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The Effect of Procurement Practices on the Operational Performance of Airlines in Rwandair Ltd

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Abstract

The main objective of this study was to assess the procurement practices and the procurement progress of RwandAir Ltd. The specific objectives were to establish the effect of procurement planning on the operational performance of RwandAir Ltd, the second one was to find out the effect of electronic procurement on the operational performance of RwandAir Ltd and the third one was to identify the effect of procurement evaluation on the operational performance of RwandAir Ltd. Agency theory and Legitimacy, and Institutional theories are the theoretical foundation of this study. Procurement Practices are independent variables and procurement performance was an independent variable. The researcher used a quantitative method approach during analyzing of findings through Descriptive statistics using bivariate analysis. The target population was 44 permanent staff working in different departments. The sample size was all respondents 44 targeted, who determined by the use of a Census technique. The two data collection methods include a questionnaire survey and a secondary data sheet, which used for data collection. Primary data collected by structured questionnaire through a stratified sampling method. The validity of the research instrument determined used of content validity, while reliability was verified through the test-retest method. Data analyzed and organized by SPSS version 22. Data analysis was a quantitative data analysis method presented by descriptive and multiple regression statistics methods. The study showed that procurement planning, e-procurement, and procurement evaluation had countless roles towards on the operational performance of RwandAir Ltd. Findings showed that all predictor variables of procurement practices activities included: procurement planning (X1) Electronic procurement function (X2) and Procurement evaluation function (X3) positively and statically signifies operational progress in RwandAir Ltd between 2016 and 2021. This is established by the regression coefficients: $\beta_1=0.478$ with $p=0.000<0.05$ at a 5% level of significance that shows that Procurement planning statically signified and positively influence operational progressive $\beta_2=0.142$ with $p=0.002<0.05$ at a 5% level of significance, which shows that electronic procurement statically signifies and positively affect operational progress. $\beta_3=0.412$ with $p=0.000<0.05$ at a 5% level of significance, which shows that

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procurement evaluation then statically signifies and positively affect operational progress in RwandAir Ltd between 2016 and 2021. The research recommends RwandAir Ltd sustainably implement procurement practices theories that continue to support their operational performance.

Keywords: *Procurement Practices, Operational Performance, Rwanda Air, Rwanda*

1. Introduction

According to research released by the Air Transport Action Group (2018), the report stated that at the time, the global air transport sector produces vast worth in the world, at 3.4 % of universal GDP is above US \$2 trillion moreover of revenues that are sustained by aviation. RwandAir Ltd being an international airline is currently facing considerable competition in both the local and the international routes and to operate the whole world destinations of a significant amount of regulations, vulnerability's trends and global financial cycles, price burdens, and challenges to break even.

Cases of procurement malpractices involve the state's reliance on informal regulation contributes to the continuity of corrupt practices, petty bribery and its supply chains are too vulnerable towards innovation, irresponsibility does not cover the carrier expenditure; lack of handling for implementation policies & procedures; failure to monitor supplier behaviors; short personnel ICT capability, high fuel costs supplied. According to Rwanda financial status report (2019), business and procurement procedures has become conduits through the suppliers, and their political allies more hundred millions of Rwandan francs through procurement procedure, Rwanda policy and provide the provision to guarantee the understanding of long term objectives such that may improve the wellbeing of Rwandan people by recognize the total amount of assets been pledged to deliver innovative services.

By depending on some of research work, and taking into bearing in mind that procurement is a procedure of studies and reports have in general not tackled the specifics of acquisition that affect the performance of operational performance, especially in RwandAir. The inspired object of this project outcomes of practicing Procurement and the Operational progressive of the Airlines, especially in RwandAir LTD.

1.2 Research Objectives

The main objective of this study was to assess the effect of procurement practices on the operational performance of airlines in RwandAir Ltd.

1.2.2 Specific Objectives

- i. To establish the effect of procurement planning and the operational performance of RwandAir Ltd.
- ii. To determine the effect of electronic procurement and the operational performance of RwandAir Ltd
- iii. To identify the effect of procurement evaluation and the operational performance of RwandAir Ltd

1.3 Research Hypotheses

H0₁. There is no significant relationship between procurement planning on the operational performance of RwandAir Ltd.

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H0₂. Electronic procurement has no essential outcome on the operational progressive of RwandAir Ltd.

H0₃. There is no significant effect of procurement controlling and evaluation on the operational performance of RwandAir Ltd. project

2. Review of Literature

2.1 Effectiveness of Procurement Planning and Operational Performance

Onyango (2017), carry out a research on effects of Procurement Planning and Institutional Performance with a case study of Mombasa law court: The researcher projected to survey the procurement design effects and Institutional progressive with highlighting on three different specific objectives included Value assessment, Requisite design and Value qualifications. Establishing work, each organization provided through highly regarded planning of activities and allocation of individuals' responsibility.

