

## User Involvement in Procurement Planning and Procurement Performance in Zanzibar local government authorities: The moderating effect of user competence

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### **Abstract**

*The paper aims to study the influence of user involvement in procurement planning on procurement performance, while also examining the moderating effect of user competence. This study employed a quantitative approach. The primary data were collected from 159 heads of departments in Zanzibar Local Government Authorities using a structured questionnaire, and the partial least squares structural equation model (PLS-SEM) was employed for data analysis. The results reveal that user involvement in procurement planning (UIPP) ( $\beta = 0.560$ ,  $p = 0.000$ ) significantly influences procurement performance (PP). Regarding the moderating effect of user competence, it positively moderates the relationship between UIPP and PP ( $\beta = 0.181$ ,  $p = 0.000$ ). Based on the main results, it was concluded that procurement planning and user competence are significant factors for the procurement performance in ZLGAs. This study provides empirical evidence of user participation in procurement planning and user competence in the previously unexplored context of Zanzibar. Additionally, policymakers are using the findings to develop targeted policies that promote user participation and relevant training for all stakeholders to enhance procurement performance. The study recommends that ZLGAs ensure user participation by adhering to procurement rules and regulations and employing well-equipped, adequately skilled personnel.*

**Keywords:** Procurement planning, Procurement performance, User competence, User involvement

### **INTRODUCTION**

Public procurement plays a crucial role in delivering services and ensuring the satisfactory performance of procuring entities (Lyimo & Mrema, 2022). The services and economic development brought about by public

procurement is more effective and efficient in meeting procurement requirements. It can result in spending an enormous sum of money to reach the targets of the government and citizen satisfaction because of its positive influence on the government (Mwaiseje et al., 2024). Chaitongrat et al. (2021) stated that 75% of the world's spending is on state procurement, which is equal to approximately 12% of gross domestic product (GDP), and this amount has to increase to 12.7% in 2023 (World Bank, 2025a). As an example, Kenya uses 60% of its GDP, Angola 58%, Uganda 70% and 59.9% of its GDP in Tanzania (David, 2022). The semi-autonomous state of Zanzibar contributes about 7% of GDP (World Bank, 2025b).

The government implements various measures to improve public procurement and entrusts the public sector with full authority to execute procurement and meet public demand in line with laws, standard documents, and guidelines (Nisnisan & Salapa, 2024). Procurement laws and regulations have been implemented to normalise processes, foster equity, increase competition, and hold people accountable for the use of government-allocated funds (Mrope, 2017). Public procurement is related to training programmes, certification requirements, and ongoing professional development initiatives that aim to enhance the technical capabilities, ethical principles, and legal knowledge of public procurers and stakeholders (World Bank, 2025a). Governments have also enhanced the integration of budgeting and procurement planning to ensure procurement activities are sufficiently funded and aligned with policy priorities by linking procurement plans to approved budgets and national development plans (Belisca et al., 2023). This has enhanced procurement performance and facilitated the provision of improved services to people. Procurement performance is a key determinant of the success of public institutions, enabling organisations to acquire high-quality products, services and works to operate their institutions efficiently. Procurement performance must focus on internal processes that achieve timely, high-quality, quantity-suitable, and cost-effective delivery of the items (Nduhura et al., 2021).

Procurement performance is vital to the success of a government institution as it enables the organisation to acquire quality goods, services and labour that will support its operations through productive and efficient services (Kariuki & Kimani, 2021). According to Eliah and Athumani (2020) concluded that internal procedures are the core of procurement performance in terms of timely, high-quality, and appropriate quantity and cost-efficient delivery of goods and services. To achieve effective procurement performance, organisations must ensure that procurement activities are clearly identified and aligned with organisational objectives. To obtain this,

the organisation should ensure they plan well what, when and how much to procure products and services (Christophe, 2021).

