify skills, behaviors, or practices that demonstrate the existence of the competency.

Rychen and Salganik, 2003 argued that Individuals need a wide range of competencies in order to face the complex challenges of today’s world, but it would be of limited practical value to produce very long lists of everything that they may need to be able to do in various contexts at some point in their lives. They went ahead and argued that, Key competencies are not determined by arbitrary decisions about what personal qualities and cognitive skills are desirable, but by careful consideration of the psychosocial prerequisites for a successful life and a well-functioning society. However they observed that though competencies are needed to help accomplish collective goals, the selection of key competencies needs to some extent to be informed by an understanding of shared values.

According to ACCA 2006, the level of employee skill is gauged based on the level of not only education but also natural administrative talent and practical experience possessed by an enterprise’s managers in the given business area. Whereas administrative talent is measured using the managers innate managerial capacity (Aaron & Warren, 2004), the level of education is established basing on the educational qualification possessed by the manager and employees (Kayongo, 2005). The practical experience, which indicates the level of the corporation’s industrial knowledge, is determined in terms of period of time spent in the business which is usually measured in terms of number of month or years spent by the corporation in a given business (Kayongo, 2005). The enterprise is considered to be competent if its managers are educated in the relevant field of the enterprise’s business and if the managers have accumulated enough practical experience in the field (Myers, 1997). Employee competencies are measured by the sets of knowledge, skills, experience and Behaviour that contribute to personal effectiveness (Hellriegel, 2008).

**Knowledge**

Knowledge is referred to a body of information usually of a factual or procedural nature needed to understand a certain subject. Example: "A surgeon's knowledge of nerves and muscles in the human body (Lee, 2012).

Employee competence involves training and knowledge transfers. When people acquire knowledge and skills and work together over time this builds organizational capacity. The individuals that make up organisations and societies need the skills, knowledge and experiences to grow and transform that around them (JICA, 2006). Individual capacity is the ability of these people to learn skills and acquire knowledge that will empower and equip them to become productive in any system (DAC, 2006).

### **Skills**

Skills are referred to as the ability to accomplish a certain mental task such as analytical thinking and conceptual thinking or a physical task such as "a dentist filling a tooth without damaging the nerve. Skills are the ability to carry out task with predetermined results in a given time and resources. Knowledge and skills are closely related. Examples of skills include typing and computation using decimals (Kravetz, 2008). The individuals that operate in organisations need the skills and experiences to grow and transform the societies (Botha, 2006). Individual capacity is the ability of these people to learn skills and acquire knowledge that will empower and equip them to become productive in any system. According to ACCA 2006, the level of employee's skill is gauged based on the level of not only education but also natural administrative talent and practical experience possessed by an enterprise's managers in the given business area.

### **Experience**

The practical experience, which indicates the level of an employee's industrial knowledge, is determined in terms of period of time spent in the business which is usually measured in terms of number of month or years spent by the employee in a given working environment (Kayongo, 2005). Employees should have enough experience to perform their duties. It also indicates that workers are recruited upon their qualifications and experience in the organisation and that they have got enough experience to perform their duties (Lee, 2012).

### **Communication**

Communication is all about the interconnectedness between the employee and the management and then between different department. Many departments within a company must reach out to employees to share information. There should be an effective communication system that connects all the departments of the organisation (Holland and Grill, 2001). Individual capacity to communicate well; is the ability of these people to coordinate well which empowers them and equips them to become productive in any system (Lee, 2012). To be successful young workers need to develop a lot more than job-specific knowledge; experts say of the called skills needed for success in the workplace, communication skills are particularly critical. Communication skills are the most important and the hardest to find. The ability to write and speak will make a person stand out (Holland and Grill, 2001).

### **Attitudes**

Attitude represents a state of mind, feelings, or beliefs about a particular matter (affective abilities). It includes initiative, enthusiasm, and ability to learn (Kravetz, 2008). The attitude of an employee at work shows whether he/she, works under pressure in trying to deal with changes and whether they are independent in decision making. Attitude of an employee affects the production in an organisation since employees with a bad attitude about the work tend to perform poorly at work (Lee, 2012).

### **Behaviour**

Behaviour is an employee's reaction to a particular situation at work place (Lee, 2012). Employees need to behave sensitively at the work place not only to gain appreciation and respect from others but also to maintain a healthy work culture. One needs to adhere to the rules and regulations of work place (Lee, 2012).

The importance of employee competence is the ability to influence people and motivate them to strategically implement policies beyond expectations (Bolino & Turnley, 2003). Hence employee competencies are public rather than private processes in the sense that they are accessible to at least one or more employees who use them to evaluate their performance. From a sociological perspective, managerial competencies can fully be enhanced through various employee developments in businesses for the firm success in the long run. According to Fermilab 2009, promotion of employees in firms is a means of examining the managers' competencies that are essential for effective job performance / service delivery.

## **2.3 The relationship between Public procurement, Strategic implementation and Service delivery**

### **2.3.1 Strategic implementation**

Strategic Implementation is a process where the management of an organization implements the designed strategic plan on a day-to-day basis (Maom, 2008). Strategic implementation has little to do with the leadership of the organization and more to do with management (Maom, 2008). Strategic implementation requires managers to allocate responsibilities to appropriate individuals or groups, draft detailed action plans that specify how a strategy is to be implemented, establish a timetable for implementation that includes precise, measurable goals linked to the attainment of the action plan, allocate appropriate resources to the responsible individuals or groups, and hold individuals or groups accountable for the attainment of goals (Fermilab 2009).



Strategic implementation has several attributes such as strategy, structure, systems, style, staff, shared values and skills.

**Strategy**

According to Waara, 2007 strategy is a plan for the allocation of a firm’s scarce resources, overtime, to reach identified goals. Strategy is “the direction and scope of an organisation over the long-term, which achieves advantage for the organization through its configuration of resources within a changing environment and to fulfill stakeholder expectations” (Palatkova, 2011). A narrower view of strategy was presented by Coulter, 2002), as a set of goal directed decisions and actions that interconnect the company’s (destination’s) skills and resources with the opportunities and threats in its environment.

**Structure**

Structure is the way the organization’s units relate to each other: centralized, functional divisions (top-down); decentralized (the trend in larger organizations); matrix, network, holding (Maom, 2008). One is able to realize the direction of different projects set by the organisation. The structures ensure that an organization’s units relate to each other in a strategic way and the formation of management from top to bottom is set in way that service delivery is effective.

**Style**

Style is the cultural style of the organization and how key managers behave in achieving the organization’s goals (Maom, 2008). Style helps various departments of an organisation to easily coordinate for activities effective service delivery.

**Shared values**

Shared value is what the organization stands for and what it believes in; the central beliefs and attitudes. This is the interconnecting center of McKinsey’s model (Maom, 2008). The organisation’s values and beliefs should be different from those of other NGOs.

**Skills**

Skills are the distinctive capabilities of personnel or of the organization as a whole (Waterman, 1980). Skills are imputed in employees and skilled employees tend to perform effectively in their operations. Organisations should set up programmes through trainings to improve on their employee’s skills.

Fermilab 2009 noted that employees with relevant competencies deliver results by maximizing organizational effectiveness and sustainability. He however observed that people have the support and tools they need and that the workforce as a whole has the capacity and diversity to meet current and longer-term organizational objectives. He emphasized the alignment of people, work, and systems with the business strategy to harmonize how they implement and what they implement and that conscientiously assign performance goals, offer year-round performance feedback, and conduct timely performance discussions and reviews.