A study projects a descriptive research design. The study also has exhibited at the Mombasa Law Court with total populations of 60, which established 30 of the total population nominated by stratified and simple random method. The findings of the study carried a place on effective processes to agree in procurement planning to assist operative procurement that progresses company performance. In addition, a company or organization could permanently have satisfactory planning for its procurement activities by initiation of each department requirement, before cost estimated alongside the requirement to contest by accessible financial plan threshold on behalf of the company. The study recommended that there is a need for all users of the company department to improve the resources requirement, and to authorize the procurement department for the right financial plan distribution.

Shabani (2021) conducts a study on combining data quality into a multi-product procurement design beneath threat. Assume that planning consists of the identification of needs, quality of goods purchased and supplied, requirement of the suppliers, scope definition, requirement of customers, period estimate that built on conveyance of goods and services. Procurement planning has been attractive for numerous concentrations from the time when enthusiasts, investigators and academicians due toward reduced performance ensuing from non-cooperation to the appropriate procurement planning. Findings: Some of the basic drives of procurement through a prospective support to the achievement of activities as well enhanced performance

Reshma et al. (2018) carry out a study on procurement planning and cost occupied in the United Arab Emirates (UAE) construction industry. A researcher analyzed time and cost as the two core signs of achievement in a structure development as it moves all the plan contributors by equivalent affirmative and destructive special effects in procurement planning activities.

This research implemented synchronized varied approaches, using questions and interview with UAE construction specialists toward analyzing the main reasons of the unfortunate period and cost performance. Outcomes of the study was that the five highest sources for time occupied were decided as design alteration meanwhile consumers and counselors, idealistic timetables and completions date anticipated by customers, interval in procuring government licenses and consents, imprecise time estimation by the advisors and change instructions from consumers.

Thompson (2016), investigates the factors affecting procurement preparation in Kenya: A case study of Nairobi City County. The study focused on the significance of top management

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sustenance for effective procurement execution takes an extensive period to be acknowledged in the SCM literature. Amongst senior supporters of the congress of LSC professionals, top management preservation recognized as the greatest significant organizer for the application of procurement planning. A census was shown by the 104 employees in the procurement sector were brought by questionnaire. The study findings designated that Top management engagement has been a core provider to the success of procurement planning.

Nyumu (2018), examines research on the elements hindering buying and budgetary allocation in Cooperative societies. His find that the Top management's courteousness can overhaul position in application of procurement planning activities. In addition, the tasks for designing as Top management stand yet in wealth and species the time first on the procurement plan. In conclusion, good planning especially in procurement has specified contributions to make the common sense of individuals; attitude surrounded by workforces, as well organization with avoiding unsuccessful performing of its measures, practices, and strategies.

2.2 Effectiveness of Electronic Procurement and Operational Performance

Mahesh et al. (2019), regards electronic procurement as a process that produces better quality by the side of exertion connection, an improvement that collects subsequent performances of the organization. Whereas, it consists of different conception maybe; electronic tendering, electronic notifying, electronic invoicing, electronic payment, customer supervision, procurement instruction combination

Brandon et al. (2018), studies the background of the technologies acceptance model with electronic procurement: object of this study was to observe the main duty of the technologies Acceptance Model for staffs prospective to use electronic procurement system for daily activities. The basic comparison model used for data collected from 140 electronic operators at College. The findings of this study specified that the need for electronic workout and continuing endowment might point through the early sufficiency design closing organ starveling's by defensive. than an electronic procurement system has self-serving data and products movements among the clients along with suppliers as the recommendations, the study remains as confirmation of the detail that a county management with staff who are competent, the administration that backing procurement section, upright tools for ICT in place and estimable planning process will have a worthy procurement place-in-place.

Florian (2016), who approves a study on the features that signify the digitalization of procurement and Supply Chain in University of Liverpool, UK (2016). The goal of this research was to clarify the outcome of digitalization on procurement and its role within this range of SCM and digitalization is a lively driver of the fifth digital revolution.

This study used a quantitative method using an online assessment applied to gather that primary information used for research. Information collected from 416 participants straight enlarged with procurement orders associated with business purposes and used for transformed industries. These findings of study explored potential teething troubles to digitalizing procurement and supply chain and methods impressed them. Lastly, this significance about prospective technologies towards digitalization is also distinguished.

Noor (2017), explains the role of electronic procurement strategy on the progress of state corporations in Kenya; the researcher mentioned that the digital revolution currently is upsetting every sector of business; modern business cannot survive freely and slightly. They must work in collaboration to survive in the market as well to reach their goals. Descriptive statistics applied in this study through the SPSS version21 to compute percentages based on

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respondents' responses. The study findings showed that experts/professionals in different companies' cut-off the time and cost wasting for their activities and they improve customer services level of satisfaction, cost decline approach, inventory improving approach, customer and supplier relationship strategy and checks along with agreements strategies expressively affect performance of public companies. The study recommends that procurement processes can produce different benefits by selecting a professional in ICT that consists of supporting day-to-day business responsibilities, supporting complex choice making processes.

2.3 Effectiveness of Procurement Evaluation and Operational progress

Halkjær et al. (2017), defines evaluation is the process based on a system pursuing checklists, which was inconspicuous to identify changes in the different plans. The researcher specifies that in any given evaluation procedure, as it exists on the progressive pointers [KPIs] in the project structure, they mentioned control decisions, movements, and procedures associated with the differences in task performance; however, they required fluctuations in management practice of developments.

