

**CRITICAL SUCCESS FACTORS FOR PUBLIC ASSETS DISPOSAL IN  
ORGANIZATIONS: A STUDY OF MINISTRY OF PUBLIC SERVICE,  
UGANDA**

**By**

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## DECLARATION

I, **PETER ADOKO OBICCI**, do hereby declare that I am the author of this dissertation whose record has been done by me; that it has not been accepted for the award of any degree or diploma in any university or equivalent institution, and that to the best of my knowledge and belief, contains no material previously published or written by another person, unless otherwise stated; all references cited in the dissertation have been consulted by me.

Signed:

\_\_\_\_\_

Date\_\_\_\_\_

## APPROVAL

We, hereby, declare that the work presented in this dissertation entitled *Critical Factors for Public Assets Disposal in Organizations: A Study of Ministry of Public Service, Uganda* is the work of the candidate **PETER ADOKO OBICCI, Reg. No: 14/MPP/3/003** and that in carrying out this work, the conditions of the relevant regulations of the Institute have been fulfilled and that it is approved as fulfilling the partial requirements for the award of the degree of the Masters degree in Public Procurement of Uganda Management Institute.

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## **DEDICATION**

With special gratitude to my children Norman Otunnu Obicci, Esther Fiona Ajok Obicci, Peter Kittim Obicci, Emmanuel Obama Obicci and Francis Opira Obicci and in loving memory of my late father Matthew Ongom Obicci Nyeko Pe Lonyi Kapiny pe Kingeyo.

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## ABBREVIATIONS

Act (the).....Public Procurement and Public Assets Act, 2003 (as amended 2014)

ADC.....Asset Disposal Cost

ADM.....Asset Disposal Mechanism

ADSP.....Asset Disposal Strategic Planning

AG.....Auditor General

ANOVA.....Analysis of Variance

AO.....Accounting Officer

AVE.....Average Variance Extracted

BOS.....Board of Survey

BPh.....Bachelor of Philosophy

CAL.....Certificate in Administrative Law

CCSD.....Certificate in Consultancy Skills Development

CFSs.....Critical Success Factors

CT.....Contingency Theory

CVI.....Content Validity Index

DCT.....Dynamic Capabilities Theory

DPRS.....Diploma in Philosophy and Religious Studies



FY.....Financial Year

GST.....General Systems Theory

ICT.....Information Communication Technology

IGG.....Inspector General of Government

IT.....Information Technology

ML.....Maximum Likelihood

MoPS.....Ministry of Public Service

MMS (PAM).....Masters in Management Studies (Public Administration and Management)

MPP.....Masters of Public Procurement

MPS.....Ministerial Policy Statement

OAG.....Office of the Auditor General

PAD.....Public Assets Disposal

PAF.....Principal Axis Factoring

PCA.....Principal Components Analysis

PDEs.....Procuring and Disposing Entities

PDU.....Procuring and Disposing Unit

PFMA.....Public Finance Management Act

PPDAA.....Public Procurement and Disposal of Public Asset Authority

PGCRMWS.....Post Graduate Certificate in Research Methods and Writing Skills

PDGE.....Post Graduate Diploma in Education

PGDPAM.....Post Graduate Diploma in Public Administration and Management

PhD.....Doctor of Philosophy

PSD.....Public Service Delivery

Regulations.....Public Procurement and Disposal of Public Asset Regulations, 2014

SAM.....Strategic Asset Management

SDP.....Strategic Development Plan

SPSS.....Statistical Program for Social Sciences

SSFs.....Success Sub-Factors

UDBS.....Uganda Diploma in Business Studies

UMI.....Uganda Management Institute

## ABSTRACT

Public assets disposal ensures that assets in possession of an organization are fit-for-use to achieve organizational objectives. This study aimed to assess the effects of critical success factors on public assets disposal in organizations in Uganda. Questionnaire survey and interview guides supplemented by documentary review guide were used to elicit the perceptions of government employees on the critical success factors for public assets disposal in Uganda. One hundred sixteen usable responses were analyzed using Statistical Program for Social Scientist (SPSS) to determine the effects of critical success factors on public assets disposal. Qualitative data obtained through interview with five procurement staff were analyzed using content analysis. The overall results show that “strategic asset management (.784)”, “asset disposal strategic planning (.857)”, and “asset disposal mechanism (.794)” have significantly positive effect on public assets disposal in organizations in Uganda. From the research findings, it can be concluded that strategic asset management, asset disposal strategic planning and asset disposal mechanism do affect public assets disposal in organizations in Uganda. The study recommends that management of organizations needs to promote utilization of critical success factors for public assets disposal. The study provides the first systematic and comprehensive insight into how critical success factors can facilitate public assets disposal in organizations.

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Introduction**

Public assets disposal (PAD) ensures that organizations possess and continue to use assets beneficial to achieve organizational objectives (Susan & Namusonge, 2014). There are critical success factors (CSFs) that facilitate PAD which were assessed in this study. Accordingly, this chapter lays a general background to the study. It addresses, in turn, background, statement of the problem, purpose, objectives, hypotheses, scope, significance, justification and operational definition of terms and concepts. The next chapter reviews literature related to the subject of study.

### **1.2 Background of the study**

Four categories of the background to the study were considered in this section. These include: - historical, theoretical, conceptual and contextual backgrounds.

#### **1.2.1 Historical background**

Organizations in a governmental setting, world over, are responsible for providing public services to the citizens in the most desired quality using available assets at their disposal (Batley & Mcloughlin, 2015). According to Mahmood (2010), governments are, among other things, responsible for managing a diversified public asset portfolio including issues to do with their disposal when they have outlived their life span. Arrowsmith and Hartley (2010) argue that the service life of an asset is influenced by several dynamics including physical, technical or

functional obsolescence. It is because of these dynamics that at the end of an asset's life, choices have to be made regarding disposal, replacement or alternative use.

Choices regarding assets that have outlived their lives can make or break quality service delivery depending on the outcomes of PAD (Wahome & Marendi, 2015). In spite of this, the fact remains quality service delivery is possible where PAD system is good (Susan & Namusonge, 2014). As proclaimed by Abdullah, Razak, Hanafi and Salleh (2011), globally; countries with good assets disposal systems reap lots of development dividends permeated with quality service delivery. Just as shown by Ondieki and Deya (2013) the whole life cycle of assets-(including disposal) would contribute to the achievement of development goals. Regrettably, an assortment of evidences indicates there are rare cases of disposal of public assets in both the developed and developing world alike. For example, Gorecki, Lyons and Tol (2010) in their study discovered absence of PAD in the sale of state assets in the Republic of Ireland. Similar cases have been discovered by Atiga, Adafula and Nyeadi (2015) in their study on statutory compliance of assets disposal practices in the public sector of Ghana. It would seem Hui, Othman, Norman, Rahman and Haron (2011) were justified to allege that the challenge of PAD has become a global issue.

In developing countries, for example, Kalana (2010) reported of poor electronic waste management whereby electronic wastes were disposed anyhow in the outside premises in Malaysia. Equally, Sen and Kumar (2013), retorted e-waste recycling has been shunned as e-wastes are considered hazardous, complex and expensive to treat in an environmentally sound manner. They also disparaged the general lack of legislation or enforcement surrounding e-waste management in many countries. In the East African context, the situation is no dissimilar from the rest of the world. For example, Gitari and Kabare (2014) stated that PAD in Kenya is a nightmare. Likewise, in Tanzania, for instance, findings by Koloseni and Shimba (2011)

exemplify disposing of end-of-use ICT asset has reached a disturbing situation that needed special attention.

In Uganda, the challenge of PAD is overwhelming as implied by Basheka and Sabitti (2011) in their study on the contextual perspective of the compliance to public procurement reforms in the country. Similarly, in a study on the antecedents and consequences of public procurement non-compliance behavior, Tukamuhabwa (2012) contend that government organizations in Uganda do not conform to the requirements of the law and regulations when it comes to disposal of assets. From the foregoing, there seems a scenario of serious challenge with PAD not only in developing world but developed world. In the main, assets with no more usefulness have the potential of scaling down organizational functions by means of the most likely upshot of derailing provision of quality public services (Atiga, Adafula & Nyeadi, 2015).

### **1.2.2 Theoretical background**

The theoretical background of this study is based on the central theme of CSFs informed by three theories: - Contingency Theory (CT), Dynamic Capabilities Theory (DCT) and General Systems Theory (GST). These theories were applied because of being well grounded in studies related to CSFs and were integrated following the advice of Nilsen (2015). According to the scholar, in explaining complex management problems, one is better armed when one uses a variety of theories. For example, the issue of PAD is a complex one necessitating several multifaceted processes which requires a combination of theories. Allred, Fawcett, Wallin and Magnan (2011) recommend the use of contingency, dynamic capabilities, and general systems theories as more promising for scholarly research in respect to CSFs. This is because they are notably helpful to bring into focus the influence of the environment in the functional operation of an organization. Since PAD has lots of internal and external factors (to the organizations) determining its success,

these theories are all the more useful in explaining the relationship between these factors (CSFs) and PAD. Henceforth, the choice of the theories was appropriate.

According to Dobák and Antal (2010), CT applies an analytical approach in emphasizing the relationship between the organization and its environment. It explains the totality of the contingency factors- CSFs- in aiding PAD. It was specifically chosen for the study, because it typically examines the relationship between organizational structure and its operating conditions. However, in the face of uncertainty of PAD, it's more appealing to incorporate the driving forces underpinning success in the disposal of assets for the organization to counter uncertainties in the environment. This is best done with the help of DCT. Romme, Zollo and Berends (2010) put forward that DCT elucidates an organization must have ability, capacity and competency to meet challenges (both exogenous and endogenous to its environment), if it is to be required to achieve its objectives. In the intervening time, it's the combination of the environment and the driving forces that GST rounds up to remind managers that the functionality of any process for an organization should be taken as a whole. To this end, Meles, Pels and Polese (2010) assert that GST recommends that an organization has to be seen as a system built by energetic input-output where the energy coming from the output reactivates the system. It appears prudent; therefore, that PAD function of an organization ought to be taken in the entirety of the organization and its environment if better results are to be achieved. Simply put, it's for the reason that the inadequacy of PAD in many organizations cannot be solved in isolation from interrelated components. CT, DCT and GST provide such an option and were used in the study to assess the effects of CSFs on PAD in organizations.