Because public procurement is done by the public servants, their competence is vital in the implementation of the strategies which leads to effective service delivery. So for effective service delivery to be effective, public procurement policies should be implemented strategically by competent employees (Kpundeh and Khadiagala, 2008). Information about the effectiveness of a procurement activity is important to gauge whether the investment is worth the cost. Analyzing public procurement can help agencies and analysts learn how to improve that performance and whether other strategies can contribute more toward statewide results (Office of Financial Management, 2009).

The Hay Group (2003) noted that it makes more sense to recruit or select employees with deeply rooted competencies rather than to train them in the short term. In addition, the more complex the job or role, the more likely it is that the very best performance is driven by the skilled and knowledgeable employees with enough experience. A competency-based approach has as its frame of reference the performance of the very best people in the job. Both the public sector and organisations can improve their overall service delivery by hiring candidates with these competencies so (Kpundeh and Khadiagala, 2008).

**2.4 The factor structure of Public procurement, Employee competence, Strategic implementation and Service delivery**

According to Public Procurement Authority, 2007, Public Procurement has a direct impact on the following; the implementation of government projects and public services by achieving value for money in government expenditure, reducing corruption, more competition, budgetary savings, reduce debt levels, and encouraging private sector.

Martin & Staines 2008 examined the importance of management competence in firm’s success. They found out that lack of employee experience, skills and personal qualities as well as other factors such as adverse economic conditions, poorly thought out business plans and resource starvation are found as the main reasons why new firms fail. The distinguishing feature of high growth and low growth small firms is the education, training and experience of managers. Public access to good services indicates that a society is well-governed and enables the political leadership to draw continued support for its programme (Massing, 2008).

Public procurement done by competent employees in the implementation of strategies leads to effective service delivery. Information for service delivery typically entails financial and budgetary data, service usage rates, qualitative ratings of services, and performance reviews (Kpundeh and Khadiagala, 2008).

**CHAPTER THREE  
METHODOLOGY**

**3.0 Introduction**

This section presents the methods employed in data collection and analysis. It describes the research design, study population, sampling method, sample size, data collection tools, and data processing and analysis.

**3.1 Research Design**

The research design was a case study and descriptive using a case of the Ministry of Electricity, Dams, Irrigation and Water Resources-Republic of South Sudan to provide a systematic description that is as factual and as accurate as possible (Amin, 2005). In this case both qualitative and quantitative techniques were used. Qualitative techniques enabled the researcher capture the respondents’ attitudes, behaviours and experiences regarding the phenomenon under study. Quantitative techniques such as questionnaires and interviews enabled the researcher gather large scale data, in a relatively shorter time frame.

**3.2 Research Population**

The study population of 15,090 comprised of 90 employees of the ministry and 15000 beneficiaries of the ministry. The researcher clustered this population to 30 Directors/Deputies, 60 Inspectors and 15,000.

**Table 3.1; Population size**

Ministry of Electricity, Dams, Irrigation and Water Resources	Number
Directors	30
Inspectors	60
Beneficiaries	15000
<b>Total</b>	<b>15,090</b>

*Source; Primary data*

**3.3 Sampling Procedure**

The researcher used simple random sampling where the directors and inspectors of the ministry will be chosen. The directors and inspectors were sampled using nonprobability which is purposive sampling technique to enable the researcher capture the specific information from the directors and inspectors as required for the study. Probability sampling technique was used to select the sample from the beneficiaries’ population.

**3.4 Sample Size**

The sample size was calculated using the Krejcie and Morgan table for determining sample size (1970) as this give a practical ratio according to the bank’s population size. This in collaboration with (Sekaran & Bougie, 2010) who assert that the population can be between 30 to 30,000 and that once the study population is more than I million, a sample of 100 is adequate. According to Krejcie and Morgan table approximately 180 respondents were used as a sample size of the entire population (15,090). The researcher clustered this population to 28 directors, 52 inspectors and 100 beneficiaries of the ministry as elaborated in Table 3.2 below.

A table showing sample size and their distribution

**Table: 3.2: Proportionate Stratified Random Sampling**

Ministry of Electricity, Dams, Irrigation and Water Resources	Number	Sample Size
Directors	30	28
Inspectors	60	52
Beneficiaries	15000	100
<b>Total</b>	<b>15,090</b>	<b>180</b>

*Source; Primary data*

**3.5 Sources of Data**

Data sources include both primary and secondary sources (Amin 2005). The researcher used both primary and secondary data sources.

**3.5.1 Primary data**

The researcher gathered this data from the field through questionnaires, interviews and observation from the various respondents selected from the employees of the ministry and citizens that receive the services from the ministry.

**3.5.2 Secondary data**

The researcher collected the data from printed materials such as books, reports and government journals from reliable sources which are used to further justify and confirm data gathering from the field.

### 3.5.2.1 Questionnaires

The researcher used closed questionnaires as a data collecting instrument to obtain information from the employees Ministry and beneficiaries of the ministry under study regarding the topic under study. The questionnaires were designed according to the theme and objectives of the research. They contained close ended questions. The close ended questions were based on the 5- point Likert Scale format.

### 3.5.2.2 Observation

Observation as a research instrument was used to obtain the opinions of different respondents regarding the research gap during the interviews.

### 3.6 Validity and Reliability of Research instruments

To ensure the validity and reliability of the instrument, the researcher employed expert judgment method. After constructing the questionnaire, the researcher contacted experts in this area to go through it to ensure that the instrument is clear, relevant, specific and logically arranged. Also a pre-test was conducted in order to test and improve on the reliability and validity of the instrument. Cronbach’s Alpha test was employed to measure the reliability.

Content validity index (C.V.I) was used to establish the validity of the questionnaire. C.V.I was measured as items rated 3 or 4 by both judges divided by the total number of items in the questionnaire (Oso & Onen, 2005). A C.V.I of 0.7 and above was considered as acceptable.

**Table 3.3: Reliability of the Instrument Variable**

Variable	Anchor	Cronbach Alpha Coefficient	CVI (Content Validity Index)
Public procurement	5 point	0.8160	0.8333
Employee competence	5 point	0.8290	0.7776
Strategic implementation	5 point	0.7027	0.7620
Service delivery	5 point	0.7562	0.7983

*Source: Primary data*

The Reliability and Validity results in the table showed that the instrument was both reliable and valid if the variable coefficients were above 0.7 in both cases.

### 3.7 Measurement of the Variables

- Public procurement was measured using a 5-point Likert Scale from 1 (strongly disagree) to 5 (strongly agree) basing on the factors for achieving the objectives of a good procurement system (Professionalism; Transparency; Value for money; Competitiveness and Accountability) by (Adjei, 2006).
- Employee competence was measured using a 5-point Likert Scale from 1 (strongly disagree) to 5 (strongly agree) basing on the sets of Knowledge, Skills, Experience, Behavior and Attitude adapted from Hellriegel, 2008 that contribute to personal effectiveness.
- Strategic implementation was measured using a 5-point Likert Scale from 1 (strongly disagree) to 5 (strongly agree) basing on the model of Andrew Higson, (2010) which measures it using (relevance, reliability, consistency and comparability).
- Service delivery was measured using a 5-point Likert Scale from 1 (strongly disagree) to 5 (strongly agree) basing on SERQUAL model of Parasuraman and Zaithmal (1985), which measures services based on reliability, responsiveness, tangibles and customer satisfaction.

