THE CONTRIBUTION OF STAFF COMPETENCE ON PROCUREMENT PERFORMANCE IN THE PARASTATAL ORGANIZATIONS IN TANZANIA

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Abstract:

The study aimed to examine the contribution of staff competence to procurement performance in Tanzania's parastatal organizations. It was specifically intended to investigate the effect of staff qualification, staff skills, and management support on procurement performance and make recommendations for improvement. The data were collected from heads of departments at 93 parastatal organizations in Dar es Salaam using structured questionnaires. The study's population consisted of 712 respondents, with a sample size of 256 randomly selected, but only 241 questionnaires were returned, completed, and used for analysis. The data were descriptively and inferentially analyzed using a multiple regression analysis with the help of SPSS version 23. The finding shows that staff qualification, staff technical skills, and management support positively influence procurement performance. The study implied that the procuring entities should ensure that procurement staff are professionally qualified, have technical skills, and are supported by the management to ensure that value for money is achieved from the procurement process within the parastatal organizations.

Keywords:

1. Introduction

Public procurement is one of the important functions within public institutions as it deals with the acquisition of goods, works, and services required by them (Changalima and Mdee, 2023). The amount of money spent on public procurement is around 30% of GDP for most of the countries under the Organization for Economic Development and Cooperation (OECD, 2021). Due to the huge amount of money used in public procurement, many governments have undertaken a lot of efforts to ensure that efficient use of public funds and value for money are achieved. The governments have adopted an electronic procurement system, a capacity-building program for their procurement professionals, undertaking procurement audits from time to time, establishing various organs to monitor the procurement function, and others (David-Barrett and Fazekas, 2019; Sarawa and Mas'ud, 2020). However, despite those efforts, the procurement function is still associated with a lot of malpractice, which eventually causes the unavailability of social services like clean water supply, better health, good education, passable roads, and alike (Masoud, 2023).

Due to that, a lot of scholars have been attracted to studies on public procurement performance so as to find out the causes of this miserable phenomenon and come up with constructive recommendations aiming to improve its performance and enable the organization to meet the intended objectives (Oluka and Basheka, 2014; Barrett and Fazekas, 2019; Hamza et al., 2016; Masoud, 2023). Scholars have studied different factors like political interference, procurement planning, information and communication technology, staff skills, and others to assess their influence on procurement performance in different parts of the world (Changalima and Mdee, 2023; Barrett and Fazekas, 2019; Hamza et al., 2016). For instance, the experiences from Indonesia and India, as presented by Purnomo et al. (2018) and Schnequa and Alexandru (2012), portray that the knowledge of the staff significantly affects the

organization's procurement performance. Lyson and Farrington (2016) argued that the effectiveness of the procurement practitioners determines how well the procurement process works. They went further by arguing that having the necessary knowledge and skills for them is among the paramount aspects. Aryani (2020) emphasized that employee competence can be obtained through education, training, experience, assignments, or talent. Thus, many organizations have allocated budgets for training their staff (Mahuwi and Panga, 2020).

In Africa, however, as revealed by Picho (2017), some procurement malpractices are caused by unqualified procurement professionals who make decisions that derail significantly positive outcomes for their organizations. According to Hamza et al. (2016), the level of staff competence among procurement practitioners is one of the critical determinants affecting procurement performance in Ethiopia because they are in charge of managing all procurement functions within organizations. As a result, their professional competence serves as a driving force behind the procurement function's overall performance (URT, 2011). Furthermore, Nzambu (2015) emphasizes that procurement staff must have the necessary competencies in order to carry out procurement activities efficiently and that their competencies have a significant impact on procurement performance. Scholars have argued that skilled procurement practitioners can overcome obstacles to achieve the intended corporate goals (Lysons and Farrington, 2016).

Appiah (2010) established that competent procurement staff influences the selection and implementation of procurement methods in a variety of ways. According to Lyson and Farrington (2016), technical competence helps procurement professionals adhere to procurement procedures and practices despite the challenges and complexity encountered when performing the procurement function. Chikwere et al. (2019) make a similar finding that there is a correlation between noncompliance and incompetent employees. According to previous studies, one of the aspects required to update practitioners with new skills and competencies is the provision of training (Hamza et al., 2016). Unfortunately, evidence shows that, besides the importance of staff competence on procurement performance, some procurement practitioners have a very low level of competence (Picho, 2017).