Khattak (2018), do the research on the procurement practices for the sufficient implementation of infrastructure scheme in Pakistan. A researcher recognizes the altered procurement variability and explanations for specific high quality, these problems over procurement outstanding, and the difficulties in procurement performance in the public organizations trendy Pakistan. The findings were exposed as a result, several disagreements were identified and that affect the choice of procurement consisting of effectiveness and resources, supplier's intentions, serviceable strategy decisions, precision for suppliers' requirements, delays in bidding as well as reaction. The study recommended that the company must select a system that has the capabilities necessary to realize those benefits first; that system must include the requests to assist with contract management such as storing valuable information, maintaining seal statuses, and helping negotiations.

In Hungary, Igarashi et al. (2016), conducts a Study; analyzing consumer behavior when choosing green criteria in public procurement. The researcher intended to regulate over outcomes for making decision on progress of procurement practices. Community procurement practices generate critical significance in communities and often include in the making of decisions with far-achieving outcomes. Current periods been seen many conversations concerned with benefits and drawbacks by applying the open procedure as the foremost honesty means for public procurement. This researcher adopted real technique named multi- attribute Utility approach (MAUT) gives about the assistance on eliminate difficulties of divergence targets of uncertainty, also a Descriptive approach used. The study findings assumed that Hungary is nation with a so-named "transition economy" and is in a nation of flux; and 15th years ago, Hungary had allied with the European Union (EU), which voted for additional gravities. Researcher recommendation was worthy of awareness that proper methodology could have a productive outcomes it could regulate how organizations accomplish accomplishing of design.

Ruggero Galini (2017), conducts research on the role of site competence and Supply chain integration within global manufacturing networks; Conservational and social sustainability are attractive sources of competitive advantage for multinational companies. A study applied a descriptive research design. These findings as revealed effects from an international analysis demonstrated that site competence that occurs, having competencies in operations beyond the productions activities. It is an indication of the acceptance of environmental and social sustainability orders and in turn of performance upgrading. The study recommended

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that level of role monitoring those strategies' initiation and review, agreement as well application of public procurement regulations.

Mukuru et al. (2016), studies on the importance of procurement capacity omission on procurement procedures in Kenya state concern. A case Study of Kenya Power Generating Corporation [KenGen]. These findings of the study, public procurement have come to be main gears' of economy; meanwhile, the nation incurs much amount of money in the sector of procurement. This study used a descriptive method. The targeted population was 45 people. The study applied census sampling. This study applied together open & closed questionnaires. In conclusion, procurement starts with forecasting to take a resolution of whatever, and wherever to buy. Having a good monitoring and controlling process in procurement that is well-built and sustained procedures and processes; such as competence, efficiency, transparency, fairness, and accountability will be there for the key elements of an affect the performance of an organization.

2.3 Critical Review and Research Gap Identification

2.3.1 Critique of Literature Review

The different authors describe their ideas related to procurement practices and operational performance of different companies in Rwanda, East Africa, and worldwide countries. Kabega (2016), studies on the influence of procurement practices on public projects in Rwanda. The results show an extensive relationship between public procurement planning and public projects; this study explored practices including procurement planning, tendering system, and contract management. The findings show substantial relations between public procurement design and progress in Rwanda and showed positive organizational performance in Rwanda accredited by proper procurement planning.

Walker and Brammer (2019), research the sustainability of procurement in the United Kingdom (UK) public sector. The study focused on policies affiliation, inefficiencies/costs appearing thru policies, and pressure of organizations although accessibility/aggression of suppliers. Study findings were that the nature of procurement practices found significant variation in public sector agencies. The responses of previous researchers have shown that procurement practices essentially procurement planning and procurement evaluation have influenced motivation on a company's performance.

2.3.2 Research Gap Identification

The effective procurement management should acknowledge complexity, Find the right skills and organize the work, Develop a sound strategy, Manage timetable effectively, Follow sound bid evaluation method and develop a smart, fair contract. Effective procurement requires organized teamwork: authorities, responsibilities, schedule, and resources. Nyumu (2018). Innovation resulting to the pressure the way procurement operates its internal and exterior steps and measures such that may obtain its objects. The capability to understand procurement target mostly are signified by interior and external force.

Collaborations between numerous keys work level, competence and budget origin, procurement managerial structure either centralisation or dispersed, procurement principles, instructions, and assistance, and strategies of internal control. Overall influenced by procurement functioning progressiveness. Actually, the research project tackled on the role of procurement practice and performance of RwandAir Facilities. No known study has precisely addressed the role of procurement practices and progress of RwandAir Service. Therefore, it

contradicts the background generates about key of wisdom gap also examines the part of practicing procurement over service progressive in RwandAir Ltd.

3. Materials and Methods

The study used a descriptive research design. Since, it defined the features of the respondents of RwandAir Ltd that are considered such as incidences, and classifications. The research design will apply quantitative methods and multiple linear regression methods. The study prefers to use a Census sampling method. Therefore, the sample size from each population stratum was a completely targeted population of 44 participants.