### **1.2.3 Conceptual background**

In Uganda, the Public Procurement and Disposal of Public Assets Act, 2003 (as amended 2014), hereinafter referred to as the Act and the Public Procurement and Disposal of Public Assets Regulations, 2014, hereinafter referred to as the Regulation No.13, provides and regulates disposal of public assets by organizations. According to the Act, organizations hold assets for providing quality services to the citizenry. The assets must be beneficial otherwise they would better be disposed of. This requires proper management of the assets, planning for their disposal when needed and the use of an appropriate mechanism to dispose of the assets. These requirements can only be made possible with the aid of success factors. The researcher conceived these factors as being responsible for PAD. They are those factors “critical” and must be in place for PAD to succeed (Ram, Corkindale & Wu, 2013).

In this study, the researcher conceived CSFs responsible for PAD as Strategic Asset Management (SAM), Asset Disposal Strategic Planning (ADSP), and Asset Disposal Mechanism (ADM). According to Chandima-Ratanyake (2012), SAM is a dynamic and complex process that uses a combined approach to efficiently integrate operations, assets information, environmental and skills to increase long term performance of an asset. The primary aim of SAM is to make an asset achieve an organization’s objectives. On the other hand, ADSP is a structured and systematic process to ensure an organization’s asset portfolio comprises only those assets that effectively meet its service delivery requirements for the Government (Hastings, 2010). It involves detailed assessment of identified assets. According to Giuntini (2010), ADM are means through which unwanted assets are disposed of. The main intention of disposal mechanism is to provide adequate and equal opportunity to achieve best return to the organization through proper identification of surplus assets with adoption of appropriate strategies for their disposal.



PAD was conceived as the independent variable subject to the influence of CSFs. Although not specifically studied, PAD was considered in terms of efficiency, effectiveness and efficacy. Mihaiu, Opreana and Cristescu (2010) aver PAD is the act of derecognizing a public asset that has reached the end of its useful life with no future economic benefits or service potential is further expected from its use. Wahome and Marendi (2015) contend efficiency in PAD is a measurable ability to avoid wasting materials, energy, efforts, money and time in doing something or in producing result. Effectiveness is the capacity of producing a desired result (Khan, Abbas, & Iqbal, 2016). Both efficiency and effectiveness are performance measures. According to Bartuševičienė and Šakalytė (2013), the indicators of efficiency must be increased evenly if an organization is to succeed. Efficacy is the ability of something to produce the results that are wanted (McDowell, 2013). It can as well be used interchangeably with effectiveness but in this context, it is used to refer to the ability of the PAD system to achieve disposal objectives.

#### **1.2.4 Contextual background**

Ministry of Public Service (MoPS) like any other public organization in Uganda derives its mandate to dispose of public assets from part V of the Act and Regulations, No.13. Currently, MoPS is faced with the difficulty of poor public service delivery due to paucity of PAD. Evidences abound to show that there are limited efforts that bring to bear for the realization of putting to an end the threat of absence of disposal of public assets in the ministry. For example, an observation upon a visit to the ministry would highlight this challenge. For instance, the Ministry is littered with unwanted/obsolete assets with many of them lying idle and in waste; some are rotting and others infested by rats and cockroaches. In the corridors and some offices,

dusty equipments are common sight even storage rooms are filled with items no longer in use. Most strikingly, the parking lots are crammed with vehicles growing trees and grasses on them.

Unfortunately, available records show that the Ministry has never disposed of her unwanted/obsolete assets in the recent past even when the Act was enacted in 2003 to promote and encourage disposal of unwanted/obsolete assets. The Ministry's Ministerial Policy Statement (MPS) (MoPS, 2015a) identifies major difficulties associated with the dearth of PAD in the ministry. These include paucity in disposal planning, disproportionate bureaucracies, lengthy disposal period, cumbersome documentation process, and insufficient storage facilities. These are common problems in PAD especially in the developing countries (Kusi, Aggrey, & Nyarku, 2014). In consequence, PAD challenges coupled with scantiness of the application of CSFs rise grave concern in MoPS.

In an effort to reverse these predicaments, MoPS has as its major goal of ensuring conformance to the requirements of the Act and most especially the newly issued Regulations 13 (MoPS, 2015a). The Ministry proposes to have in place an annual event for disposal of assets of no benefits to the ministry and a range of associated activity. In a bid to achieve this, MoPS has prepared a draft strategic plan. The final draft is ready for eventual consideration and approval by top management. Even though this effort seems to point to the right direction in as far as PAD is concerned, the Ministry may still be prone to failure to dispose of unwanted assets. This is because; the Ministry, for example, has a small staff in the procuring and disposing unit (PDU). Much critical, User's departments in the Ministry are also in many instances out of action to appreciate their central roles in the disposal process. So the approval of the strategic plan may not be a sure deal to have unwanted assets disposed of or even sold at fair value.

In the episodes, the distinguished challenge of infrequent disposal of assets remains a night mare. For example, paradoxically, the Ministry continues to grapple with assets of no benefits and even in some instances uses them. In the circumstance, the Ministry will continue to fail to deliver on her mandate and the objectives of service delivery will be waned. This is against the spirit for the enactment of the Act and its regularization. In the same mode the Ministry's strategic plan is yet a way off to form a framework for handling complex managerial problem of failure to dispose of unwanted assets. Whether some measures can be undertaken to overcome the unfortunate situation so as to have a successful PAD, was the emphasis of this study.

### **1.3 Statement of the problem**

PAD is a tool for ensuring organizations holds and use assets of benefits to achieve intended objectives. Recent reports on asset disposal performance by organizations in Uganda, paint a grim picture in as far as PAD is concerned. Public Procurement and Disposal of Public Asset Authority (PPDAA) report (2015) indicated that during financial year 2012/2013, nine (9) audited procuring and disposing entities completely failed to dispose of their unwanted assets yet such assets were many. The Office of the Auditor General (OAG) in its report of 2015, quantified loss occasioned to the government of Uganda as a result of failure by government organizations to dispose of unwanted asset to the tune of 7.2bn (Uganda Shillings Seven point two billions) during the financial year 2013/2014 alone, for example. Findings of these reports suggest that Uganda is losing on development dividends as a result of poor service delivery orchestrated by lack of PAD.

Factors responsible for PAD if applied well in line with the objectives of attaining fair value of an asset would assist improve PAD process in organizations and facilitate successful PAD. Susan and Namusonge (2014) asserted that there is a positive relationship between asset disposal and

service delivery. This explains why, for example, in Uganda, PAD is a statutory requirement for any PDE to do at least once a year (The Act, 2014). Despite this directive, all PDEs in the country including Ministry of Public Service (MoPS) have not done enough in as far as disposal of unwanted assets is concerned. This is further obscured with the existence of potential dangers posed by mis-utilization and distortion of PAD processes. On the contrary, it would seem appropriate utilization and actualization of CSFs is the best formula to overcome the negative outcomes of the potential dangers so has to have a successful PAD.

Today, government organizations in Uganda, despite being a statutory obligation PAD have not taken on the right direction. It would seem there is a missing link between compliance with the Act/Regulation and actual disposal of unwanted public assets. This study therefore sought to assess the effect of CSFs on PAD in organizations in Uganda.

#### **1.4 Purpose of the study**

The purpose of the study was to assess the effects of CSFs on PAD at MoPS.

#### **1.5 Objectives of the study**

The study sought to accomplish three objectives which were:-

- i) To determine the effect of SAM on public assets disposal in MoPS,
- ii) To establish the effect of ADSP on PAD in the MoPS,
- iii) To evaluate the effect of ADM on PAD in the MoPS.

#### **1.6 Research questions**

The objectives of the study were achieved through answering the following questions:

- i) To what extent does SAM affect PAD in the MoPS?

- ii) What is the effect of ADSP on PAD in the MoPS?
- iii) Does ADM affect PAD in the MoPS?

## **1.7 Research hypotheses**

This study proposed to test the following three research hypotheses:

- i) H<sub>1</sub>: SAM significantly affects PAD.
- ii) H<sub>2</sub>: ADSP has a significant effect on PAD.
- iii) H<sub>3</sub>: ADM has a significant effect on PAD.

## **1.8 Scope of the study**

According to Neuman (2011), scope of the study refers to the boundaries or limits within which the study needs to be kept. A scope of study can be geographical, historical, ideological, and personal or any other. This section presents the geographical, time and content scopes of the study.

### **1.8.1 Geographical scope**

The study was limited to MoPS at its Headquarters, Civil Service College-Jinja and National Archives and Record Centre. It has nine departments with an approximate total population of 221 employees as at June 30<sup>th</sup>, 2016 but targeted officers from salary scales U1 to U4 and procurement staff only.

### **1.8.2 Time scope**

Chosen for convenience purpose, the study covered the period of 2012/2013, 2013/2014, 2014/2015 and 2015/2016 which were considered appropriate to obtain requisite information. The choice of this period was occasioned by two factors. First, MoPS was enlisted by the OAG

as one of the poor performing PDE in terms of lack of PAD in Uganda. Secondly, it was during this period that the Ministry took a step further to capture PAD in its strategic development plan (SDP).

### **1.8.3 Content scope**

The study took the form of research in which in-depth theoretical and empirical literature review was done on CSFs for PAD in organizations. It specifically dealt with sub success factors (SSFs) of SAM, ADSP and ADM. These were related to the dependent variable of PAD with the dimensions of efficiency, effectiveness and efficacy though the dimensions were not specifically studied.