Procurement planning is a critical area which has a considerable effect on procurement performance. It gives a structure on how to determine needs, allocation of resources, and how to plan tasks involved with procurement (Salim & Kitheka, 2019). In this stage, the organisation identifies the scope, volume, and timeline of procurement activities (Konneh, 2024). A properly drafted procurement plan minimises the risk of buying in a hurry and going over budget, makes procurement more transparent, and provides a map of the process. It enhances the chances of tasks being completed and of goods being delivered on time (Prasetyo & Sri, 2025). Efficient organisational procurement planning should also be employed to achieve operational efficiency in line with available procurement laws, rules, and guidelines (Corboş et al., 2023). Poor stakeholder involvement or inadequate user training can hinder procurement performance, leading to unclear specifications or delays; thus, addressing these challenges through capacity building and clear guidelines is essential for effective user participation (Muhwezi et al., 2020).

User engagement in procurement planning highlights the importance of stakeholder involvement, making the audience feel their participation is valued in supporting operational success (Mgawe & Kiwango, 2023). Such insights can be integrated at an early stage to minimise the risk of contract breakdown, last-minute buying decisions, or changes in plans, and to make planning more reactive and realistic. User involvement enhances the planning process by harmonising procurement objectives with operational realities and project implementation (Chepkesis & Keitany, 2018). The user service is involved in creating the needs assessment, delivery schedule, and market analysis in procurement planning. This shows that user involvement in procurement planning has various advantages, including the ability to deliver the required items to the organisation in terms of quantity, time, and quality (Nduhura et al., 2021). Users will be required to be involved in the planning of the procurement process as part of the legal framework for public procurement (Salim & Kitheka, 2019). The user department must prepare a statement of requirements based on its budgetary authorisation. This statement should then be sent to the procurement management unit, where it is to be incorporated into the annual procurement plan and departmental requirements (RGZ, 2025).

There is little doubt that the effectiveness of the public entities in procurement can also depend on the involvement of the users in procurement

planning (Changalima et al., 2020). Chepkesis and Keitany (2018) established that the active involvement of the users in defining and identifying the requirements and making the right estimates is related to the quality improvement and time management. Mutoro et al. (2018) state that user involvement in the development of the statement of requirements not only agrees with the approved budget but also guarantees the delivery on time and the appropriate quality. Udoba and Mwalukasa (2025) indicate that direct involvement of the user department in planning procurements entails proper requirement definition and the provision of approximate requirements, thereby enhancing quality and saving time. Mutoro et al. (2018) recognised that the timely delivery and the appropriate quality of the purchased materials were the outcomes of preparing the work plan by the user department based on the approved budget.

Various literature identifies the advantages of procurement planning and procurement performance (Corboş et al., 2023). Changalima et al. (2020) conclude that procurement planning is becoming important to the procurement practice and a major driver of balancing organisational objectives and success among organisations. It is applied to plan the acquisition of materials or items over a given period within the organisation's approved budget. It also helps to make sure that organisations are efficient and effective in the use of resources to provide improved services because it identifies the start and end of the procurement process (Nduhura et al., 2021). However, none of these studies has investigated how user involvement in procurement planning affects procurement performance. Furthermore, the researchers have examined the impacts of this relationship they found inconsistent findings. For instance, Odero and Shitseswa (2017) found an insignificant relationship between procurement planning and procurement performance, whereas Shisanya and Omwenga (2018) and Zemedagegnehu (2020) found positive, significant relationships between procurement planning and performance. Such inconsistent outcomes necessitate determining which variables affect the association between procurement planning and procurement performance. To overcome these issues, some previous studies have introduced a moderator. For instance, Mutangili et al. (2020) introduce the moderating effect of the regulatory framework and Matunga (2023) introduce the moderating effect of monitoring and evaluation. This study introduces the moderating effect of user competence, drawing on prior recommendations. Mwangike (2025) revealed that staff competence affects the quality of procurement delivery items and timely delivery. Furthermore, Azwandi et al. (2024) concluded that procurement strategies are successful in the organisation when staff involved in the process are well-trained and skilled. These studies, however, fall short of

examining the relationship between user involvement in procurement planning and procurement performance, as well as whether user competence strengthens this relationship. To address this, the current study aims to investigate the moderating effect of user competence in the relationship between user involvement in procurement planning and procurement performance in Zanzibar local government authorities.

## **THEORETICAL LITERATURE REVIEW**

The paper employs two theories, institutional theory and the competence model theory, to offer a holistic explanation of the relationship between individual abilities and institutional constraints.