In the United Republic of Tanzania (URT), the importance of staff competence on procurement performance is well emphasized by many scholars (Mahuwi and Panga, 2020; Changalima and Mdee,2023). For instance, Mahuwi and Panga (2020) argued that for procurement practitioners to be competent and equipped with new skills, it is a mandatory obligation for every procuring entity to have training programs for them. According to PPA (2011), procurement staff are those who are supposed to manage all procurement functions, plan the procurement requirement, select the procurement process, prepare tender and contract documents, and liaise with the user department to prepare the specification of the requirement. Unfortunately, besides the importance of staff competence on procurement performance and various efforts that have been undertaken to improve their competence through capacity building programs undertaken by various public institutions like the Public Procurement Regulatory Authority (PPRA) and Procurement and Supplies Professional and Technician Boards (PSPTB) from time to time, the procurement performance for several organizations is not impressive, as revealed by the recent CAG Audit Report of 2023, where a lot of procurement malpractices have been evidenced that relate to staff competence. For instance, the Ministry of Education, Science, and Technology procured a total of 300,000 tablets for the Tanzania Population and Housing Census in August 2022 for tender number ME-024/2021-22/HQ/G/34. It was revealed that the procurement process for this tender was associated with a lot of shortfalls. Firstly, the selection of bidders was based on unfair competition, the tender board made alterations to the technical specifications, and there was no comprehensive market study to establish the market price. Lastly, it is worth mentioning that the evaluation committee did not include representatives from the user department and other relevant stakeholders (URT, 2023).

In a similar vein, the study revealed that only two members of the Tender Board approved the selection of M/S Shenzhen Benton Technology Company as the recipient of a tender for 150,000 tables valued at USD 20.28 million (equivalent to TZS 46.86 billion). Despite the fact that the contract documents were not submitted to the Attorney General for vetting as mandated, the tenderer also failed to submit the necessary performance security as stipulated. Also, the report indicates that acquisitions amounting to TZS 6.01 billion from different ministries were conducted through single-source procurement without justification (URT, 2023).

From these few observations, it raises a lot of suspicion about the level of competence among the procurement professionals who perform the procurement function. This has influenced the researcher to find out the level of procurement professional competence and to what extent it affects the level of their procurement performance among the parastatal organizations located in the Dar es Salaam region.

Statement of the Problem

URT has made a lot of efforts to ensure that there is efficiency in public procurement so that public funds are effectively utilized and value for money is realized. For instance, URT has adopted an electronic procurement system, conducted a capability-building program for its procurement professionals, and conducted procurement audits from time to time (URT, 2023; Masoud et al., 2021). However, the procurement performance for most of the public institutions is not impressive (UTR, 2023). The procurement is associated with a lot of malpractices; for instance, the recently released Control Attorney audit report 2023 shows that the Ministry of Health did not sign a formal contract with UNICEF for the purchase of motor vehicles worth TZS 10.75 billion. Also, there was a delay in the delivery of these motor vehicles, which were agreed to be delivered in August 2022; however, until the time of auditing (December 2022), the delivery was not undertaken.

Additionally, the report shows that the contractor, M/s Tanjo Builders Company Limited, who was engaged by TANROADS-Rukwa for construction projects, had abandoned the project worth TZS 903.60 million. There were procurements from different ministries using a single source, restricted tendering without justification valued at TZS 6.01 billion, and delayed completion of construction projects worth TZS 197.36 billion across government institutions. Also, malpractices were evidenced in the Ministry of Education, Science, and Technology (MoEST), and Shenzhen Benton Technology Company Limited signed a contract for the supply of 150,000 tablets for USD 20.28 million (TZS 46.86 billion), which was not sent to the Attorney General for vetting.

From the above, there are a few examples of abundant evidence showing how public funds were misused through public procurement, which is why a lot of studies have been undertaken to find out the reasons for these malpractices. like Randon and Rendon (2015) investigated procurement fraud within the United States (US) Department of Defense; Basheka (2011) and Hui et al. (2011) in Uganda and Malaysia respectively studied the influence of political inference on procurement performance; URT scholars like Changalima et al. (2022) studied the effect of procurement planning; Matto et al. (2022) studied the influence of tendering processes on procurement performance; and Masoud et al. (2021) studied the influence of internal auditing on procurement performance among the parastatal organizations in Tanzania. However, to the best of the author's knowledge, there are scant studies that assess the contribution of staff competence to procurement performance in the parastatal organizations in Dar es Salaam, and this study managed to fill the existing gap. Therefore, this study aimed to assess the contribution of staff competence to procurement performance and specifically to determine the influence of staff qualification, technical skills, and management support on procurement performance in the parastatal organizations in the Dar es Salaam region.

