

INSTITUTE OF ACCOUNTANCY ARUSHA

**ASSESSMENT OF THE ROLE OF PROCUREMENT IN ACHIEVING BETTER
CUSTOMER SERVICE; A CASE OF ARUSHA URBAN WATER SUPPLY AND
SANITATION AUTHORITY (AUWSA)**

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MBPSM /0008/19

**A RESEARCH DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF
THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER
OF BUSINESS ADMINISTRATION IN PROCUREMENT AND A SUPPLY
MANAGEMENT OF INSTITUTE OF ACCOUNTANCY ARUSHA**

ARUSHA, TANZANIA

(November, 2020)

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Requirements for the Degree of Master of business administration in
procurement and a supply management of Institute of Accountancy
Arusha**

Institute of Accountancy Arusha

(November, 2020)

CERTIFICATION

I, the undersigned certify that I have read the research report and hereby recommend for acceptance of the research entitled: **Assessment of the role of procurement in achieving better customer service; a case of Arusha Urban Water Supply and Sanitation Authority (AUWSA)**, in the fulfillment of the requirements for the award of Master of business administration in procurement and a supply management

Name Dr. Martin Mathias Dome (Supervisor)

Signature: _____

Date: _____

DECLARATION

I, Shymimana Shealtiel Mujwiga declare that A Research Report entitled “**Assessment of the role of procurement in achieving better customer service; a case of Arusha Urban Water Supply and Sanitation Authority (AUWSA)**” is my original work and has not been submitted and will not be presented to any college, institution or university other than the Institute of Accountancy Arusha for academic credit.

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Date _____

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DEDICATION

I dedicate this research proposal to my lovely husband Mr. Godwin E. Mponda, my Parents and siblings for their great support during the time of my study.

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As I prepare to graduate and think back on my career as a student, I realize I have been surrounded by people who have generously given of their time, shared their knowledge, and guided me in my development as a student. First and foremost, praise to God, whose blessing and guidance have helped me through the completion of this study. Second, My Supervisor, Dr. Martin Mathias whose guidance and encouragement have contributed significantly to this great result. The contribution of my family especially my beloved husband Godwin E. Mponda, my son Auxano, my father Shealtiel K. Mujwiga, my lovely mother Ester E. Massey and my sisters Ilakiza, Ulukundo and Nzeymana cannot be disregarded for their remarkable support and role they played right through my career development with their prayers, inspiration, moral and material support. They sacrificed a lot for me to reach where I am and may God bless them all.

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ABSTRACT

Procurement activities play a significant role in contributing to better service in any organization, because they may lead up to customer satisfaction as well as income increase when they are well performed.

This study was carried out to assess the role of procurement in achieving better customer service at AUWSA. The study was carried out in Arusha Urban Water Supply and Sanitation Authority (AUWSA). The descriptive research design with a triangulation approach was used, where Non probability sampling was used and sample was selected using purposive sampling, The data collection tools were structured questionnaires that was distributed to purposively selected members of the AUWSA, a detailed analysis was carried out on total number of fifty people who are in management team and staffs in AUWSA's procurement department, stores and All heads of sections, units and supervisors of user department who are directly involved in procurement activities. The data were analyzed by employing descriptive statistics by the usage of percentages, frequencies and tables, correlation and regression was used by the researcher to present the relationship between objectives aided by Statistical Package for Social Sciences (SPSS V 20) in analysis. The findings show that the majority of the respondents revealed that there is a relationship between procurement and better customer service about 90.0% of the respondent strongly agree that procurement has a significant contribution in offering better customer services. Factors like bureaucracy in procurement processes, delay of document in approval and authorization process, and long procurement procedures, improper procurement planning and ineffective use of inventory tracking system are some of the challenges facing the procurement process. From the findings the researcher recommends that for an organization to be in a position of achieving better customer service should make sure there is a close management follow-up to ensure the procurement process is in place. Also, that the procurement approval cycle (bureaucracy) should be minimized, proper inventory tracking system should be used while 20.0% of all the respondents claimed that early needs identification can solve the problem. Further researches should be carried out on this subject but in different areas and also other objective should be researched to build and add more knowledge in the area of procurement contribution to better service in other Public institution to establish more insights on the subject matter.

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ABBREVIATIONS

APP	Annual Procurement Plan
AUWSA	Arusha Urban Water Supply and Sanitation Authority
IAA	Institute of Accountancy Arusha
PE	Procuring Entities
PMU	Procurement Management Unit
PPA	Public Procurement Act
PPRA	Public Procurement Regulatory Authority
SPSS	Statistical Package for Social Science
TQM	Total Quality Management

CHAPTER ONE

PROBLEM SETTING

1.0 Introduction

This chapter covers the discussion about background of the problem related to procurement activities in contributing to better service in water sector. The chapter further shows the statement of the research problem, Research objectives of the study in regards to the research problem of this study, it further shows research question which was answered at the end, Significance of the study, Limitations and delimitations of the study, and Scope of the study and layout.

1.1 Background of the problem

Organizations usually spend up to 70 percent of its income and operating expenditure on buying goods and services. Generally, Procurement is the process of acquiring goods and services as well as hiring contractors and consultants to carry out works and services (Makabira&Waiganjo, 2014).According to Anderson (2009), Procurement helps streamline processes, lower prices and costs for raw materials and identify better sources of supply. Currently procurement management within the organization is increasingly and widely recognized as a function that leads to increased productivity as well as ensuring delivery of customer service.

Global Employment Trend report published by International Labor Organization (ILO) in 2018, reported that in the service sector, 1.56 billion people are employed, as opposed to 0.81 billion in manufacturing. In the 21st century, with the rapid growth of state-of-the-art technology, more companies are drawn to providing services rather than, or in addition to, tangible goods. The service industry is the world's biggest and fastest expanding business market (Suwal, n.d.).

Businesses are facing the problem of deciding how to handle operations where the goods are intangible, considering the opportunities presented by this growing market. This may result in consumers becoming dissatisfied with the service these companies receive from them.

This reality, coupled with the growing rivalry in the service industry as a result of the increasing trend towards globalization, implies that greater focus must be put on the management of operations in service organizations as it is in manufacturing organizations.

In today's tightly competitive global marketplace, consumers are less accommodating of service delivery delays, low quality and product unavailability. Therefore, service providers have started to put more emphasis on the delivery time, the quality of the goods and the availability of the goods provided by the company. By cutting prices, increasing efficiency and improving lead time, businesses are seeking to gain a competitive advantage and increase profitability. While offering reduced waiting times can attract many customers, there is a risk that demand may increase the ability of the business to react, which can have a negative effect on customer satisfaction. It is therefore important to have an internal process in place to ensure that the promised delivery times are realistic and that the product / service quality is also normal (Suwal, n.d.).

Delivery time's management is very critical in the service industry as the sector is highly dependent on management practices, which can greatly reduce lead times. Customers are also well educated and their standards and demands are strong. When it comes to facilities, customers want instant solutions. In order to achieve higher levels of customer satisfaction, it is therefore critical for service providers to efficiently manage their delivery times and quality. Any service-oriented company must consider the importance that service delivery time has on customer loyalty in order to function effectively.

Arusha Urban Water Supply and Sanitation Authority (AUWSA), is a government institution which was established under the Water Works Act CAP 272 amendment (Act No. 8 of 1997)(AUWSA, 2018).Its currently providing service in Arusha city, Usa River, Ngaramtoni, Monduli and Longido. As identified by AUWSA (2018), AUWSA's roles and functions as a legally established entity are as follows;

- To continuously plan, develop and maintain the provision of clean, portable and wholesome water in Arusha Municipality while conserving the water sources for sustainability.
- To plan, develop and maintain the sewerage system on any public land acquired or lawfully appropriated for that purpose so as to ensure hygienic sewage collection and safe disposal.
- To set realist water and sewage disposal tariffs hence collect revenue from customers for water consumed and sewage collected by the Authority.

- To educate and provide information to the public on public health aspects of water supply and wastewater disposal and carryout all functions in an environmentally friendly manner.

AUWSA's service depends highly on procurement activities in executing its activities. Normally goods which are purchased at AUWSA are vehicles, motorcycles, computers, equipment and tools, water-related goods such as water pipes water tapes, meters and chemicals for water treatment. Such goods are either used directly or indirectly to ensure that the core service provided meets the required standards.

In all its procurement AUWSA follows rules, laws and regulations provided by the regulatory authority that's Public Procurement Regulatory Authority (PPRA). However, there are some areas of concerns that a researcher wanted to assess and create awareness on how shortage of material, delay of material and sometimes poor-quality affects customer services in AUWSA. In fact, any challenge that was discussed here which AUWSA faces has a connection with procurement. In the study on "The efficiency and effectiveness of government purchasing in The Netherlands" Telgen, Zomertis, & de Boer, (1997) claim that, in developed countries, in most public institutions, the procurement role has not been granted the respect it deserves, irrespective of the efforts of partners such as the World Bank, the International Trade Organization, the United Nations Conference on Trade and Development, the World Trade Organization and others. This could be intentional or mere negligence about the value that the procurement role could bring to any organization.

This study was carried out in the Arusha Urban Water Supply and Sanitation Authority, where the target population was surveyed to establish the level of awareness on the contribution of procurement activities specifically assessing right quality, right quantity and right timely delivery on how it contributes to better customer service at AUWSA.

1.2 Statement of the problem

As Tanzania strives for the middle economy looks on the best way in each sector to maximize its income, including water sector. These are done by increasing the number of clients, without forgetting to retain the existing ones. In water sector they maintain existing customers by making sure they provide the best service that includes stable water supply through the use of safe and

efficient infrastructures and with a large number of transport facilities the industry respond to any customer complaints on time, and this makes the sector more efficient and appealing for most consumers. That's, any service-oriented company must consider the importance that service delivery time has on customer loyalty in order to function effectively .

Now days customers are well educated, their standards and demands are strong when it comes to facilities their needs. Customers want instant solutions and in order to achieve higher levels of customer satisfaction, it is therefore critical for organization to efficiently manage their delivery times and quality. (Suwal,n.d.).Therefore, due to that, this study wanted to assess the contribution of procurement activities specifically assessing how the right quality, right quantity and right time delivery contribute to better customer service at AUWSA.