### **1.9 Significance of the study**

Embracing CSFs plays a momentous role towards enhancing sustainability operations of organizations with less negative impact to PAD. This study provides a systematic and comprehensive insight into the state of PAD in organizations in Uganda. The study is significant as it gives the perspective of developing world in the realm of public procurement, in opposition to majorly procurement research emanating from North American and Europeans regions as decried by Flynn and Davis (2014) in their study of public procurement research. Furtherance, the study, ideally has theoretical and practical significance additionally.

In theoretical terms, it adds to knowledge and contributes to the literature of an emerging area of interest-successful PAD, in particular, and CSFs that affect PAD. It as well validates current understandings of CSFs and extends one's knowledge of contemporary PAD. Besides, the findings of this study are expected to be of significance to various scholars, academicians, researchers and students who might be involved in assets disposal research activities since the

documented report would ready reference material that could equip them with more knowledge and skills on issues relating to CSFs affecting PAD in organizations in Uganda.

In practical terms, the study assessed CSFs that affect PAD for better exploitation for a greater outcome, for example, as a stimulant for empirical research in the subject area and as a reference material for researchers. Moreover, this study is of great implication to stakeholders and management in all organizations in Uganda since the study findings assist in formulation and implementation of guidelines and framework for supporting successful PAD. Supplementary, the study is of great significance to all other public organizations in Uganda since its recommendations can assist management to overcome major challenges that hinder successful PAD in their organizations. The study could as well be of importance to procurement professionals in various organizations since it may add value to the body of knowledge and practice of successful PAD. The study is again of great importance to the government since the obtained findings may act as a guideline for organizations to enhance and improve their PAD functions.

### **1.10 Justification of the study**

Globally, the challenge of PAD faced by Governments calls for immediate remedial actions lest the quality of public service delivery (PSD) is bound to be compromised (Musanzikwe, 2013). There is need to ensure assets of no further benefits to the organizations is disposed off timely and at a fair value. PAD is of great significance in ensuring that the best fair value of the asset is obtained by organizations. It necessarily follows that proficiency in complying with the requirements for PAD needs to be improved to achieve cost savings that would free up resources that could be applied usefully to other tasks. The findings from this study are of substance to organizations because they give an in-depth insight on CSFs affecting PAD and strategies to deal

with these forces. The findings of this study can benefit policy makers and managers of public assets in their focus on the nature and applicability of CSFs and the necessity to enforce them. PAD functions also figure prominently in the way that citizens view public organizations. The public perception of PAD is improved through addressing issues hindering timely disposal of assets such as done in this study. Scholars and academicians can find the output of this study valuable to their knowledge advancement as it improve on studies done under PAD. The study findings are therefore useful not only to MoPS but also to other organizations, individuals and other partners engaged in the need for and timely disposal of assets. Future research can also be done to improve limitations documented in this study. All these justified a more focused examination of CSFs for PAD. Finally, and most highly, the study was undertaken as a partial fulfillment of the requirements for the award of master's degree in management studies with public procurement option of Uganda Management Institute to the researcher.

### **1.11 Operational definitions of terms and concepts**

**Asset** is an item or thing that has potential value to an organization, and for which the organization has a responsibility. For the purposes of this study, asset does not include financial assets.

**Asset disposal mechanism** is the way and/or means through which the disposal of an asset of no further benefits to the organization is carried out.

**Asset disposal strategic planning** is the process of determining the long-range direction and disposal objectives of an organization and establishes the means by which both can be met.

**Critical Success factors** are those characteristics, conditions or variables that, when properly sustained, maintained, or managed, can have a significant impact on the success of an organization.



**Disposal** means a process of preparing, negotiating and concluding a written contract where necessary which involve the alienation of an *asset* no longer needed by the organization by means of a sale, a lease a donation or auction or any other provided within the law.

**Effectiveness** is the capability of producing an intended or expected outcome, or production of a deep, vivid impression making the result desirable.

**Efficiency** is the (often measurable) ability to avoid wasting materials, energy, efforts, money, and time in doing something or in producing a desired result.

**Fair value** (of an *asset*) is the amount obtainable from the sale of the *asset* in an arm's length transaction between willing parties less the selling costs.

**Public assets disposal** is the act of derecognizing a public asset that has reached the end of its useful life with no future economic benefits or service potential is further expected from its use.

**Strategic asset management** is the systematic and coordinated activities and practices through which an organization optimally manages its assets, and their associated performance, risks and expenditures over their lifecycle for the purpose of achieving its organizational strategic plan

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter presents three reviews, namely, theoretical, conceptual and empirical. The reviews aimed at explaining the relationships between the variables of the study. These variables are CSFs and PAD. The chapter also critique existing literature, identifies gaps and provides a summary of the literature reviewed. The chapter set the stage for the methodology employed in the study forming the content of the proceeding chapter.

#### **2.2 Theoretical review**

Theoretical review is an assessment of theories that have been formulated to explain, predict and understand a phenomenon (Sekaran, 2013). Its purpose is a fuller understanding of the phenomenon with the possibility or intention of instituting change if necessary. This section provides an understanding of the essentials of CSFs for PAD, and theories/model that informed this study.

##### **2.2.1 Essentials of critical success factors for public assets disposal**

According to Dhakal, Mahmood, Wiewiora, Brown and Keast (2015), PAD is not an entirely a new concept much as it has not yet been properly grounded theoretically. This raises serious problems when it comes to identifying generic and case specific CSFs for PAD. Past studies for example, those of Atiga, Adafula & Nyeadu (2015), Susan and Namusonge (2014), Wahome and Marende (2015) seem to suggest so. And yet Koloseni & Shimba (2011) believe that CSFs are very critical for PAD in any organization.

Before investigating CSFs even further, PAD has to be properly defined, since this often lacked in earlier studies. Giuntini (2010) define PAD generally as the act of selling an asset usually a long term asset that has been depreciated over its useful life like computers, motor vehicles. This seems mythical in most organizations as demonstrated by several research outputs such as those generated by Abdullah, Nurfadzli and Abdul (2015), Abdullah, Razak, Hanafi and Salleh (2011) and Lu (2011). It is therefore not surprising that organizations are not paying attention to their disposal needs (Susan & Namusonge, 2014). It is the risky outcome of failed PAD processes has motivated this detailed investigation of its CSFs. Wambugu (2011) contends this should act as an impetus to inquire into CSFs so as to generate solutions to overcome failure of PAD in many organizations.

Trkman (2010) suggests that CSF is one of the earliest and most actively researched construct more especially in the management field. As a concept CSF was developed by D. Ronald Daniel of McKinsey and Company in 1961. It was later on refined by John F. Rockart between 1979 and 1981 as a management term for an element necessary for an organization to achieve its mission. According to Ram, Corkindale and Wu (2013), CSFs are those key areas of activity in which favorable results are absolutely necessary for an organization to realize its own goals. In the context, of this study, CSFs can be taken as those characteristics, conditions or variables that can make it possible for PAD to succeed.

No earlier study has identified CSFs for PAD (Susan & Namusonge, 2014). Available literatures instead identify factors which could be termed those which can lead to success in PAD (Abdullah, Razak, Hanafi & Salleh, 2011, Barasa, 2014, de Silva & Ranasinghe, 2010, Giuntini, 2010, Koloseni & Shimba, 2011, Vermiglio, 2011, Rymarzak & Trojanowski, 2012, Laue, Tafur, Mahmood, Scherrer & Keast, 2012, Onyango, 2012, Kiama, 2014, Tiep, Kin, Ahmed & Teck, 2015, Backer, & Wan Yusoff, 2015, Abdullah, Nurfadzli & Abdul, 2015). The common themes

running through these identified factors are SAM, ADSP and ADM. In essence, though, these identified factors are often success-tailored. However, Ndosi (2013) argue that whether the CSFs of any organization is being utilized can apply to successful PAD is rarely confirmed. Usually, no theoretical explanation or another reasons for utilizing a CSF is given (Wambugu, 2013). In such a way, neither model nor theory can be generated to rely for explaining the phenomenon of failed PAD common in organizations in Uganda. The theoretical examination of the absence of PAD seems to be missing though (Susan & Namusonge, 2014). In an attempt to close the gaps, the researcher ‘borrowed’ theories and a model elsewhere to inform the study. This forms the basis of the proceeding section.

### **2.2.2 Theoretical framework**

According to Sekaran (2013), a theoretical framework provides the research lens to view the world clearly. This is made possible by application of a good theory. A good theory is a blueprint of a well grounded study (Defee, Williams, Randall & Thomas, 2012). Imenda (2014) asserts that a theory includes a set of basic assumptions and axioms. Its foundation and body is composed of logically interrelated as well as empirically verifiable propositions.

This study was informed by three theories: CT, DCT and GST and PPDA model. This was because disposal of assets as whole is generally under-theorized (Flynn & Davis, 2014). The theories and the model were thus intended for field development and a clearer explanation of the pragmatic world of CSFs and PAD. The use of this combination follows the fact that it is difficult to examine research questions in management using a single theoretical framework (Udo-Akang, 2012). Increasingly, researchers are integrating multiple theoretical frameworks to explain complex strategic issues (Jogulu & Pansiri, 2011, Miller & Tsang, 2010).

The CSFs in this study are assessed out of the premise that firstly the fit between the organization environment and PAD processes is needed (as claimed by CT). Then proper organization and continuous improvement are needed to assure sustained benefits from PAD (as stipulated by DCT). Also, the proper fit between tasks in PAD processes and mechanism must exist (as proposed by GST). Therefore, PAD should translate an organization's asset management strategy into specific disposal needs and actualize the disposal. Any isolated consideration of the above mentioned aspects will yield suboptimal results. The sole focus on the processes in the context of other equally important factors (for example, SAM) being ignored (or vice versa) is one of the main causes of failure (Patil, Bhat & Rao, 2014). The main reason for unsuccessfulness of PAD in organizations can thus lie in failure to consider all of the linkages. Therefore, the three proposed CSFs should not be considered in isolation but rather inter-connected set as examined in the proceeding sub sections.