2. Literature Review

2.1. Theoretical Review

This study is grounded in Principal-Agent Theory. The theory explains the relationship between the principal and the agent: the principal hires the agent to carry out work on the principal's behalf (Jensen and Meckling, 1976; Moe, 1984). The theory assumed that the agent has more information (knowledge) than the principal, and this knowledge asymmetry makes it difficult for the principal to adequately monitor whether their interests are being appropriately served by the agent (Mitchell and Meacheam, 2011). Kivisto (2008) insisted that the agent has more information, expertise, and experience than the principal, who may use it to his advantage. However, Mitchell and Meacheam (2011) argued that knowledge workers are engaged by their employers and are in charge of performing tasks on their behalf. Managers rely on their knowledge worker personnel and expect them to undertake the thorough analyses required to make suitable judgments in complex scenarios because knowledge workers possess the specific information required to solve problems and make informed decisions (Sharma, 1997). In public procurement, the procurement practitioners need to be knowledgeable and competent on all procurement matters for the purposes of performing their assigned tasks by the principal in order to yield the required results in an effective and efficient manner (Mahuwi and Panga, 2020).

2.2. Empirical Review
2.2.1. The Effect of Staff Qualification on Procurement Performance

The need for the procurement officer to be very competent in procurement matters is overemphasized by Layson and Farrington (2016). Due to the fact that they are the ones who execute almost all of the procurement functions (Barsemoi et al., 2014; PPA, 2011), As they are responsible for the preparation of the procurement planning, preparation of the procurement documents, evaluation of tenders, negotiation with suppliers, managing the contracts, and such (Masoud, 2023), Mahuwi and Panga (2020) argued that the procurement officer, to be very competent, needs to have professional as well as academic qualifications that will enable them to tackle various procurement problems and challenges that might arise when performing their responsibilities. Not only that, having enough experience has been overemphasized by many scholars as having a high contribution to the overall organization's performance, as experience brings confidence and feedback from previous tasks (Barsemoi et al., 2014). In addition, some scholars emphasize the need for knowledge on the interpretation of various clauses of the procurement rules, regulations, and guidelines; this normally keeps the organization on the safe side in issues of compliance as required by the regulatory authorities (Odero and Ayub, 2017).

2.2.2. The Effect of Technical Skills on Procurement Performance

Staff having technical knowledge of the different procurement procedures required to execute the procurement function is one of the paramount requirements (Barsemoi et al., 2014). They need to be knowledgeable on issues like tendering procedures, tender evaluation, negotiation with suppliers, disposal of public assets, and alike. It assists the organizations in complying with the requirements of rules and regulations so as to avoid unnecessary disputes and complaints for the procurement stakeholders, which eventually affect the effectiveness of the procurement function (Sarawa and Mas'ud, 2020). Not only that, but also the procurement staff must be able to manage the procurement contracts effectively (Changalima and Mdee, 2023; Oluka and Basheka, 2014). As argued by Mchopa (2015), procurement contracts outline the responsibilities and obligations between parties. Having someone who is competent at applying the contract clauses effectively will ensure value for money is achieved from the procurement process (Matto, 2021). Also, the procurement professional needs to be very conversant with the various risks associated with the procurement process, including time, cost, and quality risks that, if well managed, will affect the required objectives (Changalima and Mdee, 2023). Moreover, having the required negotiation skills on various contractual terms is a crucial requirement among procurement professionals for ensuring that the best value for money is achieved from the right suppliers. Mwihaki (2018) argued that procurement staff should be able to respond to changes in job requirements. As the job requirement changes from time to time, insiders must fulfill customer demand and bring satisfaction (Masoud, 2023).