1.3 Research objectives

1.3.1 General Objective (aim of the study the study)

The main objective of the study is to assess the contribution of procurement towards achieving better Customer service at AUWSA.

1.3.2 Specific Objectives

- i. To assess the role of delivery time towards achieving better customer service at AUWSA.
- ii. To assess the role of quality towards achieving better customer service at AUWSA.
- iii. To assess the role of inventory management towards achieving better customer service at AUWSA,

1.4 Research questions

- i. Does timely delivery contribute in achieving better customer service at AUWSA?
- ii. Does quality contribute in achieving better customer service at AUWSA?
- iii. Does inventory management (right quantity) contribute in achieving better customer service at AUWSA?

1.5 Significance of the study

The findings of this study were expected to contribute to the researcher's available literature and knowledge on procurement practices, and how they can lead to better customer service within the organization. Additionally, these best procurement practices derived from this research will contribute to an increase in the organizational income as well as the national economy and will also serve as a source of employment in Tanzania as the number of customers increases the number of people to provide the service will also increase i.e. the need for employment. It also increases customer loyalty as the service provided becomes so evident, thus strengthening the retention of customers. In addition, the study will help policymakers obtain more resources to enable them to formulate procurement policy strategies.

1.6 Limitations/ Anticipated Problems

This research work intended to assess the effectiveness of procurement systems in achieving quality service in the public sector. The constraints that confronted the study include the following:

- i. Limited time and financial scarcity on the period of research a lot had happen includes COVID 19 (pandemic) and also election this led to scarce of time and destruction in budget this led to difficulties in conducting this study. For this case, the researcher had to ask for permission from her immediate supervisor so that the researcher can have an ample time for the research work. On the other side of financial scarcity, the researcher had to cut unnecessary cost so as to fit in the budget.
- ii. Lack of prior research studies on contribution of procurement to better customer service particularly in Tanzania. However, the researcher used and referred to other Scholars from East Africa who did researches on the related subjects. Their findings seemed to be very useful as we share common problems.

1.7 Scope of the study

The study focused on how right quality, right quantity and right timely delivery contributes to better customer service at AUWSA. The respondents are staff and team of management who are

knowledgeable and expertise in the topic, who are from Arusha Urban Water Supply and Sanitation Authority (AUWSA).

1.8 Organization of the study

This dissertation is divided into five main chapters, chapter one is an introductory part, chapter two literature reviews, chapter three research methodologies chapter four findings presentation and chapter five is for conclusion and recommendation.

In chapter one of the proposal, sections are arranged as follows introduction, background of the study, Statement of the research problem, Research objectives, in which are Main Objective, Specific Objectives, Research questions, Significance of the study, Limitations and delimitations of the study, Scope and Layout of the proposal.

Chapter two involves reviewing other author scholar findings on the same topic under study following, Introduction of the chapter, Conceptual definitions, Theoretical and empirical review of the relevant literature to the study, Conceptual framework and Research gap.

Chapter three involves methods which were used to help the researcher to get the answers of research question or to address the specific objectives it consist of Introduction of the chapter, Research design, Research area, Research population, sample size and sampling methods, Data collection methods, Data analysis methods, Reliability and validity of data, Ethical consideration, Budget and Work schedule.

Chapter Four discusses the results. It involves the use of tables and figures to explain and understand the data collected (responses) from respondents.

Chapter five deals with summary, conclusion and recommendations, the section summarize the major findings and draws conclusion base on the findings and finally recommends appropriate interventions where necessary.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter focuses on giving a description of what other scholars did on the topic of role of procurement in achieving better customer service and also reviews opinions, findings from different authors of books, journals, Publications, and others. It also serves as sources of foundation for this research work specifically it includes, conceptual definitions, and empirical review of the relevant literature to the study, conceptual framework and research gap.

2.1 Conceptual definitions

In this study there are number of terms that need to be defined, these terms have same meaning in this study. So before going forward let me define the terms first.

Procurement

The process includes the acquisition of products, facilities, works, consulting and non-consultancy, the purchase, lease or lease, the management of all contracts, in compliance with the particular methods and procedures offered by the Authority. In this study, the word procurement and the term public procurement have the same meaning, and vice versa (Ministry of finance and economic development, 2013). Also, Indian Institute of Management (IIM), (n.d.) Defined Procurement as the process of securing the products, raw materials, and services needed by production, distribution and service organizations at the right time, the right price, the right place, the right quality and in the right quantity.

Public procurement

“Public procurement” refers to the process by which public authorities, such as government departments or local authorities, purchase work, goods or services from companies using public money (European Commission, 2016).

Procurement Activities

Can be defined as a strategic function which work to improve the productivity of the organization, identify better suppliers and save on the costs of raw materials including procurement planning, procurement controls, procurement monitoring and training (Makabira & Waiganjo 2014).Also are often driven by entirely different practices and activities, thus divided into strategic and operational processes (Kaufmann, 2009).

Procurement Process

According to Ministry of finance and economic development (2013) the term is defined as a successive stages in the procurement cycle which starts from the early stage of need recognition up to the final stage of obtaining the desired need it includes planning, choosing the procedure, setting measures to solicit offers from bidders, examination and evaluation of offers, award of contract and contract management.

Procuring Entities

According Ministry of finance and economic development (2013) Procuring Entity means contracting public authorities including central and local authorities, at District and Town/City level, and bodies governed by public law and authorized to make use of public funds.

Customer service

The direct one-on-one contact between a person making a purchase and a representative of the business selling it is customer service. This direct engagement is seen by most vendors as a key factor in ensuring the satisfaction of customers and attracting repeat business.

For the purpose of this research, better customer service may be defined as a situation where a customer gets product of the right quality, delivered in the, right quantity to the right place, at the right time and for the right price. This can be supported by other scholars, like Wildding, (2003) who said Customers are said to be more satisfied if their suppliers are able to meet and fulfill their orders within the required time. Also, Satisfaction according to Eckert (2007) refers to the quality of the products, services, price performance ratios as well as when a company meets and exceeds the requirements of the customer. Nevertheless, in his study Eckert, (2007) explain that

manufacturing organizations may identify customer satisfaction in terms of on-time delivery as well as meeting customer specification needs.

Total Quality Management

You cannot talk of Total quality management without mentioning W. Edwards Deming, Joseph M. Juran, and Armand V. Feigenbaum who jointly developed the concept of total quality management. Total Quality management originated in the manufacturing sector, but can be applied to almost all organizations, is defined as a continuous effort by the management as well as employees of a particular organization to ensure long term customer loyalty and customer satisfaction. TQM ensures that every single employee is working towards the improvement of work culture, processes, services, systems and so on to ensure long term success (Managementstudyguide.com, 2015).

Inventory Management

According to Stevenson (2010) Inventory Management refers to as a terminology adopted by a firm to take charge of her investment in inventory. It comprises of the recording and monitoring of the level of stocks, forecasting of future demand and a decision on when and how order could be executed (Adeyemi & Salami, 2010).

Thus, inventories characterize items which are kept for sale or are yet to be used in the productive process, while an inventory system is a function of the particular level to be sustained, when to replenish stock and how the order size will look like. Every inventory policy aimed at having in place enough and sustained quantities of excellent quality items accessible to furnish customer needs and at the same time reducing inventory carrying costs (Brigham & Ehrhad, 2005).

Procurement cycle

The cycle involves three phases which includes, pre tendering phase and post award phase. pre tendering phase includes needs assessment and market analysis, planning and budgeting, development of specifications/ requirements, and choice of procurement procedure. tendering phase includes request for proposal/bid, bid submission, bid evaluation and contract award. post award phase includes contract management/ performance and order and payment (Preventing Corruption in Public Procurement, n.d.).

Objectives of Procurement (Five Rights of Procurement)

Providing the best inputs for the operations of an enterprise is the key objective of procurement. Traditionally, the 'right' inputs are defined as follows: inputs of the right quality, delivered in the right quantity, at the right place, at the right time and at the right price. These are sometimes referred to as the 'five rights' in procurement and supply and are explained briefly below.

Right Quality

As a purchase variable, this means having goods that are of good quality significance that are fit for the intended purpose, whether it meets the internal requirements of a company or the needs of external customers. The accomplishment of this objective means ensuring the right definition of requirements and quality standards (Zerite Network, 2019).

Right Quantity

The decision to buy the right quantity of items is crucial as it allows the business to meet its demand and retain quality levels while minimizing the maintenance of excess stock. This also includes understanding market forecasting, inventory management and ensuring a reliable stock replenishment method (Zerite Network, 2019). As a procurement expert, an inconsistency with this function will mean that you either have less stock that contributes to ultimate customer dissatisfaction. Due to Slow manufacturing process or excess inventory and this leads to factors such as storage costs, risk of deterioration, etc.

Right Price

An Organization's decision to set the right price ensures profit margins that are not compromised by the purchased inputs. A range of assessments, such as demand research, supplier cost analysis, and fair pricing and negotiation, need to be carried out by the company, all of which help to achieve the best price (Zerite Network, 2019).

Right Place

The goal here is to ensure the distribution of goods to the required point of delivery. Organization must review the distribution schedule and the questions on guarantee in delivery, shipping schedule and packaging and their efficiency should be asked. Any wrong answer to any of these

questions means that goods are distributed to the wrong place and that an additional fee would result in correction costs, not to mention delays resulting from it. It can also result in damage to goods while in transit or sometimes even being stolen (Zerite Network, 2019).

Right Time

The purpose of this target is to ensure that products are delivered at the right time, ensuring that goods are not late, as this result in delays in production, or goods are not too early, in which case the company incurs the cost of maintaining inventory. The procurement manager has to focus on demand management as well as supplier management under these conditions (Zerite Network, 2019).

2.2 Theoretical Framework

Customer satisfaction plays a very important role in any business setting in bringing a competitive advantage in the market. It is believed that the organization or a business that recognizes this always win in the market. It is therefore very important to come out with marketing strategies that meet customer needs beyond perceived quality that could have more chances to gain customer loyalty and increase rate of return.