### **Institutional Theory**

John Meyer and Brian Rowan advanced institutional theory in the late 1970s. This theory deals with the relationships and interactions among organisations, as well as how they are influenced by the environment in which they operate. Dillard et al. (1991) point out that the first theory developed was institutional theory, which explains organisational behaviour, including methods of communication, collaboration, interaction, and employee decision-making. Dacin et al. (2002) state that institutional theory comprises three pillars: normative, cultural-cognitive, and regulatory. The normative theory concerns how the organisation should have done things, as well as the values that govern morality. Regulatory focus is centred on legally approved standards, rules, laws, procedures and regulations. Cultural cognition lies in collective cognition between significant stakeholders. This means that the positive impact on procurement performance depends on how procurement practitioners implement these pillars (Sindiga et al., 2019).

Considering user involvement in procurement planning, institutional theory shows how adherence to procurement rules symbolically enhances procedural compliance and credibility. It focused on what procuring entities are expected to do (Kabelele & Kitomo, 2022). Procurement planning is formalised and regulated to ensure the organisation's expectations are met (Keitany, 2024). If the organisation adopts procurement planning as a mechanism, it provides meaningful implementation by improving quality, timeliness and cost control (Nduhura et al., 2021). Institutional theory is relevant to this study because it provides insight into how user involvement in procurement planning influences procurement performance. It shows that user involvement in procurement planning is an institutional response to external pressures. It requires user participation in procurement planning to ensure better procurement performance in terms of delivery time, quality, and quantity. Institutional theory focuses on external pressures and overlooks individual

knowledge and skills; this study addresses this gap by incorporating the moderating effect of user competence.

### **Competence Model Theory**

Mwangike (2025) states that the concept of competence must be connected to the personality traits, including knowledge, academic aptitude and intelligence as related to effective organisational performance. From a human resources perspective, competence entails the capability of heads of departments/units/sections to detect, assign, deploy, and use organisational resources to create value for stakeholders (Riak & Bill, 2022). Competence encompasses the behaviours, knowledge, and skills required to perform the task allocated in the organisation and in line with its goals (Matunga et al., 2021). The competence model is an effective tool for users to identify needs, prepare budgets, and set delivery schedules, ensuring that the procured items align with the organisation's outcomes. The competence enables procurement practitioners to translate their needs into clear, accurate requirements, reducing the risk of inequality and delays. When procurement officers have high skills in preparing procurement plans, it enhances quality and improves timeliness. Involving competent personnel in preparing the delivery schedule streamlines procurement and improves cost efficiency (Horváth, 2019). User competence, as a moderator, helps determine whether it strengthens or weakens procurement performance, as it does not merely change outcomes. The model believes that user involvement alone does not guarantee procurement performance; it depends on user skills and knowledge in performing their duties. Incompetent procurement staff weakens the positive impact of participation. The study revealed that competence acts as a contingency factor, strengthening the relationship between procurement planning and procurement performance (Matunga, 2023).

The institutional theory and competence model show that user competence moderates the relationship between user involvement in procurement planning and procurement performance, integrating the institutional environment and personal abilities. Institutional theory explains the formal laws, regulations, and norms that govern procurement planning behaviour. Competence model theory explains how individual competence enables the effective execution of assigned tasks and the achievement of procurement outcomes. Together, they provide a stronger theoretical foundation for investigating this relationship.

## **EMPIRICAL LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT**

### **User Involvement in Procurement Planning and Procurement Performance**

Procurement planning is a set of activities used to arrange and ensure the what, where, how, and when of procurement for organisations over a given period. It provides a framework for contract implementation to ensure user department expectations are met and legally accepted (Muhwezi et al., 2020). Study results indicate that most challenges in public procurement stem from poor coordination among procurement stakeholders, leading to delays and ineffective processes. The study recommended that strategic action be taken across procurement entities to improve coordination and communication among stakeholders, thereby preventing project delays (Changalima et al., 2020). Stakeholder collaboration promotes an organisation's business performance by fostering risk sharing and innovation (Gambo & Musonda, 2021). It is commonly acknowledged that user participation in procurement procedures is crucial to procurement performance; however, it is unclear how user participation affects results (Nzovila et al., 2019).