2.2.3. The Effect of Management Support on Procurement Performance

The importance of the organization's deployment of procurement staff based on skills and qualifications is overemphasized by Ezinwa (2020). However, studies show that, besides the importance of skilled staff on organization performance, the issue of management support is among the paramount ones (Hamza et al, 2016). The author insisted that in order to improve one's performance, he or she needs to be motivated by the management. In the same vein, Mahuwi Panga (2020) insists that having competent staff is not enough; the staff needs to be developed from time to time through short and long courses so as to be conversant with new techniques and competence that emerge in the fields from time to time. This can be one of the mechanisms for motivating staff. However, the importance of motivation for organizational performance was overemphasized by many scholars (Ptcho, 2017; Barsemoi et al., 2014). Hamza et al. (2016) revealed that many organizations in Ethiopia did not motivate procurement professionals, and organizations do value skills and experience, which is definitely detrimental to their procurement performance.

2.3. Conceptual Framework

According to Colin (2010) a conceptual framework is a group of broad concepts and principles that are taken from pertinent fields of study and used to organize a subsequent presentation. The conceptual framework that underlies this study stipulates that procurement performance is a dependent variable, while staff qualification, technical skills, management supportare independent variables. The conceptual framework for the study is depicted in Figure 1.
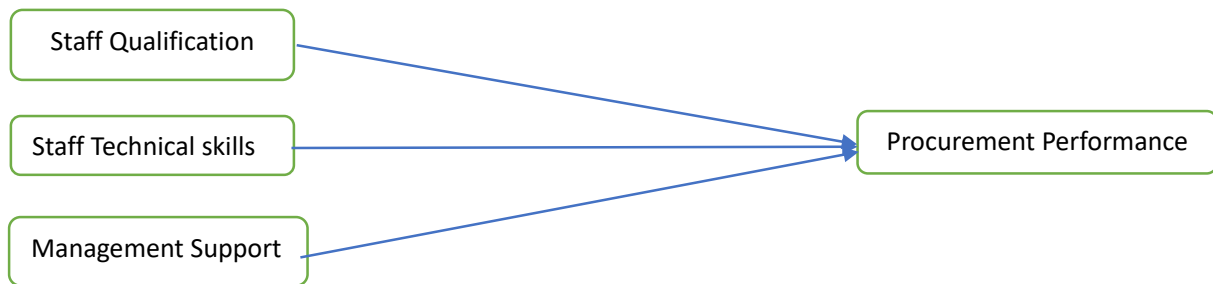
Figure 1: Conceptual Framework

3. Methodology

3.1. Data Collection and Analysis

The study used an explanatory research design aiming to establish the relationship between the independent and dependent variables (Saunders et al., 2012). Parastatal organizations were chosen based on recent CAG and PPRA reports that shown that there had a lot of incidences of procurement malpractice in parastatal organizations in Tanzania. The study purposefully used 93 parastatal organizations located in the Dar es Salaam region, ensuring the findings' generalizability, because approximately 70% (103) of all parastatal organizations in Tanzania are located in Dar es salaam region (PPRA, 2019). The study used a population of 712 heads of user departments, from which 256 respondents were chosen using a simple random sampling technique. The sample size was calculated using Yamane's Formula (1967), as follows: $n = N / 1 + N(e)^2$; Where: n = the required sample, N = target population, i.e., 712 e = marginal error i.e., 5%. n = 712/ 1+(712) x (0.05) ^{2} n = 256. Out of the 256 questionnaire which were distributed, 241 were returned and analyzed. The questionnaire included a 5-point Likert scale on which 1 represented strongly disagree and 5 represented strongly agree. For each item and construct, the means and standard deviations of the scores were computed. Additionally, exploratory factor analysis (EFA) was used to determine whether previously discovered elements defined a specific construct. The data were analyzed using multiple linear regression, as part of which reliability, data validity, multi collinearity test, sample adequacy test, and model fit test were also determined.

3.2. Reliability Test

The study variables have been put through a reliability test to see if they are dependable or not. Table 1 show the result of the reliability test.

Table 1: Reliability Test

Variables	Cronbach's Alpha
Staff Qualification	.837
Technical Skills	.798
Management Support	.811
Procurement Performance	.867

The reliability test was conducted using Cronbach's alpha coefficient, as recommended by Sekaran and Bougie (2009). According to the authors, a Cronbach's alpha score of 0.7 shows that the data collection tool is reliable. For

this study, the reliability scores were as follows; staff qualification=.837; Technical Skills =.798; Management Support =.938; and procurement performance =.867. Therefore, all variable instruments are reliable.

3.3. Multi-Collinearity Test Results

To determine whether the independent variable in the study were correlating, both tolerance and variance inflation factors were used. The results of the multi-collinearity test are presented in the Table 2.