In this study Customer service in organizations like AUWSA that deals with water supply, may be defined to provision of quality service that includes but not limited to supply of water and management of sewage system. This role involves different departments like Commercial department which has customer service unit, Technical department, Finance department, procurement department and other supporting sections. Since the Organization's core activity is the supply of water to their customers, for the service to be satisfactory to the customer, the provider should deliver service on time and must make sure that quality of service delivered are in favor to the customer.

Service quality is the consumer's assessment of overall delivery and value of the firm, which the SERVQUAL model splits into five main categories namely tangibility, reliability, responsiveness, assurance and empathy. SERVQUAL model it was founded in 1988 by well-known academic researchers in the marketing of services, namely Zeithaml, Parasuraman and Berry. It is an instrument for measuring consumer perceptions of service quality and it evaluates Quality of the service by considering its tangibility, reliability, responsiveness, assurance and empathy as it shows in the figure 1 below (Parasuraman, et al., 1988).

Tangibles this refers to physical facilities, equipment and appearance of personnel.

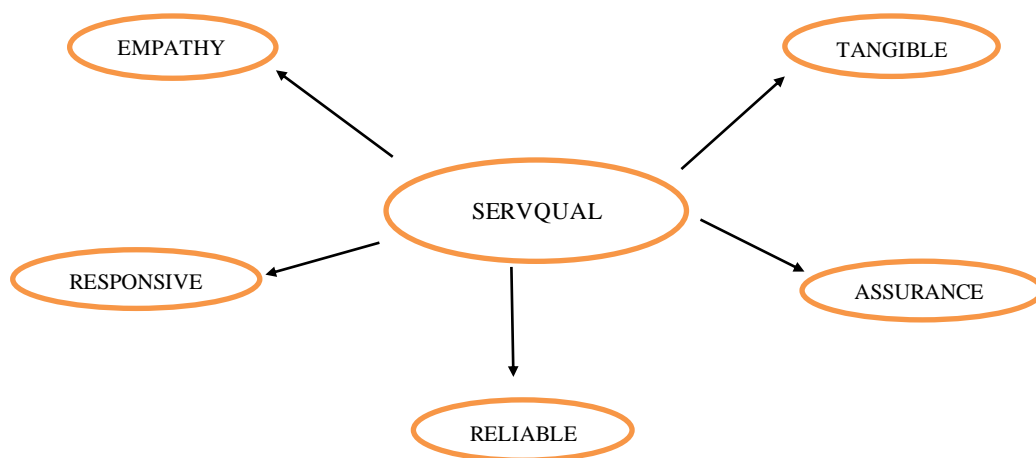
Reliability this means the firm's ability to perform the promise service accurately and dependably

Responsiveness this refers to the firm's willingness to help customer and provide quick service

Assurance this means knowledge and politeness of employees and their ability to inspire trust and confidence.

Empathy this means caring and individualized attention paid to customers.

Figure 1; Servqual Model adopted from (Parasuraman et al, 1988)



Source: Researcher 2020

Many scholars have used this model in their studies, such as (Mohammad, 2011). His thesis concluded by giving the impression that the standard of the service is a basis of customer satisfaction, if the quality of the services being offered by the company is not up to the point of customers. Then anticipation by the customers may be higher than their perception leading towards dissatisfaction (Angelova, 2011). Companies are becoming alert about the customers preferences and satisfaction. The service quality has strong impression on the satisfaction of customers (Siddiqui, 2010). For organizations who are able to bear in the business world, in which are using the TQM, in the study of Haq (2012) it shows the deviations among public and private sector can be observed through difference in the service quality level, that's service quality ranks organizations.

Quality is the key feature of customer satisfaction which motivates customers to develop interest for the purchase of the particular product or service. The operational activities of an organization

can be judged through the satisfaction of customers towards product or service. Product and service quality helped organizations to compete and gain competitive edge according to the needs of the customers (Ijaz, 2011). The product or service is considered as valuable when customer satisfaction is aim of the organization. If organization fails to satisfy its customers then it can be replaced by the other competitive companies. It is very much necessary for the organizations to retain their customers instead of attracting new ones. The conclusion is suggesting that the service quality and customer satisfaction has positive relation. Organizations have to improve service quality and delivery process to retain and satisfy their customers (Khurshid, 2012).

2.3 Empirical review of the relevant literature to the study

2.3.1 Procurement activities in relation to better customer service

The level of customer service in any given industry is essential to the success of the companies involved due to the rivalry between these firms (Hill & Alexander, 2016). The study of Wahome, (2013) explains that procurement plays a major role in enhancing customer satisfaction with regard to price, time and efficiency. In addition to that Rajeh et al. (2014), said that procurement provides opportunities to cut costs and boost profit, thus providing the firm with a competitive advantage. Bashuna (2013) added by saying that, " all procurements, regardless of their importance or complexity, follow a standard sequence of actions and policies which must be implemented efficiently in order to achieve the objectives of the procurement role of enhancing productivity and customer satisfaction.

Procurement activities perform a very critical role in improving organizational competitive advantage, bring new ideas or product to the market, reduce inventory cost, enhance value for money in procurement and increase the profitability of the operation. A company cannot excel in its goals and objectivity unless there is a clear understanding of the procurement process (Ndung'u&Ochir, 2017).

Martemyanova, (2018) did a study which aimed to assess how Procurement practices influencing service delivery. The study revealed that as you improve the value of procurement, that is procurement activities automatically there, is growth in service delivery. This growth will eventually enhance better customer service in the organization.

On the study of the effect of procurement practices on organization performance: a case study of nyamache tea Factory, Kisii county Maroma, (2017) concluded by revealing to us that the majority

organization in Nyamache Tea Factory employs different procurement practices in their service, which have enabled these organizations to boost their organization's efficiency through buyer-supplier relationships, organizational performance and procurement process management. The results of the study carried out showed that there was a clear correlation between procurement practices and organizational efficiency, and you cannot assume that the company performs well without better customer service.

2.3.2 Right time (timely delivery) in relation to better customer service

In making sure delivery of goods is at the right time in order to meet demand, vendor selection criteria are so important in securing the right vendor. The criteria in selecting the best vendor have a role to play in achieving timely delivery so as to meet customer needs. Due to the fact that supplier is the one who provide material to the organization, when materials are delivered lately by the supplier it creates a lot of complaints and lead to customers dissatisfaction or loss of customers for that particular organizations.

Traditionally quality, price and delivery time criteria of the product are supply chain criteria for selecting supplier. The supplier's commitment to timely delivery can affect supplier selection. The supplier's ability to deliver faster than its competitors can provide a competitive advantage. Tracey & Leng Tan, (2001) Stated that "delivery time, flexibility to change orders and delivery in good condition are important criteria for decision support in supplier selection." Also, the study of Kazak & Choi, (2009) which emphasized the importance of timely delivery to better customer service concluded that Customer service needs are related to the delivery of on-time goods, quick response to after-sales and the provision of technical assistance, as well as product-related training and technical issues. Customers anticipate timely responses on the delivery dates as well as adjustments related to the delivery details. Customers are also very sensitive to time, but in different ways. For example, "Customers in France and Spain use" flexible times "for delivery, while in the countries of Germany, Finland and UK to the "right times" delivery".

2.3.3 Right quantity (inventory management) in relation to better customer service

According to Coleman (2000) Inventory Management ensures that organization maintain sufficient stock level to meet customers' demands. Usually Inventory management systems are designed to

monitor product availability, determine purchasing schedules and cycle out obsolete or outdated products. The availability of product is just one way in which an inventory management system attempts to create customer satisfaction. A comprehensive understanding of the impact of inventory control on customer satisfaction helps you to create an effective inventory management system.

A well-managed system of inventory has a direct linkage to customer satisfaction (Eckert 2007). Managing materials which are used in the provision of service in an organization like AUWSA is very important since you can dissatisfy your customers by not having the material when needed. Customers' needs active service, also customers' needs to be attended on the right time. So, for organization to provide better service to its customers it must ensure good management of inventory. Stock must be well managed in order to maximize profits since "many small businesses could not absorb the types of losses arising from poor inventory management" (Hedrick, 2003). Proper inventory management, inventory planning and effective tracking are good control system that contributes to just in time delivery and eliminates the consequences of delays that could lead to customer dissatisfaction. Basically, inventory management aims at improving production efficaciousness (Ogonu & Ikegwuru, 2016). But, on the other side, poor inventory management affect sales, customer services and revenue, which negatively impact an organization's performance. Maintaining accurate records of inventory improves customer service by providing knowledge of customers' demands; improves organization's productivity by ensuring raw materials for production are available when needed and maximizes revenue by avoiding holding excess inventory that will eventually end up being written off.

2.3.4 Right quality in relation to better customer service

According to Cârstea, (2014) procurement plays a vital role in quality management processes because procurement process has the tendency of affecting the quality of the service and in general the organizational performance. In the study conducted by Tracey & Leng Tan, (2001) it explains that "the product quality increases the strengths of the company and contributes to the improvement of customer satisfaction and business performance". Due to the fact that customers' wants quality goods or service, and for organization to satisfy customers' needs should set standards of quality, continuously improve it, effective control should be observed and focus on

customer requirements or opinions concerning products or service but mostly the issue of managing quality should be of the overall organization.

When top management emphasizes on TQM it becomes the issue of each employee that lead to better customer service. Although the issue of quality management has become the priority for the whole organization, but in order to provide quality product or service, procurement unit must make sure they set the clear specification and ensure they purchase product or service that align the agreed specification. The study of Ogoe, (2016) found that, procurement and quality service are positive and directly related to proper procurement management in which it leads to the expected quality service.

Nguyen & Nagase, (2019) conducted a study on the influence of total quality management on customer satisfaction in Health care Organization; the study findings revealed that Total Quality Management had a significant effect on perceived service quality and patient satisfaction. Also Rasheed, (2017) did a research on the impact of Total Quality Management on Customer Satisfaction. He found that the service quality increases as the effect of TQM increases. Increase in quality leads to increase in customer satisfaction.

In order to obtain the right quality organization is expected to follow the law in the process of acquiring goods and services as stated in section 64 subsections 1 of PPA which emphasizes on competitive tendering. All the tendering criteria mentioned in tender document should be observed.