This study is used both descriptive statistics (occurrence tables and percentage) and preferential assessment (multiple linear regression exploration). Descriptive analyses considered objective and interpreted in the formula of mean and standard deviation. Object two explored by inferential exploration done by regression exploration. Objective three examined by descriptive statistics. Data also analyzed by using (SPSS) Version 22. This exploration of second objective shown through the following regression analysis equation: $Y = \beta_0 X_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$ Where; **Y** = Procurement performance of RwandAir Ltd. **X1**- Procurement planning; **X2** - Electronic procurement and **X3** - Procurement evaluation **β_0 , β_1** : Regression Coefficients **e**- Error (stochastic term), which comprises extra factors that affect RwandAir procurement performance, which will not have been covered by the study.

4. Research findings

4.1.1 The Effectiveness of Procurement Planning

Table 1 shows respondents' perception with procurement planning and management performance in RwandAir LTD. The response entities constructed on a five point Likert scale.

Table 1: the Effectiveness of Procurement Planning

Response Item	5	4	3	2	Mean	Std. Dev
Top management is involved in the procurement planning.	47.6%	52.4%	-	-	1.52	.503
Time Estimation on Promoting Procurement Process	25.4%	54.0%	-	20.6%	2.16	1.035
Budget approval required for purchasing goods	52.4%	47.6%	-	-	1.48	.503
Assessment of the Identification of Contract	30.2%	44.4%	12.7%	12.7%	2.08	.972
Quotation of the quality specification	30.2%	49.2%	-	20.6%	2.11	1.064

Source: Primary data (2022)

Key words: Where: 5=Strongly Agree, 4= Agree, 3=Neutral, 2= Disagree, 1= S. Disagree

Table 1 shows that 47.6% of respondents strongly agreed and said that management is responsibility for resources and capital awaited by the manager of departments. Moreover, 52.4% of respondents agreed with this thesis and showed that they are accountable for company liability, spreading of capability around time and cost controlling, resolving difficult problems, and sighting correct responses were done effectively.

The respondents also assume that their company has been functioning on time scheduled as a result to the 25.4% of respondents strongly agreed; they have proven that time arranged for a great amount on the productivity of their company profits. In addition to 54% of respondents have agreed that peoples often underestimate the amount of time needed to reach those commodities, particularly when they are not familiar with the work that needs to be done. Other hands, 20.6% of them disagreed response; they said that in circumstances of crisis such as quantifying cost impacts, resources constraints, and lack of consistency.

The study also reveals that most of the respondents participated 52.4% of them ensure strongly agree on budget approval. Intended for the different explanations; they require those practical financial plans in regular accomplishments above instructions on exactly how to practice those tools, in what way to maximize profits and reduce costs. 47.6% of respondents agreed but they entitled some unplanned expenses to provide problems similar to the company's budget are available of reliable figures, out of control for exercise; it is high-priced for data exploration and to a lookout over the strategies.

This table shows that 30.2% of respondents strongly agreed they said that they have a team that gives this degree of focus to what is being employed and attentive to preventing contractual issues for their company. Only 44.4% have agreed that they understand well the use of improved methods differs from their opponents and they proved that they spend much of their time with a lawyer to design a process that makes sense for their company. Moreover, 12.7% of respondents have not wished to say anything.

On the other hand, 12.7% of respondents disagree, with their details saying that it creates confusion and misunderstanding for wide-ranging procedures, not the same opinions and inspiring for what they are receiving, providing or if the contract refers to documents they don't have mostly. In addition, the table shows that 30.2% of attendants strongly agreed about the research, they said that they classify and well-understanding different quality specifications especially by maintenance equipment within performs automated quality control testing on all unis, before ordering based on specification.

4.1.2 The Effectiveness of Electronic Procurement

Table 2 indicates exactly how respondents graded their perceptions by way of electronic procurement as well as board responsibilities in Rwandair Ltd. The response elements were based on a 5-point Likert measure. Key words: 5=Strongly Agree, 4= Agree, 3=Neutral, 2= Disagree, 1= S. Disagree

Table 2: The effectiveness of Electronic procurement

Response Item	5	4	3	2	1	Mean	Std. Dev
System Management thru Procurement Software	47.6%	52.4%	-	-	-	1.52	.503
Adequate transmission of data in procurement practices leads performance	20.6%	63.5%	-	15.9%	-	2.11	.918
Documented policies that guided by Catalog content of goods and services	20.6%	42.9%	-	36.5%	-	2.52	1.189
Buyers and seller relationship in procurement practices	42.9%	57.1%	-	-	-	1.57	.499
Utilization of formal Billing management system by paying and receiving commodities	44.4%	55.6%	-	-	-	1.56	.501

Source: Primary data (2022)

As presented in table 2; the respondents questioned said that there had software Rwandair Ltd procurement applied; eBid software permits final consumers to the agreed arrangement of pre-accepted goods as well as services from effective suppliers. Thomas Net software helps in supplier location, and Hiperos software helps in supplier information management, only 47.6% of the attendants strongly agreed and said that electronic transaction fits the responsibility of daily operations, and comfort them in good declaration through the variety capability of e purchasing or trading. The percentage of 52.4 of them agreed with this thesis, they assumed that software saves time taken and decreases paper wastage, fast spread of systematic evolution, dutiful distribution, commending easily, an equivalent of time and speediness in agreement and existent answer through.