### **2.2.2.1 Contingency theory**

Lutans (2011) suggested that organizations are open systems that need careful management to satisfy and balance internal needs and to adapt to environmental circumstances; there is no one best way or organizing. It's therefore proper to question the relation between internal dynamics and the environment so as to take on an appropriate form to organize or solve a problem (Lichtmanegger, 2013). CT contends that there is no best way of organizing. It suggests that an organizational style that is effectiveness in some situations may not be successful in others (Matyusz, 2012). It therefore proposes that management must be concerned, above all else, with achieving alignments and good fits. The theory further postulates that organizations must effectively align their strategy and structure with the competitive environment if they are to perform efficiently and effectively (Zsolt, 2012). In other words, the optimal organizational style is contingent upon various internal and external constraints and there is no universal or best way

to manage (Huang, Tayles & Luther, 2010). According to the theory, the design of an organization must ‘fit’ with the environment and not only have a proper ‘fit’ with the environment but also between its subsystems (Dobák–Antal, 2010). The theory asserts that the design of the organization must take into account all aspects of the current situation, and capitalize on those aspects that are crucial to the situation at hand. Basically, it’s the approach that it “depends” (Huang, Tayles & Luther, 2010). The researcher chose contingency theory since research has begun to shift from the justification of the value of PAD and similar actions to the understanding of the contextual conditions, under which they are efficient, effective and efficacious (Smirat, Abdullah & Shariff, 2014). The fit between the characteristics of the utilizing organization and the standard PAD process designs embedded in the adopted system affects the likelihood of PAD success or failure (Barney, Ketchen & Wright, 2011). This shows that best-practice approaches towards PAD may help avoid some of the common weaknesses. However, it is very dangerous to assume that copying either the PAD processes or the approach towards their utilization from one successful case to another will bring the same benefits. Therefore each organization should carefully study their contingencies and appropriately align their PAD exercise. Finally, the adoption of a well understood and replicable asset management ‘best practice’ for competitiveness constitutes dynamic capability (Zaidi & Othman, 2012) discussed in the next section.

#### **2.2.2.2 Dynamic Capabilities theory**

DCT entreats continuous improvement efforts to assure benefits from PAD (Hui, Othman, Norman, Rahman & Haron, 2011). According to Beske, Land and Seuring (2014), DCT is concerned with the capabilities with which an organization can employ to reach competitive advantage. It adopts a process approach by acting as a buffer between organization resources and the changing business environment (Pavlou & El Sawy, 2011). It helps an organization to adjust

its resource mix and thereby maintain the sustainability of the organization's competitive advantage (Banjongprasert, 2013). An important aspect of the theory is the identification of the difficult-to-imitate internal and external competencies most likely to support valuable product and services (Nedzinskas, 2013). Business processes are often considered to be such a competence (Barreto, 2010; Pavlou & El Sawy, 2011) and the effectiveness of business processes has been adopted as the dependent variable to measure performance (El Gizawi, 2014; MacInerney-May, 2011). Although dynamic capabilities may not be sufficient to guarantee performance enhancement, they are a necessary prerequisite (Katkalo, Pitelis & Teece, 2010). According to Salunke, Weerawardena and McColl-Kennedy (2011), an organization must take into account three classes of factors which help to explain where competitive advantage derives. These factors are: - processes, which describe the way things are done in an organization: positions, which represent the types of assets, and relations of an organization: and paths, which refer to the organization strategic direction. In essence, the theory asserts that the accumulation of competitive advantage is attributable to the processes of an organization, the positions of its assets and its past and future paths (Li & Liu, 2014, Ludwig & Pemberton, 2011). From a process perspective, PAD is often regarded as a best practice management tool to help organizations sustain competitive advantage in the use of assets (Ludwig & Pemberton, 2011). In this case, PAD can be defined as a set of specific and identifiable processes, such as stakeholders' management, needs assessment and analysis of physical disposal (Wahome & Marendi, 2015). The process view allows identification, analysis, formulation, and incorporation of the dynamic structure of an asset disposal plan (Susan & Namusonge, 2014). However, many problems are related to the evolution of asset disposal strategic planning and their variability. This means that PAD is not a one-time process but should be a continuous effort within an organization with constant improvement in the planning processes. Consequently, a constant

assurance of the fit between PAD processes and ADSP is also needed. Barreto (2010) contends the enhancement of the processes and their continuous improvement require proper information sharing

### **2.2.2.3 General Systems theory**

The role of asset disposal mechanism in PAD can be best described with the use of GST. The GST holds that an organization is a system built by energetic input-output where the energy coming from the output reactivates the system (Golinelli, 2010). The theory is more likely to have a positive impact on organizational performance and be used if the integration of the subsystems is taken as a priority (Mele, Pels & Polese, 2010). The theory focuses on the organization as a system at the micro level and the environment is the system at the macro level (Wu, 2010). According to Bashuna (2013), GST is useful if, and only if, management take a deeper grasps of the relationship between the systems at macro and micro levels. It suggests that management can employ attenuating and amplifying actions of the kind needed for survival (Dunning & Lundan, 2010). This can be achieved by modifying the borders between the system and the individual supra-systems (viability) (Christopher, 2010). Baretto (2010) advices any decision in handling management issues must be based on the consideration of the organization as a whole. Noteworthy, Maignan (2012) indicates that the foundation of the GST is that all the components of an organization are interrelated, and that changing one variable might impact many others. According to Locano and Valles (2013),

GST views organizational structure as the established pattern of relationships among the parts of the organization, of a particular importance is the patterns in relationships and duties. These includes themes; of integration (the way activities are coordinated), differentiation (the way tasks are divided), the structure of the hierarchical relationship (authority systems), and the formalized



policies, procedures, and controls that guides the organization (administrative systems) (Maignan, 2012). The GST rests on understanding the relationship between an organization and its environment which requires a two-way flow of information and energy (Marron, 2013). This theory is very important when it comes to the actualization of ADM that serve to make PAD a success. ADM is a matter of coordinating requirements for a choice of a disposal method, assigning tasks to responsible officers, overseen by officers in authority like heads of department, for example, guided by the Regulations and procurement manuals (PPDA, 2014) and the Regulations, 2014. The outcomes of the GST theory have to be closely connected with the concepts of DC theory outlined in the previous section.

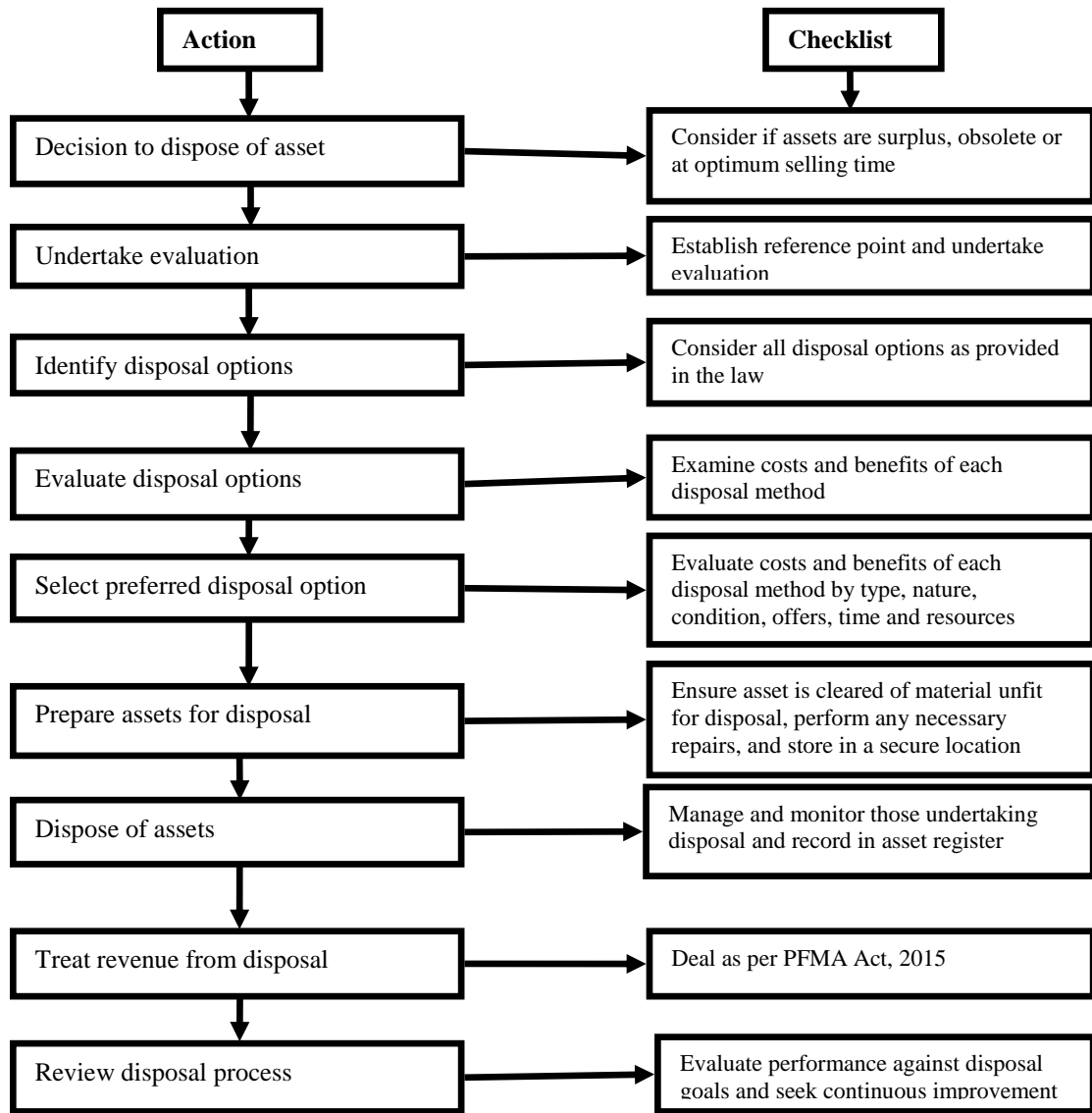
Susan and Marendi, 2014) suggest that frequent failures of PAD due to poor management of ADM processes can be overcome by putting into good use the logic behind ADM. This implies that a successful PAD requires a continuous adaptation of the supporting, well clear and actualized mechanism. A real fit between ADM and PAD processes must therefore be established and maintained; otherwise negative occurrences may circumvent PAD.