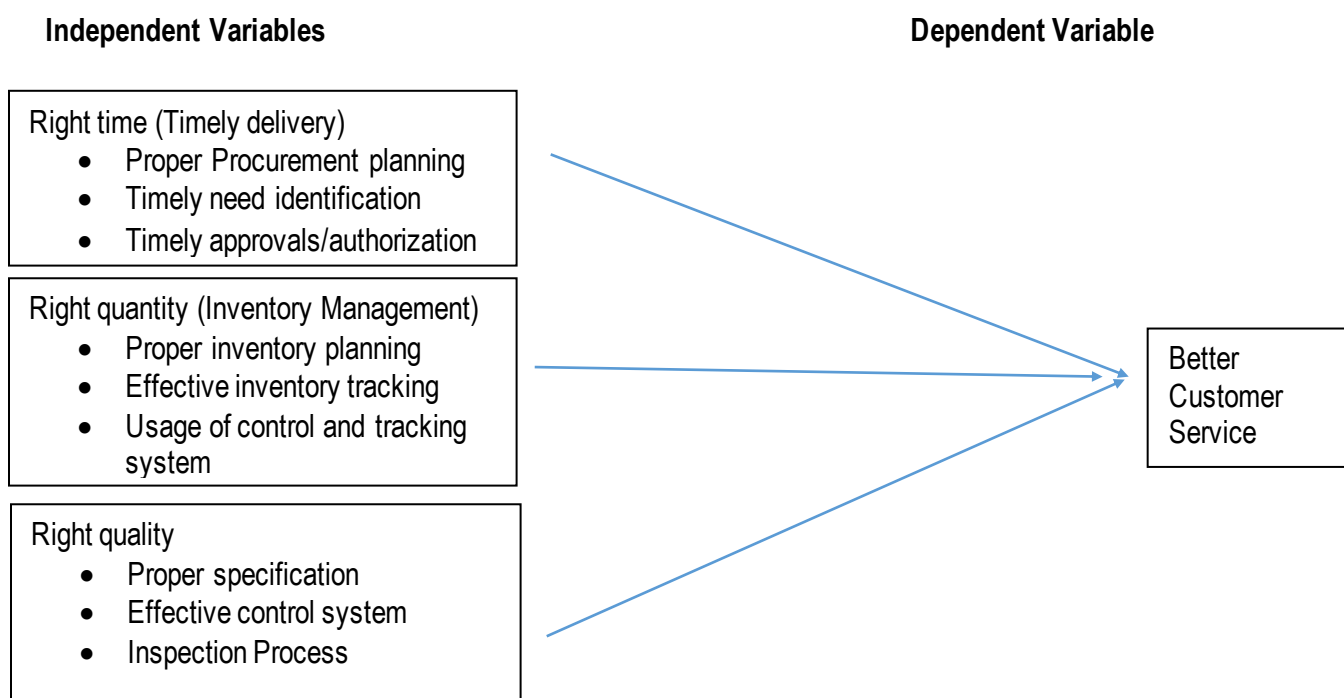
2.4 Conceptual framework

The goal of the conceptual framework is to categorize and describe concepts relevant to the study and map relationships among them. Such a framework helps the researcher to define the concept, map the research ground or conceptual scope, systematize relations among concepts and identify gaps in literature (Creswell, 2012).

In this study conceptual framework intended to assist the researcher to develop awareness and understanding of the situation under study and to communicate the intended outcome. The conceptual framework shown in Figure 2 below is developed based on the literature review. The conceptual framework illustrates the relationship that exists between variable, that's independent variables and dependent variable. It shows that the existence of dependent variable in any level (better customer service) depends much on independent variables (right time (timely delivery),

right quantity (inventory management), and right quality. Factors for the independent variable Right time (Timely delivery) involves Procurement planning, Timely need identification and Timely approvals/authorization, Factors for the independent variable Right quantity (Inventory Management) involves: Proper inventory planning, Effective inventory tracking and Usage of control and tracking system and Factors for the independent variable Right quality Proper specification, Effective control system and Inspection Process.

Figure 2: Conceptual Framework



Source: Researcher 2020

2.5 Research gap

Despite the importance of procurement sector, the number of studies that have investigated the contribution of right quality, right quantity and right timely delivery in contribution to better customer service is still small. There are not many researches relating procurement in relation better customer service. Study of Anane, et al., (2019) on the effect of procurement practices on service delivery the study focused on how procurement policy, procurement planning and

sustainable procurement practice contribute to effective, efficient service delivery. In the study on the effects of procurement practices on organizational performance within the public sector of Kipkemoi, (2017) the researcher assessed on how supplier selection procedure, buyer supplier relationship, organizational capacity, and ethical practice contribute to organizational performance.

Also, most of studies which the researcher has come across focused on one objective like inventory management, timely delivery or total quality management. The study of Inventory Management and its Effects on Customer Satisfaction by Eckert (2007) shows a well-managed system of inventory has a direct linkage to customer satisfaction. A study on the effect of Total Quality Management on customer satisfaction has also been carried out by Rasheed, (2017). He discovered that the quality of the service increases as the TQM effect increases. The improvement in quality contributes to an increase in the satisfaction of customers.

Many researchers have been conducted in public sectors, private sectors, but however little or no attentions have been given to water sectors in terms of the role of procurement in relation to better customer service. This study aims to fill the missing gaps by intending to assess on the three procurement objectives namely right quality, right quantity and right timely delivery.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

The chapter deals with the description of the methods to be adopted in conducting the study. It describes research design, research approaches research area research population, methods of sampling and sampling, data collection methods, methods of data analysis, data reliability and validity, and its ethical consideration.

3.1 Research Approach and design

The purpose of this study was to assess the contribution of procurement towards achieving better Customer service at AUWSA. The descriptive research design with a triangulation approach was used, the combination of both qualitative and quantitative approaches to study the phenomenon using a triangulation approach, improves the validity and interpretation of the studied cases. (Bekhet and Zauszniewski, 2012)

Descriptive research design is effective as it helps to know the connection between variable as well as it is a valuable tool in evaluating how much procurement practices clarify or forecast better customer service.

3.2 Research area

The Researcher selects Arusha Urban Water Supply and Sanitation Authority because of the nature of service provided, that involves a lot of procurement activities, since it is easy to get adequate information.

3.3 Research population, sample and sampling methods

3.3.1 Research population

A population is a group of individuals, objects or items from which representative are taken for (Kombo & Tromp, 2006). The target population for this study consisted of AUWSA managers and staffs, AUWSA consist of 380 employees in all departments. Due to the nature of the topic surveyed targeted population was Procurement Management Unit, Stores & supplies section and User departments.

3.3.2 Research sample and sampling methods

Sampling is a key component of any investigation it involves several considerations. The aim of most surveys is to obtain information about a population. The process of selecting the representative in the population was done through non probability sampling representatives was selected by purposive sampling due to the fact that the study needs knowledgeable people and expertise in the area of the study.

Purposively sample was taken from the following department that's Procurement Management Unit, Stores & supplies section and User departments. It was included supporting staffs and staffs of Procurement Management Unit and Stores & supplies section, supervisors of all sections, all head of departments and all managers.

3.3.3 Sample size

For this study, the sample size of a fifty people is considered to be reasonable and affordable. According to Pallant (2007), a sample size of 30 and above do not violate or cause major problems in statistical measures even if the responses are not normally distributed. A complete and updated list of officials of each department was provided and used to select purposively people who are knowledgeable on the topic surveyed that's procurement management unit, stores and supplies section and managers, head of department, sections, units, and supervisors of each user department, Due to the fact that there the one who are involved directly in the procurement activities.

Table 1: Number of employees in selected department

Types of respondents	Procurement Management Unit	Stores & supplies section	User department
Staffs	5	10	
Supervisors	1	1	11
Management team	1	1	20
TOTAL	7	12	31

Source; Field Data, 2020

3.4 Data collection methods

Two sources of data collection were used, primary source and secondary source.

3.4.1 Primary source

In this study, a set of structured questionnaires was developed and distributed to respondents in collecting the required data. The researcher used the structured questionnaire during the study in which questions were both Open and closed questions, a set of questions seeking data from respondents were organized and handled to them. The researcher used the questionnaire because they are reliable, simple, needs minimum costs and the required data collected with a minimum number of errors. Questionnaires were designed and divided into sections describing personal information, questions which cover each specific objective. Also, it was designed to bring out silent aspects of the research which may not be covered by interviews. It was the main method of data collection and it was for the entire respondent.

3.4.2 Secondary source

Secondary source of data was used, these data are those data that had already been collected by someone else and which have passed through statistical process from different books, articles, websites and library (Kothari, 2004). The researcher used secondary data in this study because they are helpful in knowing what the gaps were, shortage and additional information collected as well as making the primary data collection more specific. Moreover, secondary data provide the basis for comparison of data which are collected by the researcher. The information which was collected through secondary source used to complement the information provided by primary data.

3.5 Data analysis methods

The data was analyzed by employing descriptive statistics by using percentages, frequencies and tables. Statistical Package for Social Sciences (SPSS V. 20) was used to aid in analysis. Due to its ability to cover a wide range of the most popular statistical and graphical data analysis, the researcher chose SPSS, and is very systematic. Pie chart, tables, and bar graphs were used in data presentation. Furthermore, correlation and regression were used by the researcher to

present the relationship between objectives. The findings were presented and addressed according to the study's objectives and research questions.

3.6 Reliability and validity of data

3.6.1 Reliability of data

One of the main requirements of any research process is the reliability of the data and findings. In the main, reliability deals with the consistency, dependability and reliability of “the results obtained from a piece of research” (Nunan, 1999, p. 14). Authors like Lincoln and Guba (1985) and Merriam (1998) suggest that the dependability of the results can be ensured through the use of three techniques namely the investigator’s position, triangulation and audit trial.

In this study the researcher used different respondent/ sources to obtain information such as supporting staff, staff, supervisors’ head of department and manager. Therefore, collecting various types of information through different sources can enhance the reliability of the data and the results. In this way the replication of the study can be carried out fairly easily (Zohrabi, 2013).

3.6.2 Validity of data

The validity of an instrument is the degree to which an instrument measures what it is intended to measure (Polit & Hungler, 1993). Content validity refers to the extent to which an instrument represents the factors under study. To achieve content validity, questionnaires included a variety of questions on the knowledge of the top management officials and their staff about the role of procurement activities in achieving to better customer service.