Table 2: Multi-Collinearity Test Results

Variables	Collinearity Statistics	
	Tolerance	VIF
Staff Qualification	.456	2.195
Staff Technical Skills	.328	3.052
Management support	.455	2.200

The multicollinearity of the independent variables was examined by using the level of tolerance and variance inflation factors. Hair et al. (2010) suggest that VIFs be less than 5 and tolerance levels be greater than 0.1. For this study, the results show that tolerance factors   for the variables (staff qualification, technical skills, management support) were of 0.456, 0.3.28, and 0.455, respectively, indicate that the variables are not collinear. The VIF for the variables was less than 5 (2.195, 3.052, and 2.200, respectively), which is considered acceptable. Karl Pearson's coefficient of correlation was employed to determine the level of association between the variables. At a 95% level of confidence, it was shown that there was a significant positive association between all the variables (p=0.05).

3.4. Kaiser-Meyer-Olkin (KMO) and Bartlett's test

The Kaiser-Meyer-Olkin test was used to determine the sampling adequacy, and the results are shown in Table 3.

Table 3: KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.793
Bartlett's Test of Sphericity	Approx. Chi-Square	503.276
	Df	6
	Sig.	.000

The study used Kaiser-Meyer-Olkin to examine the sampling adequacy. The result of Bartlett's test of sphericity had statistical significance (p =.000), and in the Kaiser-Meyer-Olkin test, the sampling adequacy value was 0.793, which is above the threshold value of 0.5 (Magasi, 2020), therefore supporting the factorability of the study's variables.

3.5 Multiple Regression Analysis

The study employed a multiple linear regression analysis model to investigate the causal effects and relationships between constructs, as it is known as the most appropriate technique for validating the causal effects between variables (Matto et al., 2021; Kariuki and Paul, 2019). The multiple linear regression model that was used is given as follows; $Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$. Where: Y = Procurement performance; α = Constant of Regression; β = Beta Coefficients; X_1 = Staff qualification X_2 = Technical skills, X_3 = Management support and ε = Error of Regression.

4. Findings and Discussion
4.1. Descriptive Analysis
4.1.1. Staff Qualification
To examine the extent to which staff qualification among the procurement staff influenced procurement performance in parastatal organizations, respondents were requested to show their degree of agreement and disagreement with several statements as shown in Table 4.

Table 4: Staff Qualification

	N	Min	Max	Mean	Std. Dev
The staff have the required knowledge on procurement guidelines	241	1	8	3.19	1.124
Procurement staff possess professional competency	241	1	5	3.88	.962
Procurement staff possess the required academic qualification	241	1	5	3.92	1.003
Staff have knowledge on procurement rules and Regulations	241	1	5	3.83	.985
Procurement staff have enough working experience	241	1	5	3.69	.978

The respondents agreed that the procurement staff have the required knowledge on procurement guidelines (mean 3.19). This means that all procurement staff have the required procurement knowledge for executing the procurement guidelines issued by the authority from time to time. This finding is in line with Mwihaki (2018), who revealed that procurement staff have required knowledge on implementing the procurement guidelines. Barsemoi et al. (2014) findings indicate that procurement staff have required procurement knowledge for executing the procurement function. On the same point, respondents agreed that procurement staff possess professional competency (mean 3.88). This is consistent with Ezeanyim et al. (2020), who revealed that procurement staff have professional competence in Anambra State, Nigeria, which assists them to perform their function accordingly. Also, the respondent agreed that procurement staff possess the required academic qualifications (mean 3.92). This finding is in line with the findings of Mwihaki and Allan (2020), who studied factors influencing effective public procurement performance at the Ministry of Devolution and Planning in Kenya, who revealed that procurement staff have the required academic qualifications to execute the procurement function. Moreover, the respondents agreed that procurement staff have knowledge of procurement rules and regulations (mean 3.83). This finding was in line with Ezeanyim et al. (2020), who revealed that procurement staff have knowledge of procurement rules and regulations, which means they could be able to execute the procurement function according to the requirements of the rules and regulations. Lastly, respondents agreed that procurement staff have enough working experience (mean 3.69). This finding concurred to Mahuwi and Panga (2020) finding who revealed the procurement staff in the organizations have the required skills and working experience.

4.1.2 Staff Technical Skills
To examine the extent to which staff technical skills among the procurement staff influenced procurement performance in parastatal organizations, respondents were requested to show their degree of agreement and disagreement with several statements as shown in Table 5.