#### **2.2.2.4 PPDA model**

PPDA model originates from the Act and the regulations (PPDA, 2014). It is a model that proposes a systematic manner of handling assets and rational way of dealing with assets that have become of no benefit to the organization. The model outlines PAD as a function-based process which is systematic, rational, balanced, objective and analytical. This model assumes that PDEs approach disposal of assets rationally, going through each logical stage of the process, and carefully considering all relevant information. If the disposal of an asset does not achieve what it is intended to achieve, blame is often not laid on the model itself, but rather on technical or management failure in implementing it. For instance, Tukamuhabwa (2012) shows such

failures are exhibited in rampant corruption and non-compliance behavior. Elsewhere, in Ghana, Atiga, Adafula and Nyeadi (2015) discovered failures of such kind can be blamed on a lack of political will, poor management or shortages of resources that eventually hinders initiation and effective implementation of PAD processes.

PPDA model determines the process under which PAD is acted upon and realized in an organization. The model assumes that failure in PAD realization can be blamed to poor technical management and shortages of resources. This implies technical competencies of the employees and management as well as proper budgetary allocation plays a key role in supporting PAD realization. The success of PAD is greatly determined by strategic assets management, disposal planning, and the employed disposal methods. Each of them is done in phases. The phases start with identification of disposal needs or issue and ends with a set of activities performed to satisfy the need or deal with the issue. Figure 1 presents the phases. The study thus used this model to assess the effect of CSF on PAD in organizations in Uganda.



**Figure 1: PPDA model**

**Source: Adopted and developed by the researcher from PPDA (2014)**

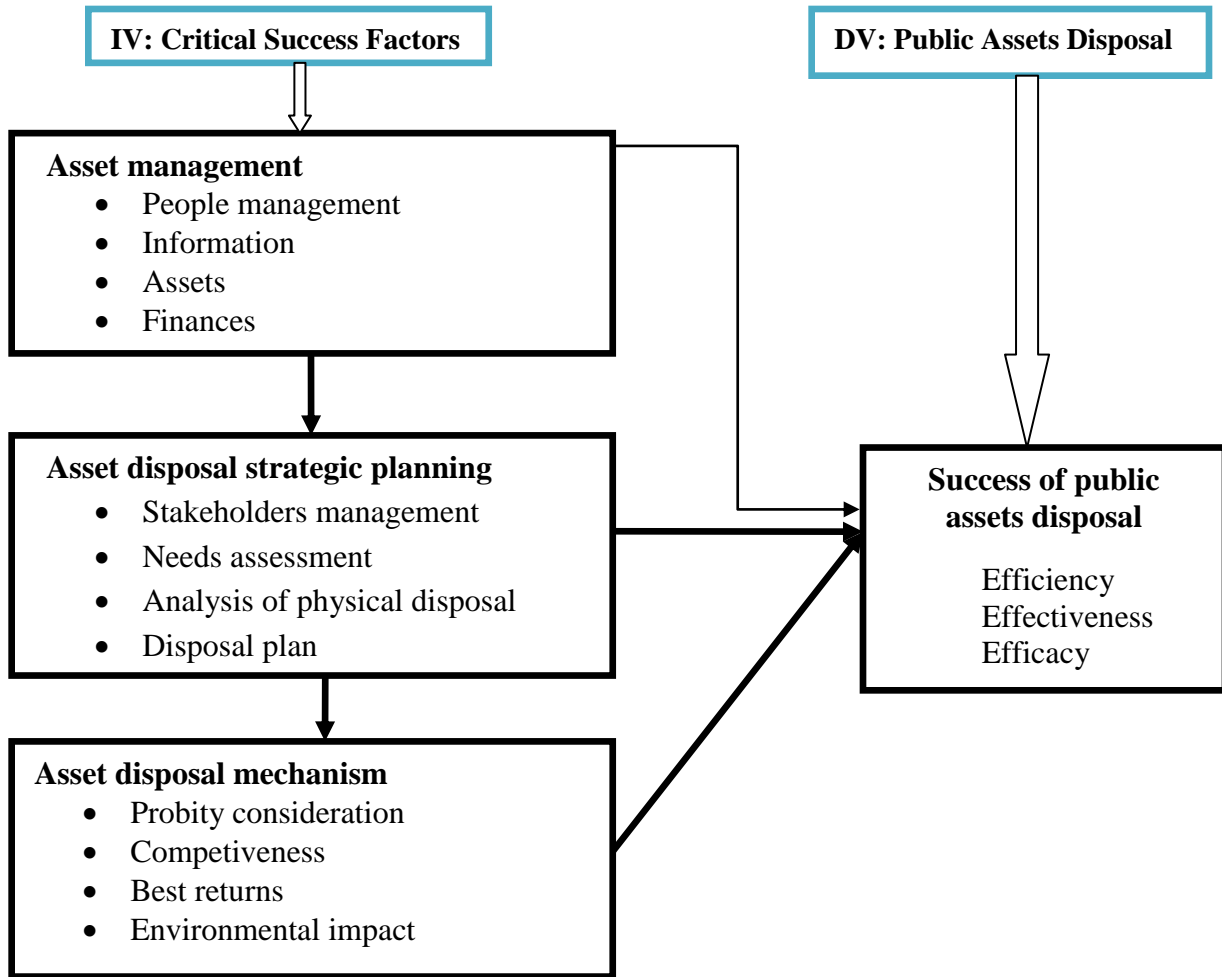
Figure 1, shows the disposal phases as provided in the model. It indicates the phases as including; recognizing and defining the nature of asset due for disposal; identifying possible courses of action to deal with the disposal; weighing the advantages and advantages of each alternative; choosing the option which offers the best solution; implementing the disposal and possibly evaluating the outcome (PPDA, 2014).

## **2.3 Conceptual review**

Conceptual review is the identification of the theoretical foundation of a construct by describing the concept being represented in terms relevant to the research context (Hair, Black, Babin & Anderson, 2010). It is done on prior research outputs that define the spirit and the nature of the construct. This section presents conceptual framework and reviews the variables of the study.

### **2.3.1 Conceptual framework**

Conceptual framework is the explanation of how independent and dependent variables in the study interact (Imenda, 2014). A variable is a measurable characteristic that assumes different values amongst the subject (Yin, 2014). This study has two variables: independent and dependent. According to Saunders, Lewis & Thornhill (2012), an independent variable is one that is antecedent to the dependent variable, while a dependent variable is a variable that depends upon or is a consequence of another variable. Below is a conceptual framework of the study. In this case, the framework presupposes that public asset disposal is the dependent variable, and is influenced by three variables, namely, strategic asset management, asset disposal strategic planning and asset disposal mechanism. The relationship is illustrated in figure 2.



**Figure 2: A conceptual framework showing the relationship between critical success factors and public assets disposal**  
**Source: Developed by the Researcher from literature review**

### 2.3.2 Review of variables

This sub section reviews the variables both the independent and dependent variables of the study. The review shall be carried out separately.

#### 2.3.2.1 Strategic asset management

SAM is a dynamic and complex process that uses a combined approach to efficiently integrate operations, assets information, environmental and skills to increase long term performance of an