### 3.8 Data Analysis

The data was collected from the field; it was coded, edited and analyzed using descriptive analysis options of SPSS version (18.0). Cross tabulation was used to show the differences between beneficiaries and employees with respect to their demographic aspects. The data was then be presented using Spearman’s correlation’s statistical techniques which will be used to test and establish whether there exists a relationship between Public procurement, Employee competence, Strategic implementation and Service delivery while multiple regression analysis was used to test the potential predictors of the dependent variable.

### 3.9 Ethical Considerations

The researcher ensured that all citations and references of different authors were acknowledged. The researcher maintained confidentiality of the respondents and protected their privacy at all times. The researcher tried to be professional when presenting herself to the respondents as this might affect the attitude and expectations of the respondents. The researcher used the language that was as neutral as possible regarding the terminology involving people and avoided discriminative language. Lastly, the researcher tried to be considerate during the interactions with respondents. Informed consent was sought from the respondent before any interview.

**3.10 Limitations of the study**

Limitations that might be faced by the researcher include;

- (i) Attrition; some respondents filled in the questionnaires without really reading or understanding the question but just to complete fast. The researcher however made an effort to avoid distributing questionnaires or holding interviews during rush hours and also try to capture the interest of the respondents.
- (ii) Sensitivity of information; some respondents felt that the information required was sensitive and could affect their working environment if revealed since it is concerned with governance and finance. The researcher however made an effort to convince respondents that the information exchanged will be very confidential.
- (iii) Unwillingness to fill the questionnaires; some respondents might be unwilling to share information about their leaders, supervisors, benefactors, workmates and the service system. The researcher however endeavored to emphasize that it was a purely academic research and confidentiality would be upheld.
- (iv) Interpretation of the questions affected the meaning if some respondents get difficulty in interpreting the questions correctly because of the high levels of illiteracy in the country. However the researcher tried to interpret the questions for them where necessary.

**CHAPTER FOUR  
PRESENTATION OF STUDY FINDINGS**

**4.0 Introduction**

This chapter encompasses of the analysis, presentation and interpretation of the findings. Once data is obtained from the field, it must be processed into useful information through data analysis programme called SPSS (Statistical Package for Social Scientists) and later on presented in good frequency tables and charts. Data was however, presented in line with the major objectives of the study which were; To examine the relationship between Public procurement and Service delivery, To evaluate the relationship between Public procurement, Employee competence and Service delivery, To assess the relationship between Public procurement, Strategic implementation and Service delivery and To study the factor structure of Public procurement, Employee competence, Strategic implementation and Service delivery. Results presented in line with these objectives were considered satisfactory in bringing out final conclusions and recommendations of the study.

**4.1 Demographic characteristics of the respondents**

It was important for the success of this study to understand the role of the demographic characteristics of the respondents in assessing how Public procurement, Employee competence and Strategic implementation influence service delivery in public service delivery with specific reference to the Ministry of Electricity, Dams, Irrigation & Water Resources-the Republic of South Sudan. Results obtained were as shown in the different subthemes that were used to determine the demographic characteristics of the respondents as shown in the questionnaire appended.

**4.1.1 Gender of Respondents**

It was important to explore the role of age in assessing how Public procurement, Employee competence and Strategic implementation influence service delivery in public service delivery with specific reference to the Ministry of Electricity, Dams, Irrigation & Water Resources-the Republic of South Sudan. Results obtained were as shown below;

**Table 1: Gender of Respondents**

<b>Gender</b>	<b>Frequency</b>	<b>Percent</b>
Male	105	58.3
Female	75	41.7
<b>Total</b>	<b>180</b>	<b>100.0</b>

*Source: Primary Data*

Results obtained from Table 1 above indicated that, majority of the respondents 58.3% were male while a few respondents 41.0% were female.

**4.1.2 Age Group of Respondents**

It was useful for the success of this study to investigate the effect of respondents' number of dependents in assessing how Public procurement, Employee competence and Strategic implementation influence service delivery in public service delivery with specific reference to the Ministry of Electricity, Dams, Irrigation & Water Resources-the Republic of South Sudan. Results obtained were as indicated below;

**Table: 2 Age groups of Respondents**

Age Group	Frequency	Percent
31 - 40 years	68	37.9
41- 50 years	57	30.0
Over 50 years	33	17.9
21 - 30 years	22	14.3
<b>Total</b>	<b>180</b>	<b>100.0</b>

*Source: Primary Data*

It was indicated by the results in Table 2 that, majority of the respondents 37.9% were between the age bracket of 31 – 40 years. Next were those within the age bracket of 41 – 50 with a representation of 30.0%. Those between the age ranges of over 51 years were 3<sup>rd</sup> with a representation of 17.9%. Least of the respondents 14.3% were between the age ranges of 21 – 30 years

**4.1.3 Marital Status of the Respondents**

It was used to investigate the effect of marital status in assessing how Public procurement, Employee competence and Strategic implementation influence service delivery in public service delivery with specific reference to the Ministry of Electricity, Dams, Irrigation & Water Resources-the Republic of South Sudan. Results obtained were as indicated below;

**Table 3: Marital Status of the Respondents**

Gender	Frequency	Percent
Married	93	51.7
Single	66	36.7
Others	14	7.8
Divorced	7	3.8
<b>Total</b>	<b>180</b>	<b>100.0</b>

*Source: Primary Data*

It was indicated according to the findings in table 3 that majority of the respondents 51.7% were married. Next were the singles with a representation of 36.7%. Next were among others with a statistical representation of 7.8%. Least of the respondents were divorced with a representation of 3.8%.

**4.1.4 Respondents Number of Children**

It was useful to understand how respondents’ number of children helps in assessing how Public procurement, Employee competence and Strategic implementation influence service delivery in public service delivery with specific reference to the Ministry of Electricity, Dams, Irrigation & Water Resources-the Republic of South Sudan. Results obtained were as indicated below;

**Table 4: Respondents Number of Children**

Number	Frequency	Percent
4 - 6 children	66	36.7
1 - 3 children	59	32.8
None	41	22.8
Above 6	14	7.7
<b>Total</b>	<b>180</b>	<b>100.0</b>

**Source: Primary Data**

It was revealed by the findings in Table 4 that majority of the respondents 36.7% had 4 -6 children. Next were those with 1 – 3 children with a representation of 32.8%. Those who said none were 3<sup>rd</sup> with a representation of 22.8%). Least of the respondents 7.7% were of Above 6 children.

**4.1.5 Respondents’ Number of Dependants**

It was useful for the success of this study to investigate the effect of respondents’ number of dependants in assessing how Public procurement, Employee competence and Strategic implementation influence service delivery in public service delivery with specific reference to the Ministry of Electricity, Dams, Irrigation & Water Resources-the Republic of South Sudan. Results obtained were as indicated below;

**Table 5: Respondents’ Number of Dependants**

Number	Frequency	Percent
1 – 3	68	37.8
4 – 6	54	30.0
None	39	21.7
Above 6	19	10.6
<b>Total</b>	<b>180</b>	<b>100.0</b>

**Source: Primary Data**

Results according to Table 4 indicated that, majority of the respondents had dependants ranging from 1 – 3 with a representation of 37.8%. Next were respondents with dependants ranging from 4 – 6 with a statistical representation of 30%. Those who said none of the dependants were 3<sup>rd</sup> with a representation of 21.7%. Least of the respondents 10.6% had dependants of Above 6.