Several studies support the role of user involvement in procurement planning. For instance, Panga (2020) assessed the adherence to procurement planning and performance. The findings revealed that procurement planning has a positive and significant influence on performance. This indicates that the organisation should prioritise procurement planning as a key driver of resource utilisation and ensure the timely delivery of items and the timely completion of projects. Keitany (2024) describes that procurement planning has a significant relationship with service delivery. This finding indicates that procurement planning is not a clerical task in government procurement, as it enables procuring organisations to support organisational objectives regarding time, delivery, quality, and quantity. It recommends that the organisation ensure that, during the planning process, all concerned stakeholders participate, from the need assessment through to budgetary approval. Those studies focused on how procurement planning enhances the organisation's ability to achieve its goals effectively and efficiently, but they ignored the participation of key players, such as user departments. However, a study conducted by Nduhura et al. (2021) examined the relationship between procurement planning and procurement performance. The study revealed that 94.7% of respondents agree that when they are involved in need assessment, they do their work well in the department. This implies that user involvement in needs assessment influences procurement performance. Hence, procuring entities were required to make sure that the different stakeholders, such as the user department, were engaged in the planning

process (Dacha & Juma, 2018). This implies that when the user is involved in procurement, there is a likelihood of the organisation performing well, enhancing the quality of procured products, meeting the predetermined timelines, and minimising complaints from the user section (Mgawe & Kiwango, 2023). Hence, the study's proposed hypothesis was as follows.

*H1. User involvement in procurement planning has a significant influence on procurement performance*

### **User competence**

Ketemaw (2020) defined competence as the capability, knowledge, or skills to deliver valuable outcomes consistently. It is an important feature of a successful performance. Better performance by public institutions requires employees with diverse knowledge and skills to simplify their assigned tasks (Mihungo & Mwangike, 2021). As Peter and Muli (2022) revealed, overall incompetence among officials in public procurement results in the loss of public funds, project delays, the delivery of noncompliant goods, and the escalation of public procurement fraud. Competent procurement staff are more adept at risk management and regulatory compliance, make better decisions, work more efficiently, and foster closer relationships with suppliers.

(Karani & Osoro, 2020).

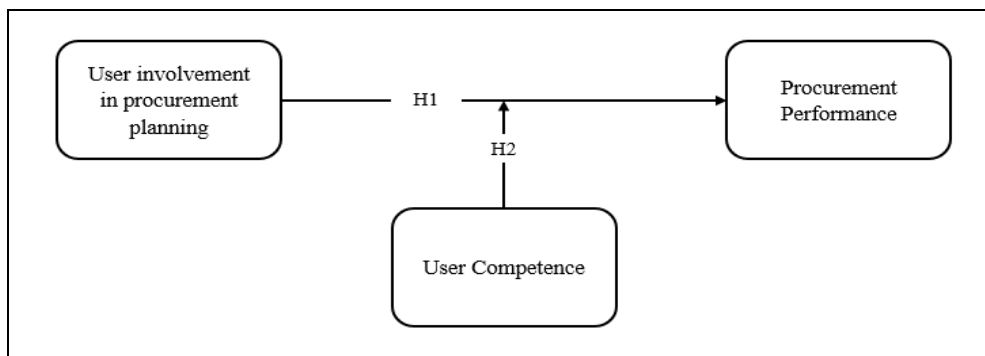
Employee competence is important in the success of any organisation. The research found that staff competence positively influences performance in public procurement. It concludes that to meet the needs of procuring entities. Procurement practitioners shall be skilled and experienced to handle procurement functions (Orio, 2019). Batetah and Wabala (2021) emphasise the substantial impact of improving skills on effective performance. The study has established that the general incompetence of public officers in procurement-related positions causes problems such as the misuse of public funds, project and supply delays, the supply of unsanctioned procured commodities, and increased procurement malpractices. Competence in procuring entities ensures that purchased goods are of high quality, projects are completed/delivered on time, and users are satisfied (Lyimo & Mrema, 2022). User involvement in the procurement planning affects the procurement performance, although the organisation should also capacitate all the employees who participate in procurement planning (Mgawe & Kiwango, 2023). According to Dacha and Juma (2018) identified that all the staff members in the procurement activities should be aware of the applicable law and processes. Empirical studies explain the substantial impact of competence on procurement performance. However, most focus on procurement officers and ignore users who initiate procurement, budget

planners, and those who draft their needs. To accomplish organisational goals, users should rely on competence, a contingent factor that shapes how they complete their assigned tasks. Thus, it is expected that user competence will affect the relationship between user involvement in procurement planning and procurement performance (Lyimo & Mrema, 2022; Masoud & Kawishe, 2024; Mwangike, 2025).. Therefore, the hypothesis presented below was suggested.