Questions were based on information gathered during the literature review to ensure that they were representative of what respondents should know. Content validity was further ensured by consistency in administering the questionnaires. All questionnaires were distributed to respondents by the researcher personally. The questions were formulated in simple language for clarity and ease of understanding. Clear instructions were given to the subjects and the researcher completed the questionnaires for those subjects who were so busy to fill the questionnaire.

All the respondents completed the questionnaires in the presence of the researcher. This was done to prevent respondents from giving questionnaires to other people to complete on their

behalf. For validation, the questionnaires were submitted to other researchers and academicians for their contributions. As a result, more questions were added to ensure higher representativeness. Rephrasing of some questions was done to clarify the questions and more appropriate alternative response choices were added to the closed-ended questions to provide for meaningful data analysis (Burns & Grove, 1993).

3.7 Ethical consideration

3.7.1 Confidentiality

There was the need to ensure that the study did not violate the ethical issues. Hence, the following measures were taken: The research questions were framed such that inconvenience and embarrassment were not caused to the participants in the research. AUWSA staffs and management were assured of their utmost confidentiality with regards to information provided. Data obtained were treated with confidentiality.

3.7.2 Respondent consent

The consent of the respondents was obtained before they participated in the study. As a much as possible, the researcher practiced a great deal of thoughtfulness and objectivity during the study process. Those who participated in the study were not forced but did so voluntarily.

3.7.3 Permission

The permission from AUWSA was obtained before the study was conducted; the researcher performs all the activities in the study area while observing all ethical considerations.

3.8 Limitation that influence Research Methodology

The methods of data collection chosen by the researcher at first were interviews and questionnaire. The questionnaire was for all respondents and interview was for the top Management. But during the process the researcher found it difficult to meet the top Management for face to face interview. As a result, the researcher opted to use the quantitative method where questionnaires were used as the main data collection tool. The exercise was time consuming as the researcher had to distribute the questionnaires and wait for the respondent to fill on their convenient time.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.0 Introduction

This chapter is devoted to presentation, analysis and interpretation of the findings. Analysis was made on the research objectives and questions with focus on the Assessment of the Role of Procurement in Achieving better Customer Service; A Case of Arusha Urban Water Supply and Sanitation Authority (AUWSA). The finding and discussion are analyzed in relation to the research objectives, questions guided by the literature reviewed.

4.1 Demographic Characteristics of Respondents

4.1.1 Respondents rate

The field work comprised of administration of questionnaires only as it was seen to be most reliable source of data for this study. The rate of response of the administered questionnaires was good as 100% of the respondents returned the questionnaire. A total of 50 questionnaires was distributed to the subjects under study. The research targeted respondents were from Procurement Management Unit, Stores & supplies section and all the head of section, units and supervisors from User departments as table 2 below present turn-up of the respondents, 78.0% of all respondents were male while 22.0% were female.

Table 2 : Respondents rate

	Frequency	Percent
Male	39	78.0
Female	11	22.0
Total	50	100.0

Source: Field work, 2020

4.1.2 Age of the Respondents

Table 3 below reveals that 10 respondents (20.0%) out of 50 have the age in between 26-35 years old and 9 respondents (18.0%) had the age between 36 and 45 years old. On the other hand, 18 respondents (36.0%) are the age between 46 and 55 while 13 respondents (26.0%) are those above 55-year-old. According to this study the majority of the respondents have the age between 46 and 55 years old and more likely to have more working experience.

Table 3: Respondents Age group

Age group	Number of respondents	Percentage
26-35 years	10	20.0
36 - 45 years	9	18.0
46 - 55 Years	18	36.0
55 and above	13	26
Total	50	100.0

Source: Field work, 2019

4.1.3 Education Achievement

The results from Table 4 below reveal that, 4.0% of all respondents are holders of Diploma, 26.0% hold a bachelor degree while 70.0% out of 50 respondents are holders of Master degree. As depicted from the table 4 below, the majority, about 70.0% of all respondents are employees possessing master degree. This can be due to the fact that a big percentage of respondents in this study were in the age group between 46 and 55 years old and have stayed more years at work.

Table 4: Education Achievement of respondents

	Frequency	Percent	Cumulative Percent
Diploma	2	4.0	4.0
Bachelor Degree	13	26.0	30.0
Masters	35	70.0	100.0
Total	50	100.0	

Source: Field work, 2019

4.2 Presentation and Discussion of Findings

4.2.2 Awareness of respondents on Procurement activities

One of the areas this study wanted to assess is how AUWSA staff are aware on the contribution of procurement activities in achieving better customer service. The study established four questions which aimed to capture understanding from respondents about procurement activities. This section presents the findings from the respondents that they are aware of the topic.

4.2.3 Procurement activities towards better customer service

The researcher wanted to assess the understanding of AUWSA staff if procurement activities can contribute on better customer services. Of all the 50 respondents about 90.0% claimed that procurement has a significant contribution on offering better customer services. In the other hand only 10.0% said there is no relationship between procurement activities and better customer services. Table 5 below presents data findings for information.

Table 5: Procurement activities and better customer services

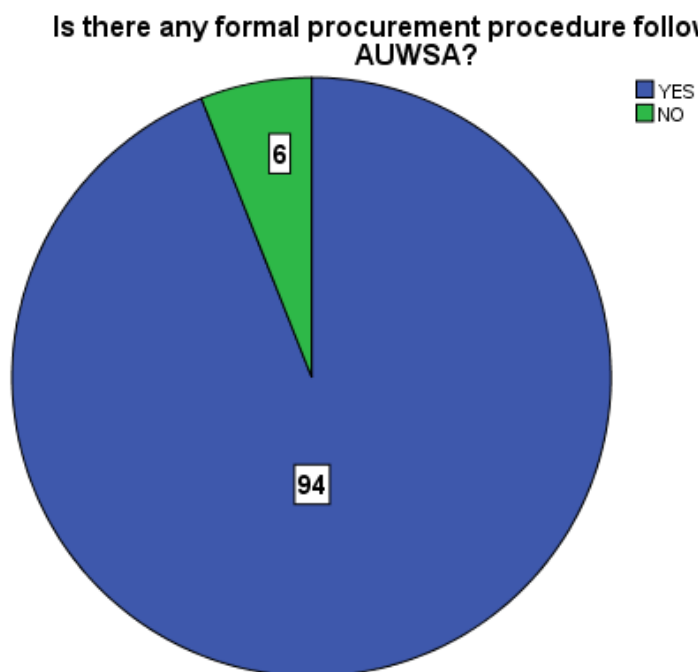
	Frequency	Percent	Cumulative Percent
YES	45	90.0	90.0
NO	5	10.0	100.0
Total	50	100.0	

Source: Field work, 2020

4.2.4 Formal procurement procedures

As portrayed from Figure 3 below the results show that about 90.0% of all respondents agreed that there are formal procurement procedures and are followed. About only 10.0% claimed that procurement procedures are not followed. These findings revealed that at AUWSA procurement activities follow formal procedures and are well known to most staff who are involved in the process.

Figure 3: Formal procurement procedure

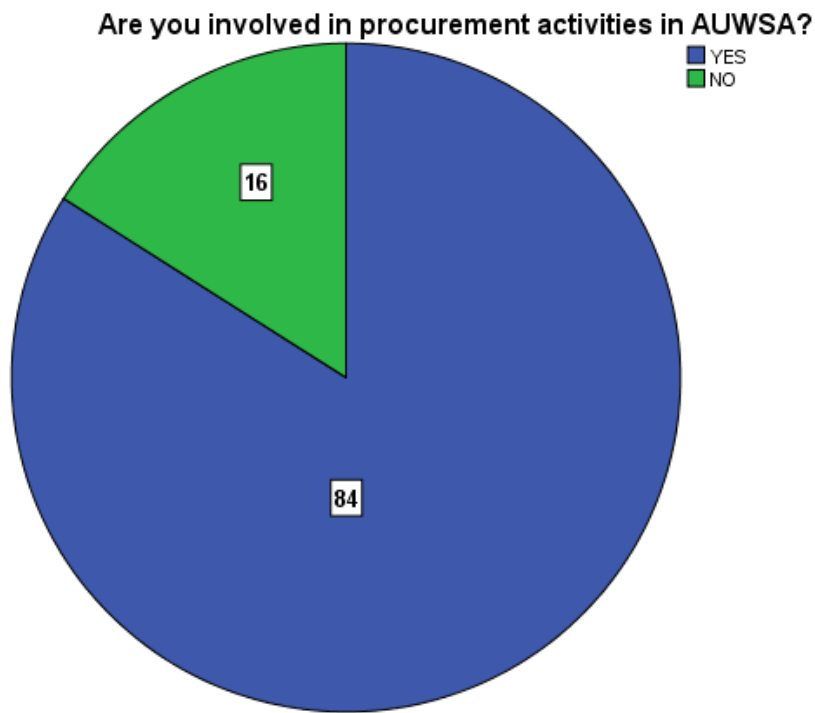


Source: Field work, 2020

4.2.5 Are you involved in procurement activities at AUWSA?

Figure 4 below present results that were collected from respondents about their participation in procurement activities. The study wanted to know if staff at are involved in procurement processes in their daily activities. About 16.0% of all respondents disagreed that not all staff are involved in procurement activities while the majority about 84.0% claimed to participate in procurement activities. These results indicate that before materials are purchased most of users are involved in one way or the other.

Figure 4: Procurement activities involvement



Source: Field work, 2020

4.2.6 Technical specification for the purchased materials

To obtain better customer services, materials which are to be purchased must be of a good and required technical specification to meet the intended standards. The researcher wanted to know

who provides technical specification and in Table 6. Below it shows that about 100.0% of all respondents claimed that all technical specifications are collected and issued by user department.

Table 6: If YES who provides material specification

	Frequency	Percent
User Department	50	100.0

Source: field work, 2020

Of the entire 50 respondents 90.0% claimed that procurement has a significant contribution towards better customer services. This means that majority of the respondents agrees that there is a relationship between procurement activities and better customer services. These findings are supported by other scholars who did researches that resemble this and below were their findings. For example, Kipkemoi, (2017) did a research on the Effects of procurement practice on Organization performance in Public sectors.” His research findings confirmed that procurement practices actually contribute to increased organizational performance. These practices enable organizations to achieve distinction through better customer service and reduced lead times.