**4.1.6 Number of years spent working/benefiting from the ministry**

It was useful to investigate the effect of respondents’ working/benefiting experience in assessing how Public procurement, Employee competence and Strategic implementation influence service delivery in public service delivery with specific reference to the Ministry of Electricity, Dams, Irrigation & Water Resources-the Republic of South Sudan. Results obtained were as indicated below;

**Table: 6 Number of years spent working/benefiting from the ministry**

Period	Frequency	Percent
2 - 4 years	63	35.0
4 - 6 years	52	28.9
1 - 2 years	26	14.4
Less than 1 year	22	12.2
Over 6 years	17	9.5
<b>Total</b>	<b>180</b>	<b>100.0</b>

**Source: Primary Data**

It was indicated by the results in Table 6 that majority of the respondents 35.0% had a working experience of 2 – 4 years. Next were those with a working experience of 4 – 6 years with a representation of 28.9%. Those with a working experience of 1- 2 years were ranked 3<sup>rd</sup> with a statistical representation of 14.4%. Those with a working experience of less than 1 year followed with a representation of 12.2%. Least of the respondents 9.5% had a working experience of over 6 years.

**4.2 Relationship between Study Variables**

One of the most important elements of this study was to find out the relationship between the study variables. The study however intended to investigate the relationship between Public procurement, Employee competence and Strategic implementation and Service delivery

**Table 4.7: Pearson’s zero order correlation matrix**

		<b>Public Procurement</b>	<b>Employee Competences</b>	<b>Strategic Implementation</b>	<b>Service Delivery</b>
<b>Public Procurement</b>	Pearson Correlation	1	.818**	.087	.204**
	Sig. (2-tailed)		.000	.147	.001
	N	280	280	280	280
<b>Employee Competences</b>	Pearson Correlation	.818**	1	.236**	.725**
	Sig. (2-tailed)	.000		.000	.000
	N	280	280	280	280
<b>Strategic Implementation</b>	Pearson Correlation	.087	.236**	1	.294**
	Sig. (2-tailed)	.147	.000		.000
	N	280	280	280	280
<b>Service Delivery</b>	Pearson Correlation	.204**	.725**	.294**	1
	Sig. (2-tailed)	.001	.000	.000	
	N	280	280	280	280

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

Source: Primary Data

**4.2.1 The relationship between Public procurement and Service delivery**

Results according to the Pearson correlation shown in Table 7 above indicated that, there is a relationship between public procurement and service delivery in the Ministry of Electricity, Dams, Irrigation & Water Resources-the Republic of South Sudan. This is because the results obtained indicated (r = .204\*, p = 0.001).

**4.2.2 The relationship between Public procurement, Employee competence and Service delivery**

It was also revealed by the results in Table 7 above of the Pearson correlation that there is a relationship between public procurement, employee competence and service delivery. This was because of the results obtained which indicated (r = 1, .818\*\*, .204\*\* and p-values = 0.000, 0.000 and 0.001).

**4.2.3 The relationship between Public procurement, Strategic implementation and Service delivery**

It was also revealed by the results in Table 7 above of the Pearson correlation that there is a relationship between public procurement, strategic implementation and service delivery. This was because of the results obtained which indicated (r = .087\*\*, .204\*\* and p-values = 0.000, 0.000 and 0.001).

**4.2.4 Factor structure of Public procurement, Employee competence, Strategic implementation and Service delivery.**

In this section, the researcher wanted to investigate of the three independent variables, which one highly regresses and influences service delivery in the ministry of Electricity, Dams, Irrigation & Water Resources-the Republic of South Sudan.

**4.3.1 Multivariate Analysis using Regression Model**

**Table 4.8: Regression Model**

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	-.631	.071		-8.874	.000
Public Procurement	-1.112	.013	-1.179	-86.148	.000
Employee Competences	2.218	.018	1.690	120.499	.000
Strategic Implementation	-.005	.020	-.002	-.233	.816

a. Dependent Variable: Service Delive

Source: Primary Data

According to the Illustration above, it can be understood that at R Square = .984, Adjusted R Square = .983, F = 5.505E3 and Sig. = .000<sup>a</sup>, results indicated that the highest predictor in influencing service delivery in the Ministry of Electricity, Dams, Irrigation & Water Resources-the Republic of South Sudan is Employee competences with Beta = 1.690, t = 120.499 and Sig.=0.000), followed by public procurement with Beta = -1.179, t = -86.148 and Sig.=0.000) and the strategic implementation with Beta = -0.002, t = -233 and Sig.=0.816),

**4.3 Factor loadings of Public procurement, Employee competence, Strategic implementation and Service delivery.**

This research used factor loading in order to check how much a variable loads into its corresponding factor. To understand how each item is loaded into its relevant principal component we use table 4.8 for the factor loading of each item. Straub et al (2004) suggest to us that value of each item in factor loading should be at least 0.40 into its relative principal component.

**4.3.1 Factor Analysis of Public Procurement**

**Table 4.9: Factor Analysis of Public Procurement**

	<b>Professionalism</b>	<b>Transparency</b>	<b>Value for Money</b>	<b>Competitiveness</b>	<b>Accountability</b>
The ministry has got educated, experienced and responsible procurement officers	<b>.978</b>				
The procurement team makes informed decisions regarding procurement of works, goods and services	<b>.977</b>				
The procurement organ in the ministry has led to the economic development of the country	<b>.970</b>				
There is a public procurement committee/ board to promote professionalism in procurement and provide the professional development	<b>.930</b>				
The Committee/Board is to ensure adherence to ethical standards by trained persons in procurement processes.	<b>.925</b>				
The procurement process in the ministry is open to all suppliers and contractors of goods, works and services		<b>.989</b>			
The procurement process is open for all stakeholders and interested parties to see		<b>.985</b>			
There is an open and fair method of acquisition of goods, works and services		<b>.984</b>			
Transparency in procurement brings to public light mistakes, errors in judgments and bad practices that affect the management and administration of a country		<b>.965</b>			
Transparency leads to the growth of in-country investments and competitiveness and the public sector		<b>.964</b>			
The procurement committee aims at purchasing quality for the ministry			<b>.979</b>		
There is comparison alternatives for the supply of goods and services			<b>.948</b>		
Procurement in the ministry contributes to the advancement of government priorities and cost related factors			<b>.946</b>		
There is consideration of sustainability during procurement in the ministry			<b>.943</b>		
The procurement committee considers cost minimization and output maximization			<b>.908</b>		
Policy makers in procurements frame precise aims so that at least there are some criteria with which to compare the results				<b>.988</b>	
There is active participation of the relevant suppliers and contractors in the procurement process				<b>.986</b>	
Procurement in the ministry is done through advertising of tenders, sourcing reviews and prequalification				<b>.981</b>	
There are transparent procedures in the procurement systems to allow competition				<b>.976</b>	
Competition in procurement has led to increase in the supplier interest and has developed local industries within the economy.				<b>.974</b>	



Competition in procurement leads to economic development and poverty reduction because corruption and frauds in procurements are avoided or at least minimized.					<b>.989</b>
Individual are fully responsible for actions and inactions for functions they are engaged in during the procurement process					<b>.985</b>
Procurement practitioners are very fair in their day-to-day dealings with their suppliers and potential bidders and the public at large					<b>.975</b>
All stakeholders trust the procurement system in the ministry					<b>.982</b>
There is efficient utilization of the state resources judiciously in the ministry					<b>.982</b>
Procurement officers have got the authority to exercise their discretions					<b>.980</b>
<b>Eigen Value</b>	<b>82.109</b>	<b>0.905</b>	<b>0.381</b>	<b>0.217</b>	<b>0.381</b>
<b>Variance %</b>	<b>97.749</b>	<b>1.079</b>	<b>0.453</b>	<b>0.259</b>	<b>0.453</b>
<b>Cumulative</b>	<b>483.167</b>	<b>492.286</b>	<b>495.597</b>	<b>0.345</b>	<b>100</b>

*Source: Primary data*

According to Table 4.9, it can be understood that public procurement is mainly determined by Professionalism; Transparency; Value for money; Competitiveness and lastly, Accountability as hypothesized in the conceptual model in Figure 1.1.