*H2. User competence moderates the relationship between user involvement in procurement planning and procurement performance*

### Conceptual Framework

Figure 1 presents the study's conceptual framework. The conceptual framework shows how the hypotheses are theoretically related by linking the study variable into a single model. It illustrates the relationship between user involvement in procurement planning, user competence and procurement performance.



**Figure 1:** *Conceptual Framework*

**Source:** Figure by the author

## RESEARCH METHODS AND DATA COLLECTION

### Research Design and Approach

The research was quantitative and investigated the correlations between UIPP and PP. Quantitative data were also collected to test the moderating effect of user competence on the relationship between UIPP and PP. The quantitative approach aims to apply a multivariate method of data analysis (Sharma et al., 2023). They used an explanatory cross-sectional survey design (Shatta et al., 2024). This design helps to determine the influence of user involvement in procurement planning on procurement performance, as well as the moderating effect of user competence, and data collected at a single point in time. Additionally, it ensures that the statistical testing was required to establish a predictive relationship.

## **Sample Size and Sampling Technique**

The researchers applied census techniques to choose ZLGA Heads of user departments to maximise response rates and minimise bias (Okinyi et al., 2023). There are 12 ZLGAs (CAG Report, 2023) with 15 heads of departments, units and divisions. The heads of departments were selected because they are the key players in initiating and influencing procurement activities. However, the study was conducted across 11 LGAs, with 1 LGA used for a pilot test to evaluate the appropriateness of its instruments. Piloting allows the researcher to determine whether the proposed instruments are too complicated or inappropriate. The LGAs selected for the pilot test are not included in the main study to improve data accuracy (Sutha & Nurhanani, 2023). A census sampling method was employed due to the small population and the ease of access. This method is vital in this study because it may provide accurate results, as all respondents are included (Stratton, 2023). The data were collected through a structured questionnaire sent to the heads of user departments. The 165 questionnaires were distributed among selected respondents using drop-and-pick-up methods. Of the 165 thus delivered, 159 were returned, corresponding to approximately 96%. This was regarded as sufficient to make the study generalizable and representative (Zhang et al., 2023).

## **Measurements**

The three indicators measuring the study's dependent variable, PP, were adapted from previous research and include quantity, quality, and on-time delivery (Israel et al., 2023; Mahuwi & Panga, 2020; Damayanti & Aswar, 2021). For identification, the budget and delivery schedule were used to measure the independent variable, UIPP, and were adjusted based on past research (Nakhwanga & Malenya, 2020; Peter & Muli, 2022; Sheikh, 2019). Two constructs, adapted from Kariuki et al. (2018) and Matunga et al. (2021), were used to measure the moderating effect of UC, i.e., skills and knowledge. Table 2 represents the measurements of each variable. The dependent, independent, and moderating variables were measured on a Likert scale from 1 (strongly disagree) to 5 (strongly agree).

## **RESULTS AND ANALYSIS**

### **Demographic Characteristics**

This part is significant because it highlights the features that interest the respondent. Samples needed to be described to enhance transparency and to ascertain that the participants were known (Chaniago, 2021). Table 1 summarises this demographic information. The results show that the majority of respondents fall within the 31-40-year age range (57.9%), followed closely by those aged 20-30 years (23.3%), while those aged 40 and above represent

the smallest portion at 18.9%. Regarding the gender distribution, the findings reveal that 49.7% are male and 50.3% are female. Furthermore, regarding the educational level of respondents, the findings revealed that a vast majority of participants 76.1% hold a Bachelor's degree. Those with a Master's degree 15.1%, an advanced diploma 8.2% and a PhD 0.6%. The results show that a bachelor's degree is prevalent, indicating that respondents are well educated.