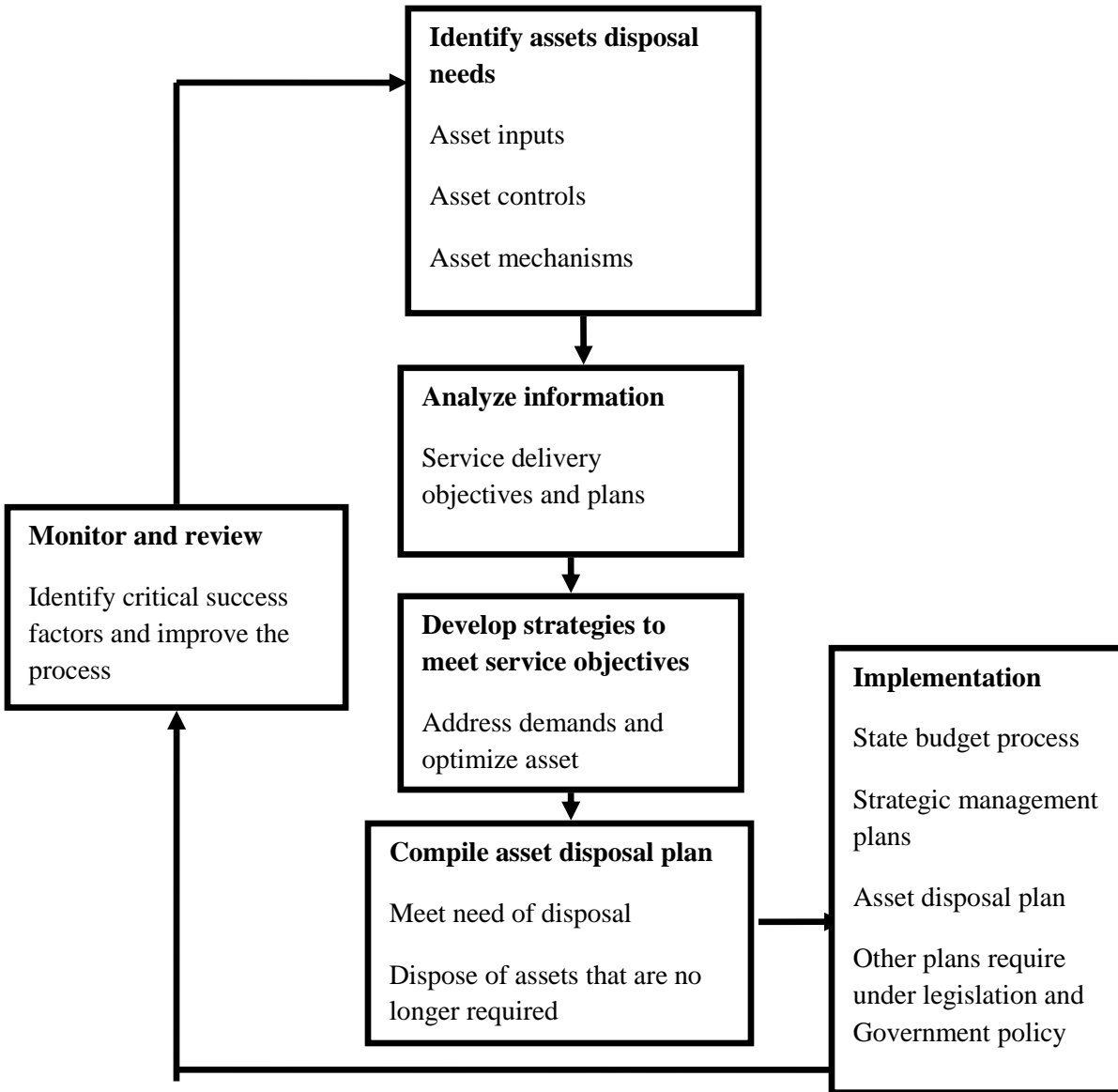
asset (Chandima-Ratanyake, 2012). Assets are tangible and intangible items such as plant, structures, equipment, pipelines and wires, vehicles, knowledge, goodwill and related information which are used technically to achieve the objectives of an organization (Hasting, 2010). Its primary aim is making an asset achieve organizational objectives. According to Kaganova (2012), SAM necessitates making proper decisions as to acquisition, use and disposal of a particular asset. This calls for continuous reviews and evaluation of assets to verify that the required outcomes, including service delivery objectives, are being achieved and that the organization continuously improve assets performance. Hanis, Trigunaryyah & Susilawati (2010) recommends SAM as a sure strategy that helps improves availability, safety, reliability and longevity of any asset. In this study, the SAM concerns operations and activities performed in a variety of areas, for example, inventory, valuation portfolio analysis, auditing and reporting. Balancing these operations and activities leads to optimal use of an asset, which is an on-going process as the organization needs shift and react to the wider use of the asset. Application of effective elements of people management, information, assets and finances would therefore greatly support PAD.

#### **2.3.2.2 Asset disposal strategic planning**

Planning entails defining disposal policies (commitment and principles to do), strategies (approach to be taken to achieve the objectives in the long term), goal (what is to be achieved), and a specific plan (determining who should do what, when and where) (Lukito, Susilawati & Hanis, 2013). It is an effective strategy that allows an organization to make better use of its assets to deliver quality services. ADSP is an activity that involves two separate and distinct elements: the detailed assessment of assets identified as surplus by the asset strategy followed by an analysis of the physical disposal of the assets (Hastings, 2010). ADSP enables targeted asset

disposal action to be undertaken in a timely and cost effective manner. This helps an organization's asset portfolio to remain productive for the lowest possible long-term cost.

According to Barasa (2014), ADSP entails a series of activities of a logically linked hierarchy meant to achieve timeliness, effectiveness and fair value of assets of no benefits to the organization. It aids in determining the disposal needs of the organization within the confines of authority, direction and sustenance (Susan & Namusonge, 2014). Unfortunately, the undertaking of ADSP in PAD processes has not been effectively done since most of the activity carried out is prone to constraints such as inadequate resources, poor planning, lack of technical skills, and poor guidelines. This has negative impact on PAD processes since organizations cannot effectively initiate and coordinate PAD processes and this subject much of pointer of effective asset use do not demonstrate effective disposal plan. On the contrary, in organizations where stakeholders' management, needs assessment, analysis of physical disposal and disposal plan are taken as priorities, a high level of successful PAD is experienced. This is achieved through stages of identification of the disposal needs, analysis of disposal information, developing strategies to meet service objectives, compilation of disposal plan, implementation, and monitoring and review. Figure 3 below explains the stages of ADSP.



**Figure 3: Key activities in asset disposal strategic planning process**  
**Source: Developed by the researcher from literature review**

**2.3.2.3 Asset disposal mechanism**

ADM is a disposal process that allows an organization to adequately select disposal method and making an asset ready for disposal (Giuntini, 2010). The main intention of ADM is to provide adequate and equal opportunity to achieve best return to the organization through proper identification of surplus/obsolete assets with adoption of appropriate strategies for their disposal.



According to Abdullah, Nurfadzli and Abdul (2015), ADM concerns ensuring disposal of asset is carried out to satisfy probity considerations, provision of equal opportunities to all potential bidders; clear stipulations of the basis upon which a disposal award is hankered; achievement of best return for the organization; and avoidance of any adverse environmental impact from a disposal of an asset.

Unless exempted by the authority, ADM guides an organization in guaranteeing disposal is done at a market value of the asset (Backer & Wan Yusoff, 2015). Additionally, the choice must take contemplation of the indicative cost/benefit estimates as a substance of priority since a suitable alternative use for an asset can maximize its value and potential for a rewarding disposal (Wahome & Marendi, 2015). More still, the selection criteria determined during the establishment phase should be used to evaluate the suitability of each disposal option. These criteria may include conformity with organization's strategic directions and service levels, community impact, the likely return that is cost/benefit analysis, time horizons, prevailing market conditions and an assessment of associated risk (Onyango, 2012). Adequate ADM encompasses probity consideration, competitiveness, best returns and environmental impact.

#### **2.3.2.4 Public assets disposal**

PAD is a tool used for ensuring that an organization continues to possess and use assets to meet its objectives. A properly designed and implemented PAD processes plays a pivotal role in providing a guiding framework for efficient and effective PAD (Wahome & Marendi, 2015). PAD entails statutory influence, potential future usage, spatial distribution/size, conservation value, opportunities and maintenance issues in regard to asset management and use. At all times, unwanted assets are to be disposed of in a way that maximizes returns whilst maximizing open, transparent and effective competition. This has to be done through publicly competitive process

of public auction or through a secure electronic tendering/auctioning. Reasonable efforts have to be made prior to disposal, by ensuring that the organization has no need of that asset.

Dhakal, Mahmood, Wiewiora, Brown and Keast (2015) remind that even at this disposal stage: asset should be regarded as important to support service delivery; its management must be consistent with whole-of-government policy; be integrated with organization's strategic plan. Thus, any decision about the asset must take into account a holistic consideration of sustainability outcome, that is, environmental, social, and economic and governance; and existence of functional responsibility and accountability of service delivery. These principles are very vital to judge so that an organization can obtain a fair value from the disposal of an asset. In spite of everything, Giuntini (2010) claims no asset can be used in perpetuity with the implication that at one point or another asset has to be gotten rid of. In consequence, PAD is one of the inevitable functions to be performed by any organization.

## **2.4 Empirical review**

This section reviews the existing empirical studies on factors affecting PAD. The chapter covers relations studies on; effects of SAM on PAD; effect of ADSP on PAD; and effect of ADM on PAD.

### **2.4.1 Strategic assets management and public asset disposal**

Susan and Namusonge (2014) identify absence of SAM as a barrier towards successful PAD. They continue to say without proper SAM system, organizations will face complications in making its PAD process more successful, since success demands an elaborate and supported SAM systems for a fuller engagement of the PAD process. Too (2010) shows that in most cases, SAM is not seen as essential for an organization to continually use assets beneficial to achieve

its objectives as often it is seen as a normal function to be performed. Too and Too (2010) further showed that SAM was key to successful PAD in organizations. To the scholars, SAM has a sole purpose of maximizing the potential value of assets with the aim of maximizing the use of the asset for achieving an organization's objectives. Abdelhamid, Beshara and Goheim (2013) found that integration of SAM decisions with evaluation of alternatives is an important driver in ensuring an asset serves its very purpose.

According to Parida (2012), the extent to which an organization makes the most of SAM will be strongly driven by the importance it places on various SAM issues perceived as vital to its identity and success. The issues have to be assessed in terms of the current goals of an asset use versus its best possible use in order to determine its market value. Vermiglio (2011) found that both market equilibrium about market values of asset and the relationship between supply and demand were associated with predicting fair value to be obtained from the disposal of an asset. Backer and Wan Yusoff (2015) just as Abdullan, Razak, Hanafi & Salleh (2011) singled out trained asset managers and skilled workforce as keys to executing SAM strategy. A study by Abdullah, Nurfadzli and Abdul (2015) examining the barriers that precluded success of real estate management reported that inadequate funding, inaccessible asset information, lack of supervision and monitoring, and lack of operational guideline greatly impaired implementation of real asset management in Malaysia.

Tiep, Kin, Ahmad and Teck (2015) emphasized the important role that functional procurement unit plays in checking and controlling SAM. A study by de Silva and Ranasinghe (2010) found that asset data base management is key in determining disposal needs while Abdulla, Razak, Hanafi & Salleh (2011) found that the main problem limiting utilization of SAM was lack of management objectives for the particular asset, difficulty in the preparation of SAM reports and simply sheer ignorance. Lack of operational guidelines, lack of transparency and inadequate fund

to meet the cost of asset valuation has also been identified as a barrier to SAM (Abdullah, Nurfadzli & Abdul, 2015; de Silva & Ranasignhe, 2010; Koloseni & Shimba, 2011; Susan & Namusonge, 2014; Wahome & Marendi, 2015).