**4.3.2 Factor Analysis for Employee Competences**

<b>Table 10: Factor Analysis for Employee Competences</b>	<b>Skills</b>	<b>Knowledge</b>	<b>Communication</b>	<b>Behaviour</b>
The staff has got Quantitative Skills being able to deal with figures or numbers	.854			
There is gathering and documenting information and data management	.837			
There are communication Skills: writing, Speaking and Oral presentations	.809			
People cooperate by working in a team and have got negotiating skills	.805			
There is problem solving and ability to work automatically	.746			
Professional accounting theoretical knowledge is gained and applied		.839		
Professional Accounting methods and techniques are applied		.822		
There are recent developments and trends in accounting field		.820		
There is Information Communication Technology including computer use		.804		
There are legal regulations in Accounting Field		.800		
There is Planning, coordinating and organizing activities		.784		
There an effective communication between the employees and the management and then between different department			.700	
Many departments within our company reach out to employees to share information			.695	
All the employees are able to write and express themselves very well			.699	
Communication has led to the success of the Organisation			.688	
Management tries to give us more training in order to empower us with communication skills.			.665	
Employees at work place react to particular situations at work place positively				.689
Employees behave sensitively at the work place				.683
Employees the behave well gain appreciation and respect from others				.682
Employees maintain a healthy work culture				.673
Employees adhere to the rules and regulations of work place				.656
<b>Eigen Value</b>	<b>20.379</b>	<b>0.42</b>	<b>0.141</b>	<b>0.06</b>
<b>Variance %</b>	<b>97.041</b>	<b>2.004</b>	<b>0.667</b>	<b>0.288</b>
<b>Cumulative</b>	<b>438.049</b>	<b>590.579</b>	<b>497.433</b>	<b>499.555</b>

*Source: Primary data*

According to Table 4.10, it can be understood that Employee competence is measured by the sets of Knowledge, Skills, Experience, Behavior and Attitude as hypothesized in the conceptual model in Figure 1.1.

**4.3.3 Factor Analysis for Strategic Implementation**

**Table 11: Factor Analysis for Strategic Implementation**

	Strategy	Structure	Systems	Style
The ministry has laid down implementation plans for the year for services to be provided	.931			
The ministry has skilled personnel to implement the services	.922			
The ministry has adequate staff (capabilities and capacity) to implement the services	.920			
The ministry fully utilizes its resources when implementing the budget to deliver services	.923			
There are structures in place for different projects set by the ministry to deliver the services	.814			
Service structures are routinely maintained		.928		
The ministry's directorates relate to each other in a strategic way		.874		
The formation of management from top to bottom is set in way that service delivery is effective		.869		
The ministry has systems in place to maintain and develop the services		.769		
The financial systems are clear to deliver the service to the communities			.915	
There are performance appraisals			.913	
Information systems are clear to help in coordination of different systems			.909	
Systems for hiring different technocrats and for promoting different employees are set clearly			.886	
The various departments easily coordinate service delivery activities				.898
The ministry's leaders visit and monitor the different projects through which services are delivered				.885
Different coordinators aim at achieving their goals				.879
The ministry has set its own style to use in delivering their services				.875
<b>Eigen Value</b>	<b>18.294</b>	<b>0.468</b>	<b>0.179</b>	<b>0.061</b>
<b>Variance %</b>	<b>96.284</b>	<b>2.464</b>	<b>0.933</b>	<b>0.318</b>
<b>Cumulative</b>	<b>466.95</b>	<b>469.414</b>	<b>470.347</b>	<b>100</b>

Source: Primary data

According to Table 4.11, it can be understood that Strategic implementation is measured the attributes (strategy, structure, style, staff, shared values and skills as hypothesized in the conceptual model in Figure 1.1.

4.3.4 Factor Analysis for Service Delivery

**Table 12: Factor Analysis for Service Delivery**

	<b>Reliability</b>	<b>Responsiveness</b>	<b>Availability</b>	<b>Citizens/ Customer satisfaction</b>	<b>Tangibles</b>
The public service delivery is reliable	<b>.980</b>				
I can easily accessible services	<b>.971</b>				
The employees have got the ability to perform the service dependably and accurately	<b>.968</b>				
There is technical quality of service in the ministry	<b>.968</b>				
The employees are trained and equipped with real skills to ensure quality services are delivered		<b>.981</b>			
There are adequate (capabilities and capacity) workers to provide timely public services		<b>.980</b>			
The ministry’s employees have the willingness to deliver the services to the public		<b>.974</b>			
The ministry’s officials have the capacity to periodically collects data from the residents to assess the impact of the services delivered		<b>.971</b>			
The public service employees perform their duties as per the expectations of the customers			<b>.981</b>		
I am able to receive basic necessities like basic equipments, electricity, safe water supply, commodities and education			<b>.974</b>		
There is physical access or reachability of services by the public that meet a minimum standard			<b>.968</b>		
There are trainings and empowerment to ensure a healthy workforce in the ministry			<b>.968</b>		
Public service staff are friendly and always available as they offer services				<b>.980</b>	
I am satisfied with the available public services.				<b>.971</b>	
The current public services have addressed my needs				<b>.968</b>	
There are adequate public services in relation to the population				<b>.942</b>	
I can recommend the work done by the ministry of Electricity, Dams, Irrigation and Water Resources					<b>.969</b>
The ministry has got enough physical facilities like structures and transport systems to ensure effective service delivery					<b>.969</b>
The ministry has got enough equipments for effective service delivery					<b>.965</b>
The ministry’s personnel appear energetic and healthy to ensure effective service delivery					<b>.942</b>
Tangibility leads to effective service delivery in the ministry					<b>.914</b>
<b>Eigen Value</b>	<b>20.597</b>	<b>0.342</b>	<b>1.03</b>	<b>0.282</b>	<b>0.174</b>
<b>Variance %</b>	<b>98.076</b>	<b>1.634</b>	<b>4.901</b>	<b>1.34</b>	<b>0.824</b>
<b>Cumulative</b>	<b>384.377</b>	<b>397.008</b>	<b>385.511</b>	<b>296.321</b>	<b>100.000</b>

*Source: Primary data*

According to Table 4.12, it can be understood that Service delivery is measured using attributes like reliability, responsiveness, tangibles and customer satisfaction as hypothesized in the conceptual model in Figure 1.1.