Another is a research done by Leiyen (2016) which was about “Procurement practices and organizational performance” Her research findings revealed that there is a relationship between the practices of procurement and organizational performance. The procurement practice involves inventory management, procurement monitoring, procurement controls, procurement planning, and training workforce.

In the study of Maroma, (2017) who also did a research on “The assessment of the effects of procurement practices on Organization performance, His research results showed that there was a strong relationship between procurement practices and organizational performance.

Apart from the above scholars who did researches on public sectors, there are others who showed their interest on private sector. Karanja & Kiarie (2015), Conducted a research on Influence of procurement practices on organization Performance in private sector in Kenya a case study of Guaranty Trust Bank Kenya Ltd his findings revealed that procurement practices influence

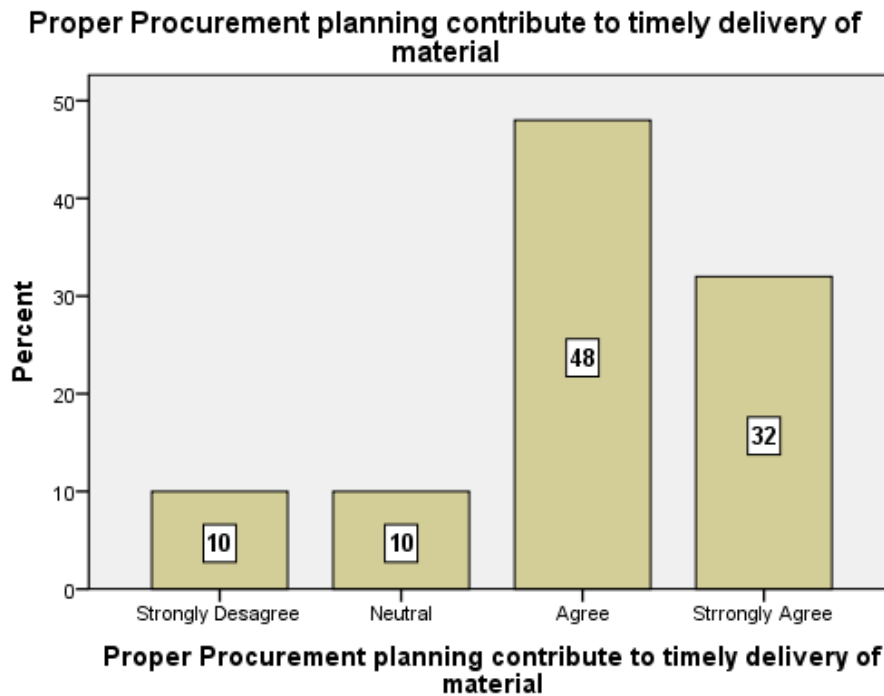
organization performance at private sector. It has a great impact on organizational performance; study also notes that procurement planning is a major contributor of organizational performance. In the study of Mokogi et al., (2015), it concludes by saying that majority of the commercial state-owned enterprises in Nairobi County employ various procurement practices in their operations have assisted those enterprises to enhance the performance of their organizations. This was supported by the results from a regression analysis conducted that indicated that there was a strong relationship between procurement practices and organizational performance.

4.3 Role of Right Time (delivery time) towards achieving better customer service at AUWSA

4.3.2 Proper procurement planning

Another aspect the study aimed to assess was right time (delivery time). Materials be delivered on time is said to be one of the key factors to better customers services and in this study the researcher wanted to assess and see the relationship between proper procurement planning and timely delivery of materials. As described on figure 5 below, about 10.0% did not agree that proper procurement planning have an impact to timely delivery of materials, 10.0% were uncertain while 80.0% which is total of 32% and 48% of all the respondents agreed that when procurement activities are well planned can yield a material timely delivery. This implies that delivering materials on time is direct proportional to better customer services it leads to no delay in service offering.

Figure 5: Proper procurement planning contribute to timely delivery of material

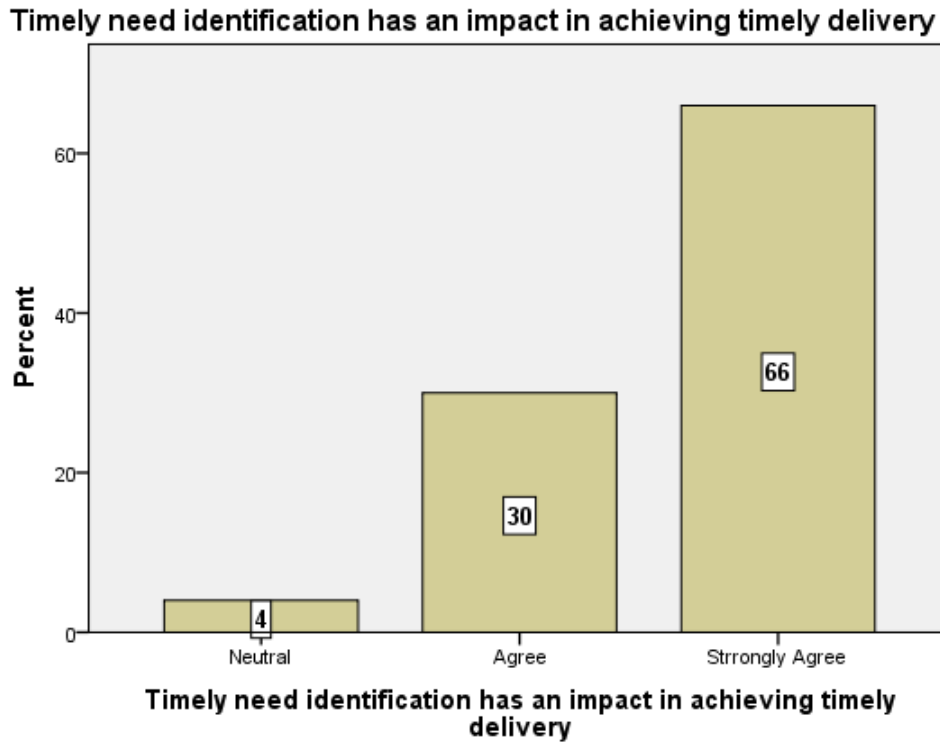


Source: field work, 2020

4.3.3 Need identification and timely delivery of materials

Figure 6 below, presents results that portrays respondents' views about need identification. The study wanted to assess if needs are timely identified can lead to timely materials delivery. As shown from figure6, about 4.0% of the respondents were not sure if timely need identification leads to timely delivery while the majority, about 96.0% claimed that when needs are timely identified have an impact to timely materials delivery. This outcome implies that delaying in identifying the need within the department can lead to delay in materials delivery and hence poor customer service is achieved.

Figure 6: Timely need identification has an impact in achieving timely delivery



Source: field work, 2020

4.3.4 Challenges to timely materials delivery

To improve better customer service, the researcher thought to find any challenges that can lead to timely materials deliver and Figure 7 below presents the findings on this aspect. About 42.0% claimed delay in procurement process that's (timely need identification and supplier order follow up) are the cause to timely materials delivery, 18.0% said that there is no tracking system to facilitate timely ordering materials and on the other hand about 40.0% who are the majority of all the respondents claimed bureaucracy in procurement process is the major cause of timely material delivery. This again shows that if user department do not get materials on time can affect the whole process and lead to poor customer services.

Figure 7: Challenges to timely delivery

	Frequency	Percent	Cumulative Percent
Delay in Procurement Process	21	42.0	42.0
No tracking System	9	18.0	60.0
Bureaucracy in Procurement	20	40.0	100.0
Total	50	100.0	

Sourced: field work, 2020

4.3.5 Suggested solution to improve timely materials delivery

Table 7 below presents the results of all the possible solutions that were suggested as solution on improving timely materials delivery. The majority of the respondents which is 52.0% suggested that the procurement approval cycle (bureaucracy) should be minimized. Around 18.0% suggested that proper procurement plan can be a solution, 10.0% said the use of tracking system while 20.0% of all the respondents claimed that early needs identification can solve the problem. Due to these results it implies that the combination of all the four suggested solutions can improve the process of materials delivery.

Table 7: Suggested solution

Response	Frequency	Percent
Minimize Approval Cycle	26	52.0
Proper procurement Plan	9	18.0
The use of tracking System	5	10.0
Early needs identification	10	20.0
Total	50	100.0

Source: field work, 2020

From the findings about 96.0% claimed that when needs are timely identified have an impact to timely materials delivery. This outcome implies that delaying in identifying the need within the department can lead to delay in materials delivery and hence poor customer service is achieved. This finding is supported by Wallin, et al., (2006) who said that customers are more satisfied if the time taken to deliver their products is less than the time; they are willing to wait once they have placed an order. A study carried out by Yin- Mei, et al., (2013) on “Mechanisms Linking Employee effective delivery and Customer Behavioral Intentions” shows that effective customer delivery influences customer satisfaction and service quality. Customers are said to be more satisfied if their suppliers are able to meet and fulfill their orders within the required time (Wildding, 2003), and that can be achieved by making sure the objectives of procurement are achieved effectively.