The respondents agrees that guidelines of electronic procurement in Rwandair LTD were comfortable to acquire and proficient in using in production. This table also shows that 52% and 48% of respondents strongly agreed and agreed respectively. They said that the practice of technologies definitely will inspire productiveness that contest to progress department's efficiency, decrease lack of ability and human faults and support to thrive the overall resources and provide perfection in their cost in assets and sighted focus of accountability, transparency, fairness and cost-effective to the company.

The respondents share their view in this research, 20.6% and 63.5% strongly agreed and agreed respectively, that some employees have skills to implement well such as support in keeping fit staff, promoting a communication approaches, configuration of consumers' beliefs, understanding of the thinkable system and explanations for assist in record keeping. Only 15.9% of respondents disagreed with this hypothesis, for the reason some of their software has an expiration date for use. Usually, it takes too much money for the new strategy to train their own in IT and updated that software in the staffs while the flights are not stopped. The technicians did not fit well in the whole dialog resolutions, standardizes, and procedures that commonly create delays and insufficiencies.

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Most of the respondents also said that information associated with the procurement remains accessible easily for the applicants on their platform in addition to low-cost charges. 42.9% of respondents that participated in data gatherings assumed that Their applicants who are allowed by RwandAir Ltd can get access to all required information such as applying and submitting agreements/proposals, demand for and proposal of offers, and selection of suppliers. The remains equal 57.1% of the respondents questioned; agreed with this thesis, which was perfect significant since they practice ensuring lots of information looked-for to be swapped concerning providers and shareholders reliant on wildlife of the company. This one was clear that the transformation from analog towards digitalized procurement industries, which applied and acknowledged. The 44.4% of the respondents have strongly agreed with this hypothesis, their reasons are those information first estimate money and time for the external users for getting access to them quickly and easily. Moreover, 55.6% have agreed they thought that structure standards by using e-procurement unrestricted to the departments to run well with their practice properly.

4.1.3 The Effectiveness of Procurement Evaluation

Table 3 shows how participants regarded their thoughtful agreement with procurement controlling and evaluation to the management tasks in RwandAir Ltd. the response items were constructed on those five different point of Likert scale.

Table 3: the Effectiveness of procurement controlling and evaluation

Response Item	5	4	3	2	1	Mean	Std. Dev.
Delivery Management checking	34.9%	6.3%	-	38.1%	20.6%	2.14	1.255
Suppliers' evaluations assumed to guarantee upper standards of products and services	42.9%	31.7%	-	25.4%	-	2.08	1.209
Reviews for the existing procurement policies	52.4%	47.6%	-	-	-	1.48	.503
Analysis of Contract Management	47.6%	52.4%	-	-	-	1.52	.503
Loss Mitigation checking	68.3%	31.7%	-	-	-	1.32	.469

Source: Primary data, (2022)

Key words: Where: 5=Strongly Agree, 4= Agree, 3=Neutral, 2= Disagree, 1= S. Disagree

Table 3 shows that respondents who contribute in data collection had a different perception of this thesis. It shows 34.9% and 6.3% of respondents have strongly agreed and agreed

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respectively. They said that one of the advantages of using an online checking system in the procurement process with different technology was to reduce the time taken during the ordering and receiving of goods produced to contractors ‘tender to discharge a delay that might happen on timely delivery. Only 38.1% and 20.6% of respondents disagreed and strongly agreed with this hypothesis; procurement practices valuable in RwandAir LTD had an experiment of delay with trades, it overstated for the upcoming decision, supplier’s influence start, as they are steady associates, consumers unhappy for service provided, and lack of company personality, wastage of time to come for merchandises orderly

This table also shows that 42.9% and 31.7% have strongly agreed and agreed respectively. They proved that company has been reviewing, every stage of the procurement cycle accordingly. also, those activities have facilitated Rwandair to moderate incorrect levels, provide self-discipline proofs, and upkeep unwanted deviation, it convinces a horizontal measure of action as well as carry out activities by effective clearness, fair-mindedness, competition, and responsibility. Only 25.4% of respondents disagreed with the hypothesis. They said that the procurement cycle could not be one-to-one surveyed because one stage might have delayed another by suppliers’ motives, between employees themselves, malpractice of the board.

Table 3 demonstrates also 52.4% and 47.6 % of respondents have strongly agreed and agreed that any department in case of emergency can require procurement-guiding principles and have common objectives to reach the top; this one has also to ensure that extra tools required financially act well because that why to care about any department complaint.

The table also shows that 47.6% and 52.4% of respondents strongly agreed and agreed respectively. They said that the management of RwandAir LTD is more productive, and efficacy and ability to compete for satisfying contract management conditions. The respondents questioned 68.3% of them strongly agreed and 31.7% of respondents agreed with this hypothesis. Altogether, they understood that they shouldn’t have to wage for loss suffered that might have been avoided by the claimant, and where the claimant has in debt or expected benefits from the breach that the claimant should have to compensate them for the advantage received.