4.4 Analysis of Variance for the independent and dependent variables

Table 4.13: Showing the ANOVA for the independent and dependent variables

Public procurement		Sum of Squares	df	Mean Square	F	Sig.
Marital Status of the Respondents	Between Groups	235.793	66	3.573	49.761	.000
	Within Groups	15.293	213	.072		
	Total	251.086	279			
Working Experience	Between Groups	338.214	66	5.124	66.510	.000
	Within Groups	16.411	213	.077		
	Total	354.625	279			
<b>Employee competencies</b>						
Marital Status of the Respondents	Between Groups	128.746	62	2.077	3.683	.000
	Within Groups	122.340	217	.564		
	Total	251.086	279			
Working Experience	Between Groups	258.031	62	4.162	9.349	.000
	Within Groups	96.594	217	.445		
	Total	354.625	279			
<b>Strategic Implementation</b>						
Marital Status of the Respondents	Between Groups	43.971	43	1.023	1.165	.001
	Within Groups	207.115	236	.878		
	Total	251.086	279			
Working Experience	Between Groups	50.439	43	1.173	.910	.001
	Within Groups	304.186	236	1.289		
	Total	354.625	279			
<b>Service Delivery</b>						
Marital Status of the Respondents	Between Groups	24.586	30	.820	.901	.000
	Within Groups	226.500	249	.910		
	Total	251.086	279			
Working Experience	Between Groups	24.442	30	.815	.614	.000
	Within Groups	330.183	249	1.326		
	Total	354.625	279			

Source: Primary Data

Results according to the Table 13 indicated there is a significant relation between marital status and working experience in determining the level of public procurement (p-values = 0.000, p-values=0.000). Results also indicated a significant relationship between the influence of marital status and working experience in determining the level of employee competence (p-value=0.001, 0.001) respectively. Results further indicated the significance marital status and experience in determining strategic implementation (p-value = 0.001, 0.001). Results also indicated the relationship between marital status and experience in influencing service delivery (p-value =0.000, 0.000).

## CHAPTER FIVE INTERPRETATION OF THE FINDINGS

### 5.0 INTRODUCTION

This chapter of the research report presents interpretation of the study findings. It is comprised of two major sections which include the respondents' bio data and objectives of the study.

#### 5.1 Bio Data

##### 5.1.1 Gender of the respondents

Out of 180 respondents, the majority were males with a statistical representation of 58.3% Female respondents were represented by 41.0%

This meant that the Ministry of Electricity, Dams, Irrigation & Water Resources-the Republic of South Sudan mainly employs more male than female. However, the reason for the employment of more male than female is simple because most of the works done in the electricity, dams and water resources are mainly male sensitive. However, the researcher observed that, obtained information from both male and female respondents is an indication that data contained in this report is not gender biased.

##### 5.1.2 Age group of the respondents

Out of 180 respondents, majorities of the respondents 37.9% were between the age brackets of 31 – 40 years. Next were those within the age bracket of 41 – 50 with a representation of 30.0%. Those between the age ranges of over 51 years were 3<sup>rd</sup> with a representation of 17.9%. Least of the respondents 14.3% were between the age ranges of 21 – 30 years. This implied that most people who are involved in public procurement, implementation and service delivery in the ministry are between the age range of 31 – 40 years and indicator that the ministry's staff is mature enough and energetic to effectively carry out all possible strategies of for effective service delivery.

##### 5.1.3 Marital Status of the respondents

Out of 180 participants, majority of the respondents 51.7% were married. Next were the singles with a representation of 36.7%. Next were among others with a statistical representation of 7.8%. Least of the respondents were divorced with a representation of 3.8%.

This is an indication that most of the employees in the Ministry of Electricity, Dams, Irrigation & Water Resources-the Republic of South Sudan are married a symbol of the inclusion of responsible workers in the ministry which further indicates maturity of the work done in the ministry.

##### 5.1.4 Respondents' Number of Children

Out of 180 participants, majority of the respondents 36.7% had 4 -6 children. Next were those with 1 – 3 children with a representation of 32.8%. Those who said none were 3<sup>rd</sup> with a representation of 22.8%). Least of the respondents 7.7% were of above 6 children.

This implied that since most of the employees in the ministry of Electricity, Dams, Irrigation & Water Resources-the Republic of South Sudan are married, they have many children of 4 – 6 children and this matters a lot as far as workers responsibility is doing effectively their jobs since they have children to cater for.

##### 5.1.5 Number of dependents of the respondents

Out of 180 participants, majority of the respondents had dependants ranging from 1 – 3 with a representation of 37.8%. Next were respondents with dependants ranging from 4 – 6 with a statistical representation of 30%. Those who said none of the dependants were 3<sup>rd</sup> with a representation of 21.7%. Least of the respondents 10.6% had dependants of Above 6. This implied that most of the employees in the Ministry of Electricity, Dams, Irrigation & Water Resources-the Republic of South Sudan are responsible always work hard to retain the jobs since they have dependants to cater for.

##### 5.1.6 Number of years spent working/benefiting from the ministry

Out of 180 participants, majority of the respondents 35.0% had a working experience of 2 – 4 years. Next were those with a working experience of 4 – 6 years with a representation of 28.9%. Those with a working experience of 1- 2 years were ranked 3<sup>rd</sup> with a statistical representation of 14.4%. Those with a working experience of less than 1 year followed with a representation of 12.2%. Least of the respondents 9.5% had a working experience of over 6 years.

This implied that most of the employees and beneficiaries in the Ministry of Electricity, Dams, Irrigation & Water Resources-the Republic of South Sudan have a good working/ benefiting experience of above 2 years an indication that there is good employee commitment and performance.

## 5.2 Relationship between Study Variables

### 5.2.1 The relationship between Public procurement and Service delivery

Results indicated that there is a relationship between public procurement and service delivery in the Ministry of Electricity, Dams, Irrigation & Water Resources-the Republic of South Sudan ( $r = .204^*$ ,  $p = 0.001$ ).

This empirically meant that public procurement has an influence on the effectiveness of service delivery in the Ministry of Electricity, Dams, Irrigation & Water Resources-the Republic of South Sudan.

The result is in line with Byokusheka, 2008 who says that there is a relationship between public procurement and service delivery because the procurement objective is to provide quality goods and services through open and fair competition in the exact quantity and proper quality as specified; and has to be delivered at the time and place where needed.

Basheka 2008 adds that public procurement system provides quality services through open and fair competition in the exact quantity and proper quality as specified; and has to be delivered at the time and place where needed and leads to effective service delivery. The procurement function has been a topic of great interest because it has the ability to influence corporate profitability favourably.

### **5.2.2 The relationship between Public procurement, Employee competence and Service delivery**

Results indicated that there was a relationship between public procurement, employee competence and service delivery. Results obtained using Pearson's correlations indicated ( $r = 1, .818^{**}, .204^{**}$  and  $p$ -values = 0.000, 0.000 and 0.001).

This therefore implied that, the level of public procurement in the ministry affects employee competence which later influences the level of service delivery in the Ministry of Electricity, Dams, Irrigation & Water Resources-the Republic of South Sudan.

This is in line with Fermilab 2009, promotion of employees in firms is a means of examining the managers' competencies that are essential for effective job performance / service delivery. Bolino & Turnley, 2003 who assert that employee competence is the ability to influence people and motivate them to strategically implement policies beyond expectations.

### **5.2.3 The influence of Public procurement, Strategic implementation and Service delivery**

Results indicated a significant relationship between that there is a relationship between public procurement, strategic implementation and service delivery. This is because of the values ( $r = .087^{**}, .204^{**}$  and  $p$ -values = 0.000, 0.000 and 0.001).