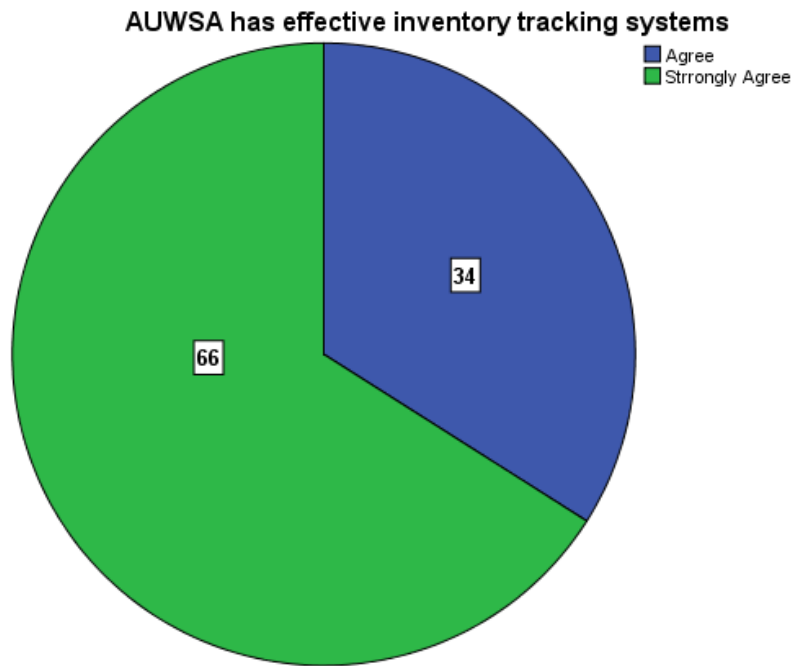
4.4 Role of Right Quantity (inventory management) towards achieving better customer service at AUWSA

Right quantity that's managing the right quantity of inventory is one of the aspects that were thought to be associated to better customer services. The study wanted to know how inventory is managed at AUWSA and here under are the results;

4.4.2 Inventory tracking Information System

One of the key and important tools in inventory management is having an information system to monitor and manage inventory. According to the findings from respondents of this study in figure 8 below, it shows that all 50 respondents claimed that AUWSA has a full functioning tracking information system. This being the fact, the study suggests that if the system is well utilized can improve timely materials delivery and hence improve better customer services.

Figure 8: Inventory tracking Information System

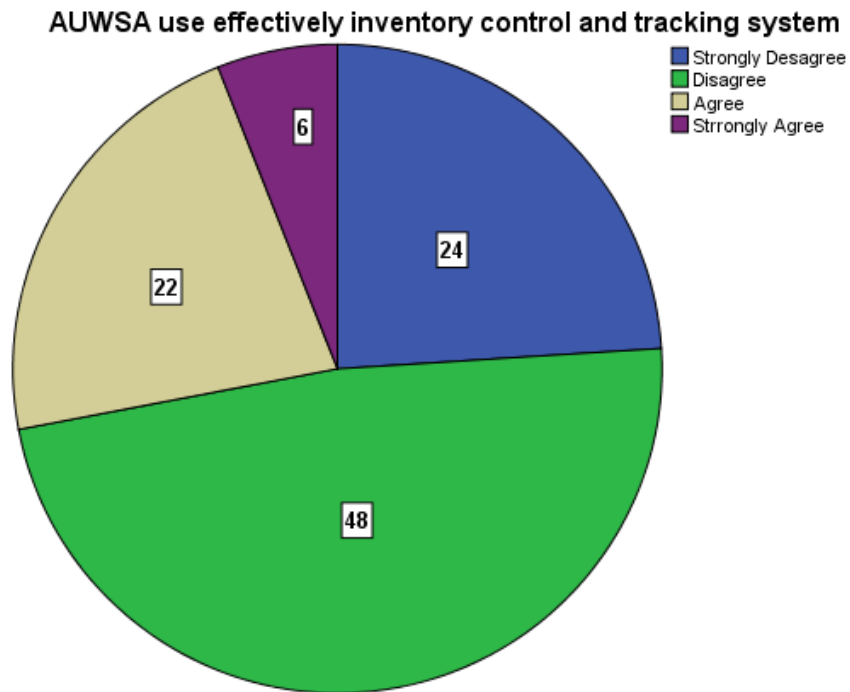


Source: field work, 2020

4.4.3 The use of tracking Information System

As illustrated from figure 9 below, about 72.0% did not agree that the system full utilized while only the remaining 28.0% of all the respondents agreed. These results show that though the system does exist but may not be in use and hence decline the provision of better customer services. By looking on the outcome of the findings the study discovered that the inventory control system is not used effectively for their stores daily activities as procurement as it concerns.

Figure 9: The effective use of tracking Information System



Source: field work, 2020

From the findings 72.0% did not agree that the system full utilized while only the remaining 28.0% of all the respondents agreed. These results show that though the system does exist but may not be in use and hence decline the provision of better customer services. By looking on the outcome of the findings the study discovered that the inventory control system is not used effectively for their stores daily activities as procurement as it concerns. If the inventory tracking system is not used effectively it may lead to delay which will create poor customer service. The study of Gathenya & Thogori, (2014) also found out that inventory management was hindered by long lead times which often lead to inventory delays in the organization. Delays in ordering had a strong significant negative relationship with customer satisfaction. This means that an increase in the delay of the goods ordered resulted to a decrease in customer satisfaction. This confirms a study by Starr (2005) which shows that companies can improve and increase customer satisfaction by reducing lead-times of the higher tier customers who contribute significantly to the company's

profits. Eckert (2007) concludes by saying that a well-managed system of inventory has a direct linkage to customer satisfaction.

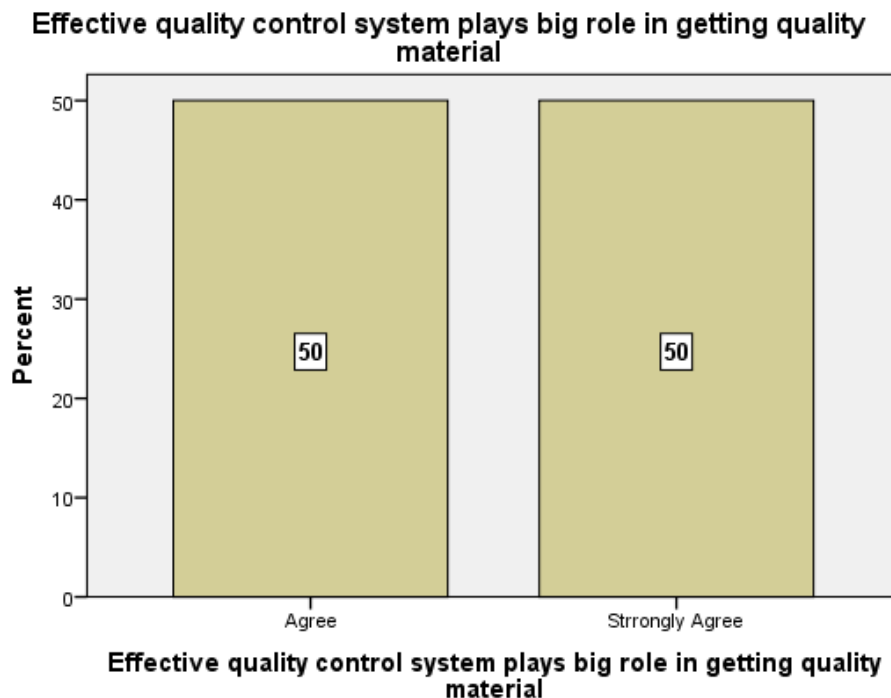
4.5 Role of the of Right Quality towards achieving better customer service at AUWSA

Another area this study wanted to assess is the quality of the materials that are purchased. The study constructed several questions and hereunder are the response.

4.5.2 Effective quality control system plays big role in getting quality material

Having quality materials can lead to better customer service and here the researcher wanted to obtain views from respondents on how they see quality of materials as a factor that can lead to better customer service. As showed from figure 10, all respondents claimed that having a quality control system contributes in getting quality materials and hence improve the service that is offered by AUWSA.

Figure 10: Effective quality control system



Source: field work, 2020

4.5.3 Inspection process

Another aspect towards improved better customer service is inspection process, the researcher aimed to know what role does the inspection process plays on improving better customer service on the area of getting right quality of material. Figure 11 below shows that, about 96.0% which equal to 74.0% agree and 22.0% of all respondents agreed that having a good and proper inspection exercise leads to getting materials with better quality and hence can improve delivering better service. In the other hand only 4.0% were not sure if inspection exercise has any impact towards improving quality of materials.

Figure 11: Proper inspection process

	Frequency	Percent	Cumulative Percent
Neutral	2	4.0	4.0
Agree	37	74.0	78.0
Strongly Agree	11	22.0	100.0
Total	50	100.0	

Source: field work, 2020

4.5.4 The link between procurement and quality of service

The target of this question was to obtain general views about the link between procurement and the quality of the service offered at AUWSA. As illustrated from Table8 below, 12.0% claimed that there is no any link between procurement and the quality of service offered while on the other hand 88.0% agreed to be a link between quality of service and procurement processes. This implies that if procurement activities are well managed it can influence the delivery of better customer services to AUWSA customers.

Table 8: Link between procurement and quality of service

	Frequency	Percent
YES	44	88.0
NO	6	12.0
Total	50	100.0

Source: field work, 2020

From the findings 88.0% of the respondent agreed that there is a relationship between quality of service and better customer service. This implies that if procurement activities are well managed it can influence the delivery of better customer services to AUWSA customers. The findings of Ogoe, (2016), support the findings of this study by concluding that procurement and quality service are positive and directly related. Therefore, with proper procurement management the expected quality service in institutions can be affected positively. Nguyen & Nagase, (2019) conducted a study on the influence of total quality management on customer satisfaction in Health care Organization; the study findings revealed that Total Quality Management had a significant effect on perceived service quality and patient satisfaction.

Also, all respondents claimed that having a quality control system contributes in getting quality materials and hence improve the service that is offered by AUWSA. For organization to achieve acceptable quality, the process of continual quality improvements is needed. This requires close working relationships and communications that benefit both the supplier and the buyer. Moreover about 96.0% of all respondents agreed that having a good and proper inspection process leads to getting materials with better quality and hence can improve delivering better service. Rasheed, (2017) did a research on the impact of Total Quality Management on Customer Satisfaction. He found that the service quality increases as the effect of TQM increases. Increase in quality leads to increase in customer satisfaction.

4.6 Correlation and Regression Analysis between independents and dependent variable

The researcher computed all variables that were assumed to be independent variables which were to predict the independent variable (better customer service) and this section puts the findings in more details.

4.6.2 Correlations between independent and dependent variables

Table 9 below shows a correlation results that were generated as part of the Regression analysis. The findings disclose that there is a positive correction of 73% between Timely delivery and better customer service. These results predict that timely delivery of material have a positive relationship toward delivering better services to AUWSA customers.

Furthermore, results from table 9 below it disclose that there is a positive correlation between inventory management and better customer service. The results show that there is 61% relationship between inventory management towards delivering better customer services.