4.1.4 The Response Operational Performance of RwandAir LTD

Table 4 shows operational performance was requested to rate their level of customers’ satisfaction with value of money ratio and price competitiveness on the services provided by RwandAir LTD. The response items were made on a five point lickert scales

Table 4: the Response operational performance of Rwanda LTD

Response Item	5	4	3	2	1	Mean	Std. Dev.
The rate of value for money of the products and services	54.0%	46.0%	-	-	-	1.42	.508
The Satisfactory of customers’ expectations	95.2%	4.8%	-	-	-	1.46	.406
The Acceptable level price competitiveness in the county	44.4%	55.6%	-	-	-	1.56	.501

Source: Personal data (2022)

Key words: 5=Strongly Agree, 4= Agree, 3=Neutral, 2= Disagree, 1=Strongly Disagree

The table 4 shows, the 54% and 46% of respondents have strongly agreed and agree respectively. They said that the management of RwandAir is more productivity, efficacy and ability to compete for satisfying working condition. This table also shows that the respondents asked 95.2% of them have strongly agreed and 4.8% of the attendances agreed with this hypothesis. Altogether, they understood that as first main concern of each company employees was a client as well as pleased to work for attentive, sensible with customers lovingly besides efficiently.

The researcher needed to explore in what way RwandAir LTD reserve their customers’ safe, security and approval of the service provided with lower cost amongst their competitors. The table 4 shown, that 44.4% and 55.6% of attendants respectively have strongly agreed and agreed with the hypothesis. They agreed that RwandAir has maintained the maximum comfort in and out of aircraft, safekeeping morals plus dependable in-flight transport facilities by guarding the fitness along with happiness of the individuals and the surroundings.

4.2 Inferential Statistics and Analysis

The inferential statistics and analysis show variation in the independent variable result in variations in the dependent variable. The multiple linear regression model helps to prove how much of the changes in the performance rate of RwandAir LTD’s operations between 2016 and 2021 are attributed to procurement planning (X1), electronic procurement (X2) and procurement controlling and evaluations (X3) which are the predictor variables for this research. Pearson correlation tested and regulated the relations of practicing procurement and operational progressive.

4.2.1 Pearson correlation

Table 5: Pearson Correlations

Pearson Correlations		Procurement Planning	Electronic Procurement	Procurement Evaluation	Operational Performance
Procurement Planning	Pearson Correlation	1			
	Sig. (2-tailed)	-			
	N	44			
Electronic Procurement	Pearson Correlation	.0104*	1		
	Sig. (2-tailed)	.000	-		
	N	44	44		
Procurement Evaluation	Pearson Correlation	.072	.021	1	
	Sig. (2-tailed)	.000	.000	-	
	N	44	44	44	
Operational Performance	Pearson Correlation	.218*	.256*	.181*	1
	Sig. (2-tailed)	.000	.000	.000	

Source: Primary data (2022)

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Procurement planning is positively correlated with the operational performance of RwandAir Ltd with a correlation coefficient of $r=.218$; $p<.05$. As well, electronic procurement is positively correlated with the operational performance of RwandAir Ltd with a correlation coefficient of $r=.256$; $p<.05$.

Further observation also shows that procurement controlling and evaluation is positively correlated with the operational performance of RwandAir Ltd with a correlation coefficient of $r=.181$; $p<.05$. The above figures show that as procurement planning, electronic procurement, and procurement evaluation functions in RwandAir Ltd change, the level of operational performance similarly changes. However, this association does indicate a relationship between the variables.

4.3 Regression Model Summary

The study estimates the relationship between procurement planning, e-procurement, and procurement controls and evaluations whereas operation progress was dependent variable that testified by value for money, customer satisfaction, and price competitiveness standard. A multivariate regression model was practical to define the correlation between procurement practice and the operational performance of RwandAir Ltd.

$$Y = \beta_0X_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + e$$

Table 6: Model Summary

Regression Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.934 ^a	.872	.862	.30949

Predictors: (Constant), procurement planning, electronic procurement, procurement evaluations

Source: Personal Data, (2022)

Table 6 demonstrates the model summary statistics; it shows that procurement practices activities have a significant and positive effect on the operational performance of RwandAir LTD between 2016 and 2021. The Adjusted R Square (.862) which indicates that holding other factors constant, an 86.2% change in RwandAir Ltd.’s performance between 2016 and 2021 can be clarified by the effectiveness of procurement practice activities statistically describes this. Where it holds 87.2% of performance in RwandAir Ltd and the remaining 12.8% that are not reachable in this study.

4.3.3 ANOVA

Table 7: ANOVA

ANOVA						
	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	26.651	3	8.884	92.745	.000 ^b
	Residual	3.927	41	.096		
	Total	30.578	44			

a. Dependent Variable: Operational Performance of RwandAir LTD.

b. Predictors: (Constant), procurement planning, electronic procurement, procurement evaluations

Source: Personal Data (2022)

Table 7 shows that the effects of Analysis of Variance (ANOVA) are used to describe the total variation in the dependent variable that is explained by the model.