**Table 1:**  
*Demographic Characteristics*

Variable	Frequency	Percent
<b>Age (Years)</b>		
20-30	37	23.3
31-40	92	57.9
above 40	30	18.9
<b>Total</b>	<b>159</b>	<b>100</b>
<b>Sex</b>		
Male	79	49.7
Female	80	50.3
<b>Total</b>	<b>159</b>	<b>100</b>
<b>Highest Level of Education</b>		
Advanced Diploma	13	8.2
Bachelor Degree	121	76.1
Master Degree	24	15.1
PhD	1	0.6
<b>Total</b>	<b>159</b>	<b>100</b>

**Source:** Table by the author

### **Common method variance**

Common method bias was evaluated using two techniques. First, the study employed Harman's single-factor test in Statistical Package for Social Sciences (SPSS) to assess whether a single factor accounts for most of the variance in the data. The results show that the model explains about 44.48% of the variance. This indicates that common method bias was not a significant problem, as the value was below 50% (Usmanova et al., 2021).

The second approach relies on the variance inflation factor (VIF). VIF can be used to detect collinearity and common method bias in PLS-SEM. It is recommended to set below 3.3 for all latent constructs. The results, as presented in Table 2, show that all VIF values are below the recommended threshold, which indicates that there is no common method bias in this study (Purwanto & Sudargini, 2021).

## **Measurement Model**

PLS-SEM was employed to test the relationships and hypotheses in this study. This approach is useful because the study's aim is predictive, addressing complex models (moderation) and small sample sizes. It indicates that the direct and moderating effects were tested in a single PLS-SEM model (Sabol et al., 2023). The study evaluates the measurement model to ensure that the measures used were consistent and accurate. Both reliability and validity were assessed in this study to ensure the data are reliable and appropriate before testing the study hypotheses. Several aspects were examined in this study, including internal consistency reliability, indicator reliability, convergent validity and discriminant validity (Kharuddin et al., 2020) as presented in Table 2. The first step was assessing indicator loading. The recommended threshold is above 0.708. In this study, the loading value exceeds 0.708, indicating that the items provided are acceptable. Then followed by assessing internal consistency reliability. Cronbach's alpha and composite reliability were calculated, with all variables above 0.7, indicating satisfactory internal consistency (Hair et al., 2019). Convergent validity was assessed using the average variance extracted (AVE), which exceeded the recommended average of 0.5 (Hair et al., 2019). This indicates that convergent validity is satisfactory. The last step was to assess discriminant validity to ensure that the measure measured a distinct construct. Heterotrait-Monotrait ratio (HTMT) was used to assess discriminant validity. The HTMT value must be less than 0.85 (Mohd Dzin & Lay, 2021). As shown in Table 3, the HTMT value is below 0.85, indicating adequate discriminant validity.

**Table 2:**  
*Reliability, Convergent Validity and Collinearity*

Constructs	Item codes	Item Loading	Cronbach's alpha	Average Variance Extracted (AVE)	Composite Reliability (rho_a)	VIF
<b>User involvement in procurement planning</b>	UIPP1-The user departments are involved in preparing a budget	0.833	0.875	0.598	0.875	2.422
	UIPP2-The user department involved in the selection of priority items	0.780				2.090
	UIPP3-The user department involved in the consolidated procurement plan is subject to the approved annual budget	0.786				1.889
	UIPP4-User departments are involved in designing procurement plans.	0.685				1.577
	UIPP5-The user department is involved in choosing the right method of procurement	0.807				2.107
	UIPP6-The user department ensures budget approval is obtained for the required items before purchase in the organisation	0.742				1.711
<b>User competence</b>	UC1-The user department has adequate knowledge and skills in procurement requirements	0.814	0.911	0.728	0.911	2.152
	UC2-The user department knows its function in procurement	0.882				3.180
	UC3-User department understanding of procurement procedures	0.845				2.450
	UC4-The user department is aware of the quality standard	0.867				2.867
	UC5-User departments know about procurement planning	0.856				2.440

Constructs	Item codes	Item Loading	Cronbach's alpha	Average Variance Extracted (AVE)	Composite Reliability (rho_a)	VIF
<b>Procurement performance</b>	PP1-Reduce the number of complaints about delays in service delivery	0.759	0.871	0.661	0.883	1.792
	PP2-There are minimal complaints from the user department on procurement matters	0.742				1.894
	PP3-There is an improvement in quality standards	0.825				2.192
	PP4-The procurement department delivers the requested item with the Right Quality	0.881				2.896
	PP5-Wastages of resources have reduced	0.851				2.621