This therefore implies that, the level of public procurement in the ministry with strategic implementation influence the level of service delivery in the Ministry of Electricity, Dams, Irrigation & Water Resources-the Republic of South Sudan. This is supported by Kpundeh and Khadiagala, 2008 who claimed that because public procurement is done by the public servants, their competence is vital in the implementation of the strategies which leads to effective service delivery. So for effective service delivery to be effective, public procurement policies should be implemented strategically by competent employees. From the Office of Financial Management 2009, it is noted that information about the effectiveness of a procurement activity is important to gauge whether the investment is worth the cost. Analyzing public procurement can help agencies and analysts learn how to improve that performance and whether other strategies can contribute more toward statewide results.

### **5.2.4 The factor structure of Public procurement, Employee competence, Strategic implementation and Service delivery**

It was found out basing on the Pearson's values that all the factors had influence on the Service delivery in the ministry with  $R$  Square = .984, Adjusted  $R$  Square = .983,  $F = 5.505E3$  and  $Sig. = .000^a$ , results indicated that the highest predictor in influencing service delivery in the Ministry of Electricity, Dams, Irrigation & Water Resources-the Republic of South Sudan is Employee competences with  $Beta = 1.690$ ,  $t = 120.499$  and  $Sig.=0.000$ , followed by public procurement with  $Beta = -1.179$ ,  $t = -86.148$  and  $Sig.=0.000$  and the strategic implementation with  $Beta = -0.002$ ,  $t = -233$  and  $Sig.=0.816$ ,

This meant that however much all the independent variable influenced service delivery, employee competence had a highest expectation in influencing the level of service delivery in the Ministry.

Results are also consistent with Public Procurement Authority, 2007, where it is put that public Procurement has a direct impact on the following; the implementation of government projects and public services by achieving value for money in government expenditure, reducing corruption, more competition, budgetary savings, reduce debt levels, and encouraging private sector.

Kpundeh and Khadiagala, 2008, added that public procurement done by competent employees in the implementation of strategies leads to effective service delivery. Information for service delivery typically entails financial and budgetary data, service usage rates, qualitative ratings of services, and performance reviews

## **5.3 Factor loadings of Public procurement, Employee competence, Strategic implementation and Service delivery.**

### **5.3.1 Factor loadings of Public procurement**

Table 4.9 showed the factor analysis results of Public procurement, four factors were extracted, component one explains 97.749%, the second shows 1.079%, the third 0.453%, while the last 0.259% of the variance of Public procurement.

The factor results of Public procurement under Professionalism attribute were explained the ministry has got educated, experienced and responsible procurement officers 98%, the procurement team makes informed decisions regarding procurement of works, goods and services 98%, the procurement organ in the ministry has led to the economic development of the country 97%, there is a public procurement committee/ board to promote professionalism in procurement and provide the professional development 93% and that The Committee/Board is to ensure adherence to ethical standards by trained persons in procurement processes 93%.

Factor results under Transparency attribute were explained that the procurement process in the ministry is open to all suppliers and contractors of goods, works and services 99%, the procurement process is open for all stakeholders and interested parties to see 99%, there is an open and fair method of acquisition of goods, works and services 98%,

transparency in procurement brings to public light mistakes, errors in judgments and bad practices that affect the management and administration of a country 97% and that transparency leads to the growth of in-country investments and competitiveness and the public sector 96%.

With the Value for money attribute was explained that he procurement committee aims at purchasing quality for the ministry 98%, there is comparison alternatives for the supply of goods and services 95%, Procurement in the ministry contributes to the advancement of government priorities and cost related factors 95%, there is consideration of sustainability during procurement in the ministry 94% and that the procurement committee considers cost minimization and output maximization 90%.

Under Competiveness, factors were explained that policy makers in procurements frame precise aims so that at least there are some criteria with which to compare the results 99%, there is active participation of the relevant suppliers and contractors in the procurement process 99%, Procurement in the ministry is done through advertising of tenders, sourcing reviews and prequalification 98%, there are transparent procedures in the procurement systems to allow competition 97% and that competition in procurement has led to increase in the supplier interest and has developed local industries within the economy 97%.

Lastly under Competiveness, factors were explained that Competition in procurement leads to economic development and poverty reduction because corruption and frauds in procurements are avoided or at least minimized 99%, procurement practitioners are very fair in their day-to-day dealings with their suppliers and potential bidders and the public at large 99%, All stakeholders trust the procurement system in the ministry 98%, there is efficient utilization of the state resources judiciously in the ministry 98% and that procurement officers have got the authority to exercise their discretions 98%.

### 5.3.2 Factor loadings of Employee competence

Table 4.10 showed the factor analysis results of Employee competence, four factors were extracted, component one explains 97.041%, the second shows 0.109%, the third 0.667% and the fourth 0.288% of the variance of Employee competence

The factor results of Employee competence under the Skills attribute were explained that; the staff has got Quantitative Skills being able to deal with figures or numbers 85%, There is gathering and documenting information and data management 84%, There are communication Skills: writing, Speaking and Oral presentations 81%, People cooperate by working in a team and have got negotiating skills 81%, and that there is problem solving and ability to work automatically 75%.

Under Knowledge attribute the results were explained that; Professional accounting theoretical knowledge is gained and applied 84%, professional Accounting methods and techniques are applied 82%, There are recent developments and trends in accounting field 82%, there are legal regulations in Accounting Field 81% and that here is Planning, coordinating and organizing activities 80%.

With Communication attribute, there an effective communication between the employees and the management and then between different department 70%, Many departments within our company reach out to employees to share information 70%, All the employees are able to write and express themselves very well 70%, Communication has led to the success of the Organisation 69%, Communication has led to the success of the Organisation 69% and Management tries to give us more training in order to empower us with communication skills 67%.

Lastly under Behavior attribute, Employees at work place react to particular situations at work place positively 69%, Employees behave sensitively at the work place 68%, Employees the behave well gain appreciation and respect from others 68% and Employees maintain a healthy work culture 67% and Employees adhere to the rules and regulations of work place 66%.

### 5.3.3 Factor loadings of Strategic implementation

Table 4.11 showed the factor analysis results of role of Strategic implementation, four factors were extracted component one explains 96.284%, the second one 2.464%, the third 0.933%, and the last 0.318% of the variance of the role of Strategic implementation.

The factor analysis results of role of Strategic implementation under Strategy, the results were explained that the ministry has laid down implementation plans for the year for services to be provided 93%, the ministry has skilled personnel to implement the services 92%, the ministry has adequate staff (capabilities and capacity) to implement the services 92%, the ministry fully utilizes its resources when implementing the budget to deliver services 92% and that there are structures in place for different projects set by the ministry to deliver the services 81%.

Under Structure attribute, the results were explained that Service structures are routinely maintained 96%, Training is done to equip people with knowledge of various activities 87%, The formation of management from top to bottom is set in way that service delivery is effective 87% and that the ministry has systems in place to maintain and develop the services 80%.

With Systems, they were explained that The financial systems are clear to deliver the service to the communities 91%, There are performance appraisals 96%, Competent teams are hired to train the various special groups 91%, Information systems are clear to help in coordination of different systems 91% and that Systems for hiring different technocrats and for promoting different employees are set clearly 89%.

Lastly under Style, the results were explained that he various departments easily coordinate service delivery activities 90%, The ministry's leaders visit and monitor the different projects through which services are delivered 89%, Different coordinators aim at achieving their goals 88% and that the ministry has set its own style to use in delivering their services 88%.