Table 9: Correlations between independent and dependent variables

		Customer Service	Timely Delivery	Inventory Management
Pearson Correlation	Customer Service	1.000	.738	.612
	Timely Delivery	.738	1.000	-.178
	Inventory Management	.612	-.178	1.000
Sig. (1-tailed)	Customer Service	.	.008	.466
	Timely Delivery	.008	.	.108
	Inventory Management	.466	.108	.
N	Customer Service	50	50	50
	Timely Delivery	50	50	50
	Inventory Management	50	50	50

Source: field work, 2020

4.6.3 The Relationship between delivering Right quality of materials towards better customer service

As illustrated in Table 10 below, the results show that there is p-value for right quality as an independent variable is 0.001 which is below the significance level of 0.005. These outputs indicate that there is a positive statistically significant relationship between Right quality of materials delivered and offering better customer services.

Table 10: Relationship between Right quality and better customer service

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	
	B	Std. Error	Beta			
1	(Constant)	14.074	1.702		8.270	.000
	Right Quality	.305	.090	.440	3.394	.001

a. Dependent Variable: Customer Service

4.6.4 The Model Summary

As shown in Table 11 below, the Model Summary shows that R Square is positive and this indicates that there is a positive relationship between the independent and dependent variables. The R square for Predictors (Constants) is about 82% which shows that the study variation is explained by these inputs variable and hence defines a better model for the independent variable.

Table 11: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.346 ^a	.820	.083	1.26895

a. Predictors: (Constant), Inventory Management, Timely Delivery

4.6.5 The Predictors (Constants) Coefficients

Table 12 below, it shows that the Regression output of Timely delivery and inventory management predictors are positively statistically significant because their p-values equal to 0.000 and 0.005. Since the produced p-values are not greater than the significance level which is 0.05 therefore this model shows that there is positively statistically significant relationship between timely deliveries of materials towards attaining better customer service at AUWSA.

Table 12: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	14.529	2.738		5.306	.000
Timely Delivery	.194	.077	.352	2.530	.005
Inventory Management	.056	.104	.075	.539	.000

a. Dependent Variable: Better Service

Source: Field work, 2020

4.7 Summary

Based on the findings there is a relationship between procurement and better customer service about 90.0% of the respondent strongly agree that procurement has a significant contribution on offering better customer services. 88.0% agreed that there is a link between quality of service and procurement activities. This implies that if procurement activities are well managed it can influence the delivery of better customer services to AUWSA customers.

In AUWSA they make sure they achieve objectives of procurement that's right time, right quality and right quantity. However, there are some challenges faced in achieving them that is in achieving timely delivery About 42.0% claimed delay in procurement process that's (timely need identification and supplier order follow up) are the cause to timely materials delivery, 18.0% said that there is no tracking system to facilitate timely ordering materials and on the other hand about

40.0% who are the majority of all the respondents claimed bureaucracy in procurement process is the major cause of delay timely delivery. This again shows that if user department do not get materials on time can affect the whole process and lead to poor customer services.

In inventory management system the challenges faced is the use of inventory tracking control system that's the system usage is not effectively, from the findings 72.0% did not agree that the system full utilized while only the remaining 28.0% of all the respondents agreed. These results show that though the system does exist but may not be in use and hence decline the provision of better customer services.

For an organization to be in a position of achieving better customer service should make sure they create a solution to all the challenges which contribute to not achieving the objectives of procurement. This can be done through ensuring the procurement objectives are achieved in an effective and efficient way in the procurement processes.

CHAPTER FIVE

SUMMARY, RECOMMENDATION AND CONCLUSION

5.1 Introduction

This chapter presents a summary of findings, conclusion and recommendations on the assessment of the role of Procurement in achieving better Customer Service.

5.2 Conclusion

For organization to achieve its objectives specifically gaining its market share it should try its best to make sure that, the procurement process is in place to ensure that the objectives of procurement are achieved by putting more emphasis on the delivery time, the quality of the goods and the availability of the goods provided by the organization that's ensuring that the promised delivery time of goods/material are realistic and that the product / service quality is also in standard. By offering fewer waiting times can attract many customers, and this can increase the number of customers.

Obtain Right quality in a right quantity at a right time, can assist the organizations to achieve better customer service, from the analysis conducted which indicated that, there was a strong relationship between procurement and better customer service. The study concludes that procurement contribute to better customer service through the achievement of right quality, right quantity and right time and this is from 90.0% of the respondent who claimed that procurement has a significant contribution towards better customer services. Also, in correlation and regression model summary it shows that R Square is positive and this means that there is a positive relationship between the independent variables (right quality, right quantity and right time) and dependent variable (better customer service).

5.3 Recommendations

5.3.1 Recommendations for Improvements

The following are recommendations to the Management team of AUWSA, other stakeholders on the water sector, and policy makers. Since the procurement unit is an integral part to most sections and departments in an organization which facilitates the delivery of better service to

internal and external customers, there must be a close management follow-up to ensure the procurement process is in place.

There is a need for management to emphasize the importance procurement activities within the organization specifically in meeting the objectives of procurement thus having the right quality, having right quantity (inventory management). From the findings the following should be taken into consideration for,

From the findings of all the possible solutions that were suggested as solution on improving timely materials delivery. The majority of the respondents which is 52.0% suggested that the procurement approval cycle (bureaucracy) should be minimized. Around 18.0% suggested that proper procurement plan can be a solution, 10.0% said the use of tracking system while 20.0% of all the respondents claimed that early needs identification can solve the problem. Due to these results it implies that the combination of all the four suggested solutions can improve the process of materials delivery. The inventory tracking system should be Improvement, and used effectively, and management should try to reduce the chain of approval so as to speed up the process

5.3. 2 Recommendations for Further Studies

This study assessed the contribution of procurement in achieving better customer service. It is therefore suggested that further researches should be carried out on this subject but in different areas to build and add more knowledge in the area of procurement contribution to better customer service. This research only focused on AUWSA; nonetheless, it could be appropriate to carry out more studies on other Public institution to establish more insights on the subject matter.

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APPENDIX

QUESTIONNAIRE

This questionnaire is about the role of procurement in achieving better customer service at AUWSA. It assesses the contribution procurement objectives i.e. right time, right quantity and right quality in achieving better customer service. There are no incentives or payments offered to participate in the inquiry. Please do not include your name or personal details as the study should be carried out anonymously to protect the privacy of the participants. Kindly participate in this study and be assured that anything that will be filled in this questionnaire will be treated confidential and solely for academic purposes and not otherwise.

Thank you for considering it worthwhile to participate in the research.

PART 1: DEMOGRAPHIC INFORMATION (Kindly tick (✓) your relevant box)

1. Gender of respondents
 - A. Male ()
 - B. Female ()
2. Age group of respondents
 - A. Below 25 years ()
 - B. Between 26 and 35 ()
 - C. Between 36 and 45 ()
 - D. Between 46 and 55 ()
 - E. Above 55 years ()
3. What is your highest education level? (Put a tick)
 - A. Certificate ()
 - B. Diploma ()
 - C. Bachelor degree ()
 - D. Postgraduate ()
 - E. Masters ()
 - F. PhD ()

4. For how long have you been at AUWSA (Tick in the box for your answer)
- A. Below 2 years ()
 - B. 2 – 4 years ()
 - C. 5 – 10 years ()
 - D. Above 10 years ()

PART 2: SPECIFIC QUESTIONS

SECTION A: LEVEL OF AWARENESS

1. For your opinion, do Procurement activities at AUWSA contribute to better customer service?

- A. YES ()
- B. NO ()

2. Is there any formal procurement procedure followed in AUWSA?

- a. YES ()
- b. NO ()

3. Are you involved in procurement activities in AUWSA?

- A. YES ()
- B. NO ()

If YES who provides material specification

- a. Procurement unit
- b. User department
- c. Stores department ()

SECTION B; PROCUREMENT OBJECTIVES IN RELATION TO BETTER CUSTOMER SERVICE

i. RIGHT TIME (TIMELY DELIVERY)

Link between procurement and timely delivery

Please TICK the column that represents your views regarding the following statements.

TICK one for each statement.

5=strongly Agree 4=Agree 3=Neutral 2=Disagree 1=strongly Disagree

S/N	Timely delivery Variables	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	Proper Procurement planning contribute to timely delivery of material					
2.	Proper Order follow-up of supplier has a contribution in achieving timely delivery					
3.	Timely need identification has an impact in achieving timely delivery					
4.	Timely approvals and authorization helps in achieving right timely delivery of materials					

A. Please identify any challenge that AUWSA face in achieving timely delivery objective.

.....

B. What could be the possible solution to the above challenges?

.....

ii. **RIGHT QUANTITY (INVENTORY MANAGEMENT)**

Link between procurement and inventory management

Please TICK the column that represents your views regarding the following statements.

TICK one for each statement.

5=Strongly Agree 4=Agree 3=Neutral 2=Disagree 1=Strongly Disagree

S/N	Inventory management Variables	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	Proper inventory planning helps AUWSA in inventory management and scheduling					
2.	AUWSA has effective inventory tracking systems					
3.	AUWSA use effectively inventory control and tracking system					
4.	Inventory Management practices contribute greatly to better customer service at AUWSA					

A. Could you provide any suggestion for effective inventory management at AUWSA?

.....

iii. **RIGHT QUALITY**

Link between procurement and quality service

Please TICK the column that represents your views regarding the following statements.

TICK one for each statement.

5=strongly Agree 4=Agree 3=Neutral 2=Disagree 1=strongly Disagree

S/N	Right Quality Variables	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	Proper technical specification leads to better quality					
2.	Organizational quality improvement culture is one of the key factors to better customer services					
3.	Effective quality control system plays big role in getting quality material					
4.	Proper Inspection process plays a big role in getting a right quality					

A. In general, do you think there is a link between procurement and quality service in your organization?

Yes ()

No () To some extent ()

B. Do you think procurement activities undertaken at AUWSA achieve quality service for maximum satisfaction by employees /users?

Yes ()

No () To some extent ()

Thank you for your Participation.

Letter of request for Data collection from the Institute of Accountancy Arusha (IAA)

**Letter of Acceptance from Arusha Urban Water Supply and Sanitation AUTHORITY
(AUWSA)**