Therefore, from the ANOVA Table 7, it shows the regression ($F=92.745$ with $p=.000<.05$) also it shows that the regression model explains about 92.7% of the variability in the data set at a 5% level of significance. This means, in this research applied regression model to fits the data and significantly predicts the result appropriately.

4.3.4 Constant Results

Table 8: Constant Results

	Model	Coefficients				Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	
1	(Constant)	-.009	.160		-.056	.956
	Procurement Planning	.478(β_1)	.115	.295	4.153	.000
	Electronic Procurement	.142(β_2)	.044	.209	3.227	.002
	Procurement Evaluation	.412(β_3)	.041	.644	9.995	.000

a. Dependent Variable: Operational Performance of RwandAir LTD

Source: Personal Data (2022)

As of the regression analysis, the following regression equivalence was established:
 $Y = -.009 + .478X_1 + .142X_2 + .412X_3$

The regression model holding all variables was a constant and operational performance of RwandAir Ltd presented by a unit of -.009. Additionally, procurement planning provides an increasing in the operational performance of RwandAir Ltd thru the influence of .478 and an

item advance in the practice of electronic procurement system would be occasion towards an increase in the operational performance of RwandAir Ltd by a genetic factor of .142. A unit also increases in procurement controlling and evaluations ought to increase the performance of RwandAir Ltd by a factor of .412. As a result, the relationship is existent as shown by the significance as P value ($p=0.000<0.05$), ($p=0.002<0.05$), ($p=0.000<0.05$) and had a significant positive effect on the operational performance in RwandAir Ltd.

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4.3.5 Hypothesis Testing

Hypothesis test bases on the multiple linear regression, where it produced a coefficient of $\beta_1=.478$, with $p=.000<.05$ at the 5% level of significance as in this table which shows that procurement planning (X1) statically signify and also positively affects RwandAir Ltd between 2016 and 2022. Designing of procurement has statistically significant positive effect on procurement practices in RwandAir Ltd between 2016 and 2022.

The second hypothesis test shows regression coefficient $\beta_2=.142$, with $p=.002<.05$ at the 5% level of significance. Table 8 showed that electronic procurement (X2) positively and statistically significant effect on procurement practices in RwandAir Ltd between 2016 and 2021. Therefore, electronic procurement has a statistically influence productive outcomes on procurement practices in RwandAir Ltd between 2016 and 2022. The third hypothesis (H03) states that the regression coefficient $\beta_3=.412$ with $p=.000<.05$ at the 5% level of significance) indicates that procurement controlling and evaluations (X3) had a positive and statistically significant effect on performances of RwandAir Ltd between 2016 and 2021. Procurement evaluation here there is statistically signifies positively affect procurement practices in RwandAir Ltd between 2016 and 2022.

4.4 Discussion

Procurement planning has been highly praised by this study for improving operational performance through top management involvement, budget approval, quality specification, and identification of the contract. Golin (2017) suggested that the procurement plan would very the procedure of the measure and selection of contractors/suppliers/consultants to minimize their purchasing costs while maintaining their quality and quantity of goods standards. This section provides a discussion of the basic findings from the research and associates them with results from the carefully chosen empirical literature.

The first objective focused on establishing outcome of procurement designing on operational performance in RwandAir Ltd. The Findings show that procurement planning was satisfied with RwandAir Ltd.'s buying products or services and managing procurement processes for the reason that the duties of purchasing products or services and ensuring that suppliers conform with legal and company strategies could be parting the internal administration procedures like innovate by increase other franchisers and assuming the obedience. With

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RwandAir Ltd.'s top management participation, shows that roles start with Procurement associate and advance into Procurement supervision and Procurement Director Positions. One of the key functions of procurement practices thus pave to the form of a purchasing approach on procuring every constraint involved in the designing.

The findings by Thompson (2016), corroborate this result by demonstrative that Procurement and supply chain protect a range of functions concerning a company's purchasing and supplier policies. It is the executive management's role to ensure that a company is compliant, sustainable, and spending resourcefully. Understanding business goals and objectives have also appeared among RwandAir Ltd.'s beneficiaries. Evidently, as a role with its hands around the purse arrangements, procurement professionals need to have a virtuous business strategy to be able to understand the core goals and objectives of the organization, and its role fits addicted.

The second objective concentrated on examining the effect of electronic procurement on the performance of RwandAir Ltd. It exposed that practicing of technology is consolidate and systematize relations among company, clients, and associated value chain to increase the productivity of practicing procurement. Nyumu (2018), who studies the effect of public procurement, ascertains this finding shows that the right products were responsible for the customer and supplier's attraction amongst the surveyed organizations. However, this agrees to end user self-service and decentralization with control over company-authorized catalogues, and frictionless handling of employee demands (the ordering of goods and services) and payment of contractor.

Zhang (2015), said that buyer authenticates this opinion, and the seller relationship developed communication between stakeholders and associates to modernize the procurement progression. Therefore, differentiation, which helps, systematizes procedures to free up revenues and decrease errors. Regarding the policy system, findings have shown that there was excessive satisfaction in RwandAir Ltd about this function.