### 5.3.4 Factor loadings of Service delivery

Table 4.12 showed the factor analysis results of Service delivery variables, four factors were extracted component one explains 99.765%, the second shows 0.109%, the third 0.075% and the fourth 0.051% of the variance of Service delivery. The factor analysis results of Service delivery under Reliability were explained that The public service delivery is reliable 98%, I can easily accessible services 97%, the employees have got the ability to perform the service dependably and accurately 97%, and that there is technical quality of service in the ministry 97%.

Under Responsiveness, they were explained that the employees are trained and equipped with real skills to ensure quality services are delivered 98%, There are adequate (capabilities and capacity) workers to provide timely public services 98%, The ministry's employees have the willingness to deliver the services to the public 97% and that The ministry's officials have the capacity to periodically collects data from the residents to assess the impact of the services delivered 97%.

With Availability they were explained that the public service employees perform their duties as per the expectations of the customers 98%, I am able to receive basic necessities like basic equipment, electricity, safe water supply, commodities and education 97%, There is physical access or reachability of services by the public that meet a minimum standard 97%, and that there are trainings and empowerment to ensure a healthy workforce in the ministry 97%.

Under Citizens/ Customer satisfaction, they were explained that Public service staff are friendly and always available as they offer services 98%, I am satisfied with the available public services 97%, The current public services have addressed my needs 97%, The current public services have addressed my needs 97% and that there are adequate public services in relation to the population 94%.

Lastly under Tangibles, they were explained that I can recommend the work done by the ministry of Electricity, Dams, Irrigation and Water Resources 97%, The ministry has got enough physical facilities like structures and transport systems to ensure effective service delivery 97%, The current public services have addressed my needs 97%, The ministry has got enough equipments or effective service delivery 96%, The ministry's personnel appear energetic and healthy to ensure effective service delivery 94% and that Tangibility leads to effective service delivery in the ministry 91%.

### 5.4 Analysis of Variance for the independent and dependent variables

Results indicated there is a significant relation between marital status and working experience in determining the level of public procurement (p-values = 0.000, p-values=0.000). Results also indicated a significant relationship between the influence of marital status and working experience in determining the level of employee competence (p-value=0.001, 0.001) respectively. Results further indicated the significance marital status and experience in determining strategic implementation (p-value = 0.001, 0.001). Results also indicated the relationship between marital status and experience in influencing service delivery (p-value =0.000, 0.000).

This implied that marital status and working experience was so much considering in determining public procurement, employee competence, strategic implementation and service delivery in the ministry of Electricity, Dams, Irrigation & Water Resources-the Republic of South Sudan

## CHAPTER SIX

### CONCLUSION AND RECOMMENDATIONS

#### 6.0 INTRODUCTION

This Chapter presents conclusion, recommendations and areas for further research

#### 6.1 Conclusion

The study on how Public procurement, Employee competence and Strategic implementation influence service delivery in public service delivery. Therefore with specific reference to the Ministry of Electricity, Dams, Irrigation & Water Resources-the Republic of South Sudan should focus on public procurement, improving employee's competencies and strategic implementation for effective service delivery in the ministry. This is because it was found out public procurement, employee competence and strategic implementation influence service delivery in the Ministry of Electricity, Dams, Irrigation & Water Resources-the Republic of South Sudan.

#### 6.2 Recommendations.

The study on public procurement, employee competence and strategic implementation influence service delivery in public service delivery with specific reference to the Ministry of Electricity, Dams, Irrigation & Water Resources-the Republic of South Sudan was carried out; In line with the findings and conclusions of the study, the following were recommended;

##### 6.2.1 The relationship between Public procurement and Service delivery

Results indicated that there was a relationship between public procurement and service delivery in the Ministry of Electricity, Dams, Irrigation & Water Resources-the Republic of South Sudan ( $r = .204^*$ ,  $p = 0.001$ ) which implied that public procurement has an influence on the effectiveness of service delivery in the Ministry of Electricity, Dams, Irrigation & Water Resources-the Republic of South Sudan.

- i. Since procurement if well administered leads to effective service delivery of the ministry, there is need for the Ministry of Electricity, Dams, Irrigation & Water Resources to lay effective procurement management systems so that effective service delivery is achieved.
- ii. For development to take place in the country, the ministry needs to adopt policies geared towards promotion of good procurement management policies that may lead to effective service delivery for the citizens.

##### 6.2.2 The relationship between Public procurement, Employee competence and Service delivery

Results indicated that there was a relationship between public procurement, employee competence and service delivery. Results obtained using Pearson's correlations indicated ( $r = 1, .818^{**}, .204^{**}$  and  $p$ -values = 0.000, 0.000 and 0.001)

which implied that, the level of public procurement in the ministry affects employee competence which later influences the level of service delivery in the Ministry of Electricity, Dams, Irrigation & Water Resources-the Republic of South Sudan.

- i. For the ministry to improve on their service delivery; there is need for them to improve on the competencies of their employees by giving them other trainings and incentives that will motivate them to work hard and carry out the monitoring, evaluation and control of other employees they work with to ensure effective service delivery.
- ii. The ministry should ensure that qualified and competent employees are employed who can use modern and computerized procurement systems in order to ensure transparent procurement for effective service delivery in the country.

**6.2.3 The influence of Public procurement, Strategic implementation and Service delivery**

Results indicated a significant relationship between that there is a relationship between public procurement, strategic implementation and service delivery. This is because of the values ( $r = .087^{**}$ ,  $.204^{**}$  and  $p\text{-values} = 0.000, 0.000$  and  $0.001$ ) which implied that, the level of public procurement in the ministry with strategic implementation influence the level of service delivery in the Ministry of Electricity, Dams, Irrigation & Water Resources-the Republic of South Sudan.

- i. From the findings on the effect of public procurement, strategic implementation and service delivery in the ministry which was positive. The government should put procurement management measures and implementation strategies to ensure funds are used for the right purpose in the ministry.
- ii. Strategic implementation systems should be put in place. Leaders should allocate responsibilities to appropriate individuals or groups, draft detailed action plans that specify how a strategy is to be implemented, establish a timetable for implementation that includes precise, measurable goals linked to the attainment of the action plan, allocate appropriate resources to the responsible individuals or groups, and hold individuals or groups accountable for the attainment of goals as Jones, 2000 put it.

**6.2.4 The factor structure of Public procurement, Employee competence, Strategic implementation and Service delivery**

It was found out that all the factors had influence on the Service delivery in the ministry with  $R\text{ Square} = .984$ ,  $\text{Adjusted } R\text{ Square} = .983$ ,  $F = 5.505E3$  and  $\text{Sig.} = .000^a$ , results indicated that the highest predictor in influencing service delivery in the Ministry of Electricity, Dams, Irrigation & Water Resources-the Republic of South Sudan is Employee competences with  $\text{Beta} = 1.690$ ,  $t = 120.499$  and  $\text{Sig.} = 0.000$ , followed by public procurement with  $\text{Beta} = -1.179$ ,  $t = -86.148$  and  $\text{Sig.} = 0.000$  and the strategic implementation with  $\text{Beta} = -0.002$ ,  $t = -233$  and  $\text{Sig.} = 0.816$  which meant that however much all the independent variable influenced service delivery, employee competence had a highest expectation in influencing the level of service delivery in the Ministry.

- i. The leaders should always analyze performance on the competence to deliver especially in the procurement department as it can help the ministry and analysts learn how to improve their performance and whether other strategies can contribute more toward statewide results.
- ii. Research and assessment appraisals are recommended in order to get the real picture of service delivery in the ministry. Public access to good services indicates that a society is well-governed and enables the political leadership to draw continued support for its programme.

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