**Source:** Table by the author

**Table 3:**  
*Discriminant Validity (HTMT)*

HTMT) - Matrix	PP	UC	UIPP
Procurement Performance			
User Competence	0.530		
User involvement in procurement planning	0.841	0.586	
User competence -> Procurement performance	0.540	0.123	0.552

**Source:** Table by the author

### Structural Model and Hypothesis

The structural model is the next step in data assessment after the measurement model has been assessed, and the results are satisfactory. All the study hypotheses are supported by the results presented in Table 4 and Figure 2. The  $R^2$  value for the dependent variable (PP) is 0.596 as presented in Figure 2. Table 4 displays the value of the predictive relevance ( $Q^2$ ), which was also considered significant because it was higher than zero (Hair et al., 2019).

**Table 4:**  
*The Predictive Relevance Value ( $Q^2$ )*

	$Q^2$ predict
PP1	0.327
PP2	0.230
PP3	0.349
PP4	0.458
PP5	0.470

**Source:** Table by the author

### User involvement in procurement planning and performance.

The influence of the user in procurement planning on procurement performance is significant; it has a coefficient of 0.560,  $t = 9.592$ ,  $p = 0.000$ , and  $f^2 = 0.401$  (see Table 5). Thus, H1 was confirmed: user-level engagement in the procurement planning process is a significant and positive predictor of procurement performance. Based on the analysis of the study results, user participation in procurement planning may affect procurement performance in the ZLGAs. This involves the accounting officer in ensuring that user departments are incorporated into procurement planning as stipulated by laws, regulations, and guidelines. The findings are consistent with those of Changalima et al. (2020), who reported that public procurement effectiveness is significantly associated with user involvement in procurement planning. Involvement of the user department in the procurement plan is necessary. User departments will prepare budgets and procurement plans, carry out a needs assessment and market analysis (Dacha

& Juma, 2018). It is also associated with institutional theory, which focuses on external pressures, including regulatory and normative pressures. The findings show that the ZLGAs may follow procurement rules and standards during procurement planning,

### **The Moderating Effect of User Competence**

Regarding the moderation effect, user competence in procurement planning positively and significantly impacts procurement performance, with a coefficient of 0.181,  $t = 3.318$ ,  $p = 0.000$ , and  $f^2 = 0.061$ . This result indicates that the coefficient on the interaction term (UIPP\*PP) is positive, demonstrating that UIPP positively influences PP when moderated by use competence. H2 shows that user competence is significant in the relationship between user involvement in procurement planning and procurement performance. Such outcomes presuppose that users engaged in procurement planning must have the skills and knowledge of needs during the designated planning period. According to Jaffu and Changalima (2023) state that better carrier development for employees leads to better procurement, both in terms of time and quality. Changalima and Mdee (2022) argue that departmental competence contributes to identifying and developing a precise and adequate budget. The organisation should ensure that employees involved in procurement procedures are well-equipped and skilled to meet their goals. Additionally, the results align with institutional theory and the competence model. It indicates that organisations need to balance regulatory compliance and individual competence development in procurement planning.

Figure 2 presents structural model analysis results. It explains the relationship among user involvement in procurement planning, user competence and procurement performance. Generally, the results imply that the proposed structural relations supported and identified the important role of user competence in shaping the influence of user involvement in procurement planning on procurement performance.

**Table 5:**  
*Hypothesis Testing*

Path	Coefficient (β)	Standard deviation	T Value	P Value	Decision
user competence -> procurement performance	-0.171	-0.179	2.651	0.004	Accepted
procurement planning -> procurement performance	0.560	0.561	9.592	0.000	Accepted
user competence x procurement planning -> procurement performance	0.181	0.177	3.318	0.000	Accepted