Table 5: Staff Technical Skills

Descriptive Statistics					
	N	Min.	Max.	Mean.	Std. Dev
Staff understand procurement procedures	241	1	5	3.96	1.127
Ability to managed procurement contracts effectively	241	1	5	2.32	.981
Ability to manage risks involved in procurement undertakings	241	1	5	2.3.0	.928
Having procurement negotiation skills and creativity	241	1	5	3.74	1.030
Procurement staff respond to changes in job requirement	241	0	5	3.85	1.063

The respondents agreed that all procurement staff understand procurement procedures (mean 3.96). This finding is contradicted by the finding of Barsemoi et al. (2014), who revealed that the respondents were neutral on this question. Also, the respondents disagreed that the procurement staff managed the contract effectively (mean 2.32). This finding contradicts the finding of Changalima and Mdee (2023), who found that procurement staff have enough skill to manage contracts. Also, this finding was supported by the CAG report 2023, which revealed that there is mismanagement of procurement contracts in the parastatal organization. Additionally, the respondents were in disagreement that procurement staff have the ability to manage risks involved in procurement undertakings (mean 2.30). This finding also contradicts the findings of Changalima and Mdee (2023), who revealed that procurement officers have the ability to manage risks involved in procurement undertakings, while the finding was in line with the recently released CAG report 2023, which revealed that many projects failed to be completed at the right time and that the cost has overrun many of them. Also, the respondents agreed that procurement officers have procurement negotiation skills and creativity (mean 3.74). This finding is in line with the findings of Barsemoi et al. (2014), who revealed that procurement staff have procurement negotiation skills and creativity that will enable them to achieve various negotiated issues from the supplier, including price, required specifications, timely services, and alike. Last but not least, the respondents agreed that procurement staff respond to changes in job requirements (mean 3.85). This implies that procurement staff are able to accommodate changes in customer demand appropriately. This finding was in line with the finding of Mwihaki (2018), who revealed that procurement is able to respond to changes in job requirements that arise within organizations.

4.1.3. Management Support

To examine the extent to which top management support among the procurement staff influenced procurement performance in parastatal organizations, respondents were requested to show their degree of agreement and disagreement with several statements as shown in Table 6.

Table 6: Management Support

Descriptive Statistics					
	N	Min	Max	Mean	Std. Dev
Organization deploys staff based on skills	241	1	5	3.91	1.007
Organization sponsors staff for training	241	1	5	4.01	.964
Organization motivates staff	241	1	5	3.79	.961

	N	Min	Max	Mean	Std. Dev
Organization values skills	241	1	5	3.74	.931
of the procurement practitioners					

The respondents agreed that the organizations deploy staff based on skills (mean 3.91). This means that the organization made a thorough selection when recruiting the procurement officer. This finding is in line with the finding of Ezinwa et al. (2020), who revealed that staff were employed based on their skills and competence after a thorough recruitment process. However, it contradicts the finding of Hamza et al. (2016), who revealed that procurement staff at the textile industry in Ethiopia were not employed based on their skills and competence rather than their relationship with the management of the organization, which eventually detrimentally affected procurement performance. Also, the respondents were in agreement that the organizations sponsor staff for training (4.01). This finding is in line with the findings of Odera and Ayoub (2020) and Mahuwi and Panga (2020), who revealed that due to the importance of training for the better performance of procurement officers, many organizations offer long and short courses of training to their employees. In addition, the respondents were in agreement that organizations motivate staff (mean 3.79). This finding supports the finding of Barsemoi et al. (2014), who revealed that the organization tends to motivate its employees through a lot of schemes like the provision of incentives, extra work allowance, the best worker award, and alike. However, it contradicts the finding of Hamza et al. (2016), who revealed that the organization did not motivate its procurement staff. This makes the employees more creative and innovative in executing the procurement function. Lastly, the respondents were in agreement that the organizations value the skills and competence of the procurement practitioners (mean 3.74). This implies that the employees will be encouraged and anxious to develop their careers from time to time. This finding is in line with the finding of Barsemoi et al. (2014), who revealed that the management of the organization values the skills and competence of procurement practitioners.