According to Chandima-Ratnayake (2012), a good SAM system can have significant impacts on the ability and motivation of an organization to execute PAD processes. Such a system enables management to oversee on a long-term basis the creation, acquisition, proper use, maintenance and future disposal of an asset. An extensive literature on SAM (for example, Hanis, Trigunaryyah & Susilawati, 2011) shows the power of inhibiting forces- associated costs generated by cumulative requirements of storage, insurance, maintenance, administration and supervision, to impede even those SAM actions with considerable forces driving them. In organizational asset management for example, one department may incur extra cost that could reduce costs for another department, resulting in increased cost for maintenance of a shared-asset, for instance. If a principle of an asset-per-budget item were applied to all assets, one department may be dissuaded from choosing a more successful SAM option, despite the overall benefits to the organization, in order to keep within organizational budgets. The impact of this will be very much dependent on the adequacy of fund allocated for SAM of an organization in question (Backer & wan Yusoff, 2015).

Inability to analyze organizational environment could work to undermine efforts of organization at the higher level to dispose of unwanted asset (Hayness & Hunnington, 2010). This failure could come as a result; for example, of management not devoting sufficient time and energy to SAM as argued by Jeeva and Baswaid (2014). In this case, as contended by Matthews, Piratla and Koo (2016) SAM as an integrated process of decision making, planning and control of asset gets thwarted. It's because management would not see significant reward for making SAM a comprehensive, proactive and long-term measure for a successful PAD (Hastings, 2010). To the

contrary, Dwight, Zhang and El-Akruti (2013) recommend that SAM must be geared towards building, preserving, operating and reinvesting in assets for a more cost-effective manner for improved performance of the organization. As pointed out by Phelps (2010), SAM covers a wide range of activities not confined to operation stage but the whole life cycle of the asset including disposal. Kanganova (2012) therefore, confers the wellness of SAM is captured in asset's acquisition, use and disposal.

In their study, Hanis, Trigunarsyah and Susilawati (2010) point out that SAM is an activity that guarantees optimization of the use of asset owned by an organization. A similar view is held by Mardiasmo, Barnes and Sampford (2012) as they aver efficient SAM is crucial for any government to fulfill its function. Whilst Lu (2011) encourages asset management and evaluation must be done from an operational perspective since the surrounding environment dictates its quality and quantity. Brown, Laue, Tafur, Scherrer and Keast (2012) suggest that incorporating a SAM framework promote a more robust conceptualization of public assets. They indicate that the conceptualization is good when combined to provide a comprehensive system of service outcomes. However, Mugo (2013) recommends there must be a professional workforce in place well equipped with skills and knowledge to make asset management a success. Waweru (2013) concurs with such suggestions who also advocates for having in place a code that guides the conduct of the workforce in light of asset management.

While assessing factors for effective inventory control in Kenya, Ng'ang'a (2013) recommends that only qualified and adequate personnel should be involved in asset control at the same time as adequate funds should be dispatched on timely manner. In fact, staff must have basic competency on asset management as revealed by Godana and Ngugi (2014) in their study of effective determinants of inventory management in Kenya. Too and Too (2010) argue for the

need to adopt a strategic approach towards SAM. They also suggest that to improve the performance of assets, essential capabilities to enable the key processes must be identified.

In its 2014 annual report, PPDA recommends frequent updates of assets registers, commissioning of board of survey, and carrying out disposal in accordance with the law as best practices to counter the challenge of failure to dispose obsolete items. Hanis, Trigunaryah and Susilawati, (2011) indicate that PAD can only be a success where there is proper asset management. This is the astuteness upon which section 25 of the Act was made to empower PDEs to acquire, use and dispose of unwanted/obsolete public assets though this seems not to be the case in MoPS.

#### **2.4.2 Asset disposal strategic planning and public assets disposal**

Lukito, Susilawati and Hanis (2013) noted the importance of planning to successful PAD. Planning to support specific PAD actions derive from a process of setting strategic priorities that shapes an organization's disposal needs (Susan & Namusonge, 2014, Onyango, 2012, Barasa, 2014). Jose, Jayakumar and Sijo (2013) affirm that a properly planned disposal process contributes toward improvement of PAD. However, studies that have so far been conducted have identified several limitations for planning and their impact on PAD processes. The first is lack of compliance to procurement reforms, including most especially disposal of unwanted assets (Basheka & Sabitti, 2011). According to Basheka and Sabitti (2011), the context in which public procurement (asset disposal) operates in Uganda is still infested with lots of challenges. In the circumstance, ADSP has not been spared. The Ugandan government has not provided sufficient human resources and financial resources for executing PAD activities, for example. The government does not have trained asset disposal specialists/professionals. Those who are involved in PAD are from procurement and finance departments or are management personnel,

whose mindset is jealously in guard of procuring assets only. Again due to the insufficient budget appropriated to PAD, for example, PDEs often adopt the 'least-menace' method for instance, abandonment of the asset or disposal at unfair value.

Studies (Abdullah, Razak, Hanafi & Salleh, 2011, Atiga, Adufula & Nyaedi, 2015, Barasa, 2014, Giuntini, 2010, Koloseni & Shimba, 2011) identified that PDEs frequently face many challenges in their ADSP which include; poor needs identification, lack of budget for internal or external support, lack of internal expertise on asset disposal skills, contradictory assets management objectives, lack of information on assets, poor records keeping, lack of disposal plan, and lack of skilled personnel. de Silva & Ranasinghe (2010), Vermiglio (2011) and Rymarzak & Trojanowski (2012) also noted additional key barriers to ADSP. These included an incomplete awareness of assets disposal needs and their potential impacts, a lack of technical skills to value assets, infrequent asset valuation, exclusive planning processes, and insufficient data to track planning and create a disposal plan.

Susan and Namusonge (2014) have identified the root cause of difficulties facing organizations pursuing ADSP as lack of right information on assets upon which to base decisions, departments struggle to identify their disposal needs and flawed execution of PAD processes. Onyango (2012) noted lack of communication and coordination among departments as negatively affecting PAD. Little attention is being paid to the planning process and little understanding is present among departmental staff on planning for asset disposal. According to Susan and Namusonge (2014), the little attention and little understanding adversely affects identification of disposal needs, valuation of assets through to creation of a disposal plan. In all, Koloseni & Shimba (2011) argue that challenges in the utilization of ADSP as a tool, often hinder PAD. Other studies confirm this fact. For instance, a study by Susan and Namusonge (2014) showed

that there was low rate of asset disposal in Kenya as a consequence of poor asset disposal planning.

In their study on managing unserviceable assets in Kenya, Wahome and Marendi (2015) found that inefficiencies in the process of PAD were costing Kenya about Kshs. 30 Billion annually due to poor disposal planning. They recommended that frequent disposal of unserviceable assets would reduce unnecessary costs whereas at the same time generate some additional revenue that could be used for alternative development agendas thereby improving the performance of government ministries. A study by Onyango (2012) notes that lack of involvement of stakeholders in ADSP process and absence of a disposal plan were responsible for failure to realize the objectives of institutions in Kenya. These hamper the achievement of maximum benefits of PAD. In a study on factors affecting implementation of Procurement Act in Kenya, Kiama (2014) discovered poor planning as the cause of failure to implement the Act. He recommended having in place a disposal plan, adequate funding of the disposal process, carrying out an independent valuation of stores, resource availability, proper documentations of the planning process, approval of disposal plan, and clear criteria of disposal award as the basis for a proper SADP.

On factors affecting disposal planning in Kenya, Ogubala and Kiarie (2014) note proper documentations of disposal planning process and involvement of stakeholders as important factors for procurement planning. In their study on resource allocation planning, Ouma and Kilonzo (2014) recommend that public entities should try and balance resource allocation and even allocate more funding to departments in charge of procurement since cost cutting and efficiency measures implemented at the procurement level will affect all the other departments in the organization.



In its annual report, PPPDA (2014) cites lack of planning and poor execution as major setbacks for 32 audited entities in executing their disposal functions. It recommended that all disposal activities must be included in the annual plans and where necessary be updated in accordance with the law. Other challenges derailing ADSP noted by PPDA (2014) are poor budget estimates, poor records keeping, and failure to conduct market surveys. It recommended for adequate budget allocation for disposal planning, keeping complete procurement files containing all the records stipulated in the law, and conducting market surveys during planning to obtain realistic and up-to-date prices in accordance with Regulations 3 of the PPDA (Rules and Methods of Procurement of Supplies, Works and Consultancy Services), 2014.

#### **2.4.3 Asset disposal mechanism and public assets disposal**

Atiga, Adafula and Nyeadi (2015) documented challenges facing assets disposal practices in the Ghanaian public sector as follows; the compulsory statutory requirement, for example, on the use of specified methods of asset disposal, has too strong effect of exclusion and has a problem of in practice by the implementers. They also found out that the strict demand for the observance of statutory requirements has parallel actualization with the reality on the ground. This aided to present some problems for wider application of the methods and mechanisms provided under the law for PDEs to follow in ensuring PAD in their organizations. Further, in the same study, Atiga and colleagues (2015) noted that disposal of wrong assets, lack of clear operational guidelines, and improper internal control system hamper the performance of the organization. According to Tukamuhabwa B. R. (2012), to many practitioners, disposal laws are not explicitly clear and in many case their interpretation is subjective. Therefore, informality with the rules by both the practitioners and the clients can negatively influence the chance that PAD can be done in compliance with the rules. This leads to the notion that there exist a relationship between familiarity with the disposal rules and its compliance.

Koloseni and Shimba (2011) articulate that achievement of best returns plays a central role in the PAD process and associated outcomes. Due to regulatory requirements and changing clients' expectations, the role of best returns in PAD compliance has gained momentum (Backer & wan Yusoff, 2015). Basing on the best returns model (fair value culture), which involves short disposal cycle, nature of the asset, location of the asset, availability of operational policies and approval of disposal award, organizational compliance with the rule of law make easier the achievement of PAD through utilization of ADM (Abdullah, Razak, Hanafi & Salleh, 2011, Koloseni & Shimba, 2011, Rymarzak & Trojanowski, 2012, Vermiglio, 2011).