**Source:** Table by the author

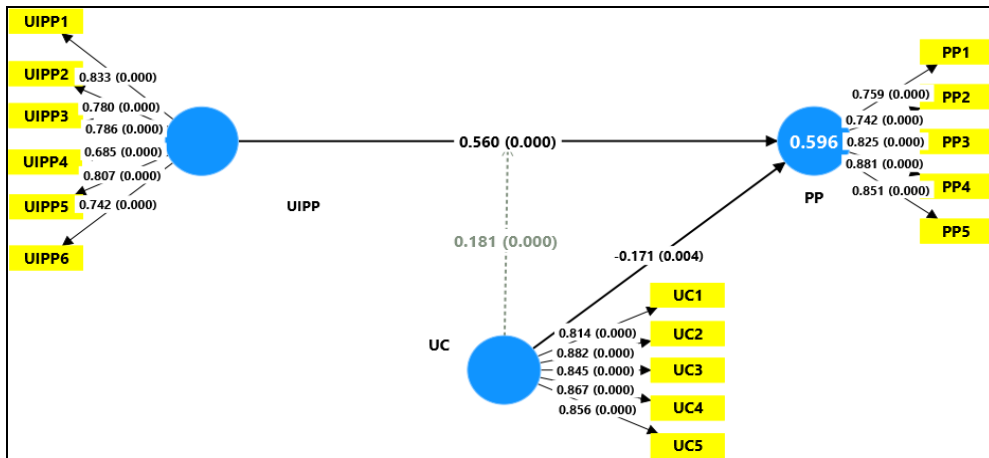


Figure 2: The Structural Model

Source: Figure by the author

## CONCLUSION

The study employed user competence as a moderator to examine the impact of user involvement in procurement planning on procurement performance in ZLGA. The outcomes indicated that UIPP has a substantial positive impact on procurement performance. In addition, it was discovered that user competence moderates the positive UIPP-PP relationship. It is therefore advisable that the concerted efforts of the public entities should be towards ensuring that their user departments are not merely engaged in procurement planning but are equipped with the skills and knowledge to deliver procurement performance. Besides, the outcomes provide a strong argument for continued investments in stakeholders' capacity building to ensure and enhance procurement performance. Furthermore, the results revealed that user involvement in procurement planning enhances the organisation's ability to achieve its goals. However, when integrated with competence, it may translate users' duties into satisfactory procurement performance

## CONTRIBUTION AND LIMITATION OF THE STUDY

### Theoretical Contribution

The study findings confirm the appropriateness of applying the Competence Model Theory and Institutional Theory to procurement performance. The practical contribution is grounded in the study's research design, which investigates the role of the user department in procurement planning and its impact on procurement performance, and evaluates whether this relationship is moderated by user competence. Institutional theory provides an understanding of the benefits and drawbacks of organisational behaviour on influencing user involvement in procurement planning in ZLGAs. The study

expanded on this theory by discovering that compliance and ethical expectations alone are insufficient to determine procurement performance. The results show that competent personnel for all stakeholders involved in procurement planning are essential. The competence model theory focused on individual skills and knowledge. It shows that all users engaged in procurement planning should know how to perform their assigned tasks effectively. It implies that public procurement performance can be improved by professionals skilled in effective planning. Combining this theory with the existing knowledge on public procurement performance, especially in ZLGAs, is essential for regional and national development.

### **Practical Contribution**

The study's practical contribution is particularly relevant to the public sector. It shows how user involvement in procurement planning influences procurement performance. In addition, the moderating influence of user power on the relationship between UIPP and PP is underlined. Provide accounting officers with insight into how user involvement in procurement planning can improve procurement performance. Additionally, by understanding the moderating effect of user competence, accounting officers can assess current user competence and identify areas for improvement, such as needs assessment, budget preparation, and preparation of the delivery schedule. On the other hand, policymakers can use the study results to develop targeted policies that support, improve, and sustain procurement performance. Given the need for user expertise to improve public institution performance, the government can use this insight to establish professional procurement bodies and reform the procurement system to ensure active engagement of procurement practitioners.

### **Limitations and Future Study**

Like any other academic research, the study has limitations. It employed a cross-sectional design, in which data were gathered at a single point in time, limiting the ability to observe changes in the variable over time. The research relied on the quantitative data from questionnaires. This approach failed to provide deeper insight into users' participation, abilities, or outputs in procurement. As the research was carried out in Zanzibar, one should be cautious when generalising the study to other areas with different conditions, since legal and political structures differ across countries. Other countries could replicate the study in future to enhance the validity and generalisability of the findings. The longitudinal method would also be desirable, and since this research was entirely quantitative, the mixed-methods approach would be a useful option to deepen and confirm the results.

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