4.1.4. Procurement Performance
In order to determine the degree upon on procurement performance in the parastatal organizations, the participants were asked to assess their agreement with a number of claims. Table 7 displays the averages and standard deviation of the replies;

Table 7: Procurement Performance

Descriptive Statistics					
	N	Min	Max	Mean	Std. Dev
Timely delivery goods / services	241	1	5	3.35	1.202
Quality procured goods/services	241	1	5	3.53	1.029
Reasonable cost/price	241	1	5	3.40	1.099

The results show that the respondents agreed that the performance of procurement function with the organization is good. As the respondent agreed that the good/services were timely procured (mean3.35) while goods/ services were procured of right quality (mean 3.53) as well are of the reasonable price (mean 3.40), These findings concurred with the findings of Ezeanyim et al. (2020) who revealed that staff competence has positive influence on procurement performance in Anambra State, Nigeria. They went on to say that skilled employees can solve procurement issues, whereas incompetent employees contribute to the organization's poor performance. Also, this finding is also corroborated by Odero and Ayoub (2019) who revealed that staff competence affects the organization's procurement performance. Furthermore, the results of this study support the finding of Zai (2021) who studied the factors affecting the procurement performance in the chosen industries at Batam and revealed that staff competence has a significant positive effect on procurement performance.

4.2. Inferential statistics
4.2.1. ANOVA F Test

The ANOVA F test was performed to evaluate overall model fit in order to determine whether it passes the necessary thresholds on the statistical criteria as shown in Table 8.

Table 8: ANOVA F Test

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	92.843	3	30.948	59.108	.000[b]
	Residual	124.087	237	.524		
	Total	216.930	240			

a. Dependent Variable: Procurement performance

b. Predictors: (Constant) staff qualification, staff technical skills, management support.

Table 8 demonstrates that the overall model fit is sufficient because the p-value for the regression model F test is less than the critical p-value (P = 0.05) at the confidence level of 95%. The model's conclusion that staffs qualification, technical competence and management support, the independent variables together predict procurement performance in the parastatal organization in Dar es Salaam region, therefore is very significant.

4.2.2. Regression Model

Table 9 shows the summary findings from the regression model.

Table 9: Model Summary

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.654[a]	.428	.421	.72358	1.828

a. Predictors: (Constant), staff qualification, staff technical skills and management

support.

b. Dependent Variable: Procurement performance

The findings showed that the R square was 42.8%, indicating that staff qualification, technical skills and management support have contributed to about 42.8% of the change on procurement performance. The remaining 58.2% difference in procurement performance may be accounted for by additional factors that the model did not include.

4.2.3. Regression Model Results

The regression model results are shown in Table 10

Table 10: Regression Model Results

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	.051	.266		.190	.849
	Staff Qualification	.206	.096	.156	2.140	.033

Staff Technical Skills	.209	.106	.170	1.978	.049
Management Support	.467	.085	.402	5.513	.000

The results show that staff qualification had a coefficient of 0.206 (p = 0.033). This translates to a 20.6 percent increase in procurement performance for every unit increase in staff qualification. Additionally, the coefficient for technical skills is 20.9 percent (p = 0.049). This translates into a 20.9 percent increase in procurement performance in parastatal organizations for every unit increase in technical competence. Lastly, the results show that management support for procurement staff had a coefficient of 0.467 (p = 0.000). This translates to a 46.7 percent increase in procurement performance for every unit increase in management support. This implies that in parastatal organizations in the Dar es Salaam region, staff qualification, technical skills, and management support had a significant positive impact on procurement performance. The provided regression equation summarizes this. Procurement performance (Y) $=051+0.206X_1+0.209X_2+0.467X_3+ \varepsilon$.

5. Conclusions

The study's main objective was to determine how staff competence contributes to the procurement performance of parastatal organizations. The findings indicate that staff qualifications, technical skills, and management support have a positive influence on procurement performance. This means that when staff have appropriate qualifications and technical skills and management provides sufficient support to the procurement staff, better procurement performance will be achieved. As a result, the parastatal organization's management should ensure that procurement staff have appropriate academic and professional qualifications and that their competence is improved from time to time so as to be able to cope with new changes that take place in the procurement field from time to time. Not only that, the management of the organization should motivate procurement staff in order to be more creative and innovate when executing their function. Finally, the study's limitations must be acknowledged, which can be used as a future research direction. This study only focused on the public sector and examined the influence of staff competence on procurement performance. Therefore, the study suggested that further studies be carried out by investigating the impact of staff competence in private sector procurement, or additional research may examine other factors to determine their influence on procurement performance.

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