The third objective describes responsiveness to determining the procurement practice outcomes on the operational progressive in RwandAir LTD. it was identified that process of managing procurement decisions taking, selection of criteria; observing of agreement progress, brings about suitable relations; which avoiding of intending loss.

It approved the findings by Keith (2016), who establishes that properly handling over procurement action not only keep company processes running efficiently; it also saves money, time, and resources.

Procurement management confers that all service are appropriately erudite thus that plans, processes, and controls can progress effectively and poitively. In addition, there was high operational performance with the cost of goods and service delivery by RwandAir LTD for the reason of its convenience.

The benefits of evaluating in procurement are to ensure that the progress of the seller and clients meets the procurement requirements depends to the terms agreed by actual legal agreement. It involves different inputs, tools, techniques, and outputs to complete the process. Lastly, it was similarly observed that the operational progressive of RwandAir LTD is satisfied with procurement practices' services, which enhanced their reliability to the organization.

5.2 Conclusion

Indeed, by considering the outcomes the study proved that the organization whole agreed that applying of procurement indicates the degree of relations between the uses of procurement and operational performance of RwandAir Ltd. Practices of procurement, which included procurement planning, e-procurement and procurement controls and evaluation, have found positive influence on the operational performance of RwandAir Ltd.

The following conclusions recognized from the research findings as shown by the research purposes as well problems shown. The main objective was to assess the role of procurement practices on the operational performance of airline especially RwandAir Ltd.

The results of this study allowed with the procurement planning, use of electronic practices, controlling of procurement were the significant basics of RwandAir performance.

Based on the inferential statistics, it is worth to conclude that all predictor variables under procurement practices: procurement planning (X1), Electronic procurement (X2) and Procurement evaluation stimulate productive and statically momentous effect on operational performance in RwandAir Ltd between 2016 and 2022.

The regression coefficient of $\beta_1=0.478$, with $p=0.000<0.05$ at a 5% level of significance shows that procurement planning had a statistically significant and positive effect on operational progressive in RwandAir Ltd between 2016 and 2022. In other words, 47.8% of the variability in operational progressive that can be attributes to procurement planning while holding other factors constant.

Similarly, the regression coefficient of $\beta_2=0.142$, with $p=0.000<0.05$ at a 5% level of significance shows that electronic procurement had a statistically significant pave an essential outcomes on operational progressive in RwandAir Ltd between 2016 and 2022. This indicates that electronic procurement contributes up to 14.2% of the variability in operational performance that can be accredits to procurement planning while holding other factors constant.

Moreover, the regression coefficient of $\beta_3=0.412$, with $p=0.000<0.05$ at a 5% level of significance shows that electronic procurement taken as statically influence and productive outcome on operational progressive in RwandAir Ltd between 2016 and 2022. This one specifies that procurement controlling and evaluation clarified holding other factors constant 41.2% of the change in operational performance during the period under study.

This study shows that RwandAir Ltd designed the light way of acquisition. By considering the research carried out by Wanyama (2018), stated the way procurement began with designing and making the light choice to the acquisition.

The contribution of Top management level of RwandAir Ltd had played great role for each department and staffs' occupation. Therefore, by taking a good planning means that was a well-built and sustained procedure such as competent, efficiency, transparency, fairness and accountability. RwandAir Ltd may rise up its services to ensure good progressive standard in side of profitability, reduce materials expenses used, saving of time and cost management, excellence in goods and services transported being on scheduled period.

Efforts have made to establish and implement of Electronic procurement at high level with providing a lots training and hire the experts in procurement practices and maintenance of internet software system. The usage of electronic procurement transformed technology

clearly, and the administrators' estimation, equally procurement practices and its operational performance.

There are strategic advantageous of e-procurement particularly in the situation of given that clearness/transparency and cost saving to the government such as enlarged statistics of suppliers, qualified procurement observing, progressive excellence procurement and information. These transformations have to be driven RwandAir Ltd.'s performs and continual by tough measurements corporation and need to welcoming transformation and qualify innovative procurement technique for development.

The study also ended up by lightening that evaluation of procurement is a most essential tool to the RwandAir Ltd. In numerous ways of monitoring of decision making, procurement cycle analysis, handling of delay issues, supplier information management, budget analysis review, avoidance of the company to suffer, regulation expense, operational expense minimization, contractor adjustment difficulties, manner ways of resource use, illegal duties reduction or acquisition, operational balancing, assortment of the right supplier and improvement in provision of services. RwandAir Ltd it is very important to evaluate the advancement of procurement practicing in a way of preventing the beyond dilemmas that may slow down the advantages,

The study suggested that RwandAir Ltd should adjust its progressive thus like to adjust health facilities for employees, requiring the competence staffs in the company, rise up budget allocation for services, generating innovative facilities to employees, offering specific studies to the experts IT, to remark the best policy organization implementation in world. Once again this research indicate that interruption in procurement deeply needs goods/services depends on limitations.

These conclusions are there also guiding principle orientation that might be implementing in the recognized order, and organization, meanwhile form of the solutions is to create solute tackle difficulties hurdles. It may happen by form new introduction styles in tackling procurement duties such as electronic system activities like modern electronic system.

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