Concerning the importance of taking on the right mechanism, earlier studies have suggested that organizations can make more sense in the use of their assets by choosing the right asset to be disposed of (Atiga, Adufula & Nyaedi, 2015; Susan & Namusonge, 2014; Koloseni & Shimba, 2011; Wahome & Marendi, 2015). Koloseni and Shimba (2011) and Vermiglio (2011) indicated that recording proceeds from the sale of unwanted asset is vital in explaining and assessing the appropriateness and outcome of the PAD process. This is more applicable to developing countries where the waves of corruption have resulted into all sector of the economy being rotten. This suggests that ADM, where it's properly utilized may have positive contributions for a successful PAD.

In their study Susan and Namusonge (2014) found that misapplication of ADM is a key impediment to high rate of asset disposal in public sector organizations in Kenya. Achuora, Arasa and Ochriri (2014) studied the precursors to effectiveness of public asset disposal audits in Kenya. The study findings indicated that technical audit factors have greatest influence on effectiveness of asset disposal audit. The study recommended that more public auditors be trained and exposed to audits as a positive management tool. Backer and wan Yusoff's (2015)

review revealed that local governments in Malaysia were not setting aside adequate funds to meet costs associated with asset disposal.

Susan and Namusonge (2014) note costs associated with ADM include: valuation of stores, assets or equipment; consultancy costs for preparation of a disposal proposal; disposal proceedings management and supervision costs in the case that a disposal agent may be hired; or costs relating to facilities, services or resources to be provided by the procuring entity, such as office space or communication facilities for consultants or counterpart staff, access to the stores, assets and equipment in the case of pre-bid site visits and conferences were inadequately budgeted for by public sector organizations in Kenya. They recommend that adequate funds should be budgeted and allocated for, prior to initiation of the disposal proceedings, taking into account all costs involved in the disposal process. In a similar study, Wahome and Marendi (2015) agree that a long disposal cycle has the potential of causing cancellation of disposal proceedings. PPDA (2014) notes that many audited PDEs in Uganda lack effective disposal strategies and do not comply with the law. This has the potential to impact negatively towards implementation of PAD.

## **2.5 Critique of the existing literature**

There is a few research and theories when it comes to the study of PAD because of which theories were 'borrowed' by the researcher from CSFs to explain the phenomena under study. The researcher agreed with the contingency theory (Dobák–Antal, 2010), dynamic capability theory (den Hertog, van der Aa & de Jong, 2010) and general systems theory (Golinelli, 2010). They were argued to be compatible with the study since they handle the central thesis of the study which is CSFs. Subsequent literature review presented theoretical and empirical findings but demonstrated no analogy of the success of PAD as a consequence of proper utilization of

CSFs. They neglect disposal issues that requires management policy, planning and accomplishment issues that to some extent, requires policy that in effect has socio-economic and environmental issues. In essence, the existing literature on PAD is not extensive in developing countries and in Uganda in particular. Most studies on PAD may perhaps be common in developed countries such as Europe, USA, and Australia. This is explained by Flynn and Davis (2014) who discovered in their study on theories in procurement research (including disposal), the studies were majorly conducted in developed countries. The subsequent critique below is based on the objectives of the study.

### **2.5.1 Strategic asset management**

According to Fang, Majella and Daifei (2015), a key criticism that can be levied on SAM is that it costs more. But one has to look at the lifecycle costs; an asset properly managed may cost more initially, but a longer lifespan and lower maintenance costs means the total cost of ownership is lower than that improperly managed. A study by Atiga, Adafula & Nyeadi (2015) notes that in developing countries, many public sector organizations lack effective SAM system and this greatly hinders PAD. However, the study failed to suggest how organizations should design and implement effective SAM. In Uganda, there is lack of specific study that highlight how organizations should improve on SAM utilization in order to create a guiding framework for an efficient and effective PAD. The PPDA Act (2014) also failed to offer guidelines on how PDEs should embrace the utilization of SAM for a successful PAD.

### **2.5.2 Asset disposal strategic planning**

Planning has long been recognized as making an important contribution to the realization of set targets by acting as a pointer on the direction to be followed in an endeavor to achieve a desired end (Ogubala & Kiarie, 2014). And while planning might be more expensive initially (Onyango,

2012), the end of PAD can derive success which can only be brought about by planning. According to Susan and Namusonge (2014), many organizations that use appropriate ADSP techniques have succeeded in embracing PAD as a strategic function. However, the study failed to explain how ADSP affect PAD in organizations and did not give recommendation on the best utilization of ADSP for supporting PAD.

### **2.5.3 Asset disposal mechanism**

The aim and challenge of PAD is to integrate environmental and social considerations into the disposal process, with the goal of reducing adverse impact upon health, social conditions and the environment (Kalana, 2010, Wambugu, 2011), thereby saving valuable cost for organizations and the community at large. While, most organizations and practitioners are pushing for effective utilization of ADM so as to achieve desirable outcomes of PAD, ADM however, is not exempt from criticism. If not correctly chosen and/or applied, ADM could unfairly exclude some potential disposees from participating in the disposal process and, as such, be perceived as disguised barrier to PAD (Lee, Park & Kim, 2015). In addition, a wrong choice and/or application may invoke unwanted trade-offs between social, economic and environmental considerations which may not always be easy to comprehend (Koloseni & Shimba, 2011). Mensah (2014) found that public institutions can actually succeed in ensuring a successful PAD through application of strategic tool as ADM. However, Mensah (2014) failed to explain how the ADM can support PAD in organizations. This indicates that, there lack of a specific study that recommends the best choice of utilizing ADM for supporting PAD.

## **2.6 Research gaps**

Despite the importance of PAD, when it comes to the study of CSF for PAD specifically limited research exists that addresses issues that challenge or act as barriers to PAD. For example, a

study by Wambugu (2011) draws much emphasis on effective asset management systems in the governments of Kenya but failed to address the factors affecting PAD in Kenya. Researchers- Susan and Namusonge's (2014) work on the factors affecting the rate of disposal of assets in public sector organizations, only venture into the frequency of asset disposal and how to improve it, leaving out the contributions of success factors in the process. Wahome and Marendi (2015) investigated the effects of unserviceable asset disposal on performance of government ministries without consideration of factors responsible for those unserviceable assets to be disposed of.

A study by Atiga, Adafula and Nyeadi (2015) attempted to explain the status of PAD in Ghana using statutory compliance but does not offer practical solution on how organizations should embrace CSFs for a successful PAD. Other studies have concentrated their investigations on management of assets in both the private and public sectors (Abdelhamid, Beshara & Goheim, 2013, Elhakeem & Hegazy, 2012, Kaganova, 2012, Kayis, Abuzayana, Whytea & Bell, 2014) without interesting themselves on the disposal aspect of an asset though it is the last and final stage in the life cycle of an asset. Some studies (Dwight, Zhang & El-Akruti, 2013, Lu, 2011 Muczyński, 2015, Phelps, 2011, Rymarzak & Trojanowski, 2012, Vermiglio, 2011) have focused on asset management with some little consideration of the aspects of disposal even though without any mention of CSFs. A study by Dhakal, Mahmood, Wiewiora, Brown, and Keast (2015) found that stakeholder engagement was wanting in asset disposal in Goal Coast.

These studies have not specifically addressed the key PAD process hence developing a major knowledge gap on factors affecting PAD. This study aims to fill the missing gaps by determining the major factors affecting PAD in organizations in Uganda and offering recommendations on implementation of PAD in organizations.

## **2.7 Summary of literature review**

This chapter discussed the existing literature on CSFs affecting PAD in organizations in Uganda. It explained the theoretical framework, conceptual framework and empirical reviews. It puts into focus that number of factors may affect PAD but, the need to focus on CSFs of PAD if it is to be efficient and effective. The study was guided by contingency theory, dynamic capabilities theory and general systems theory. Empirical literature identified several factors that affect PAD in organizations. It point out the significance of SAM, ADSP and ADM which can serve as catalysts for PAD. The next chapter covers the methodology adopted to undertake the study.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1 Introduction**

This chapter describes the procedures that the researcher used to carry out the study. It consists of research design, study population, sample size determination and sampling strategies, data collection methods, data collection instruments, data quality control (validity and reliability), data collection procedures, measurement of variables, data analysis, and ethical consideration. These enabled the researcher to obtain information to answer the research questions.

#### **3.2 Research design**

Research design is the specification of methods and procedures for acquiring the information needed (Upagade & Shenda, 2012). Its purpose is to prepare a proper framework within which the research work/activity will be carried out (Walliman, 2011a). The study applied a descriptive correlation research design. The descriptive design was used since the study gathered quantitative and qualitative data that described the nature and characteristics of CSFs affecting PAD in organizations in Uganda.

According to Saunders, Lewis and Thornhill (2012), descriptive research design is a type of design used to obtain information concerning the current status of the phenomena. It helps describe “what exists” with respect to variables or conditions in a situation (Sekaran, 2013). Walliman (2011) describes descriptive research as including surveys and fact-finding enquiries adding that the major purpose of descriptive research is description of the state of affairs as it exists. The descriptive design was applied to the study because it allowed the researcher to study



the phenomena of PAD as it were without manipulating the variables (Cooper & Schindler, 2011). The researcher used correlation design to determine the extent to which CSFs and PAD were related (Crowe, Cresswell, Robertson, Huby, Avery & Shieck, 2011). According to Woodside (2010), correlation design uses a statistic known as correlation coefficient to measure the strength and direction of the linear relationship between involved variables. These designs facilitated the gathering of useful information for the study.

### **3.3 Study population**

A study population is the larger population to which the researcher ultimately would like to generalize the results of the study (Currigan, 2013). It is thus the entire group of individuals, events or objects having common observable characteristics. Iacono, Brown and Holtman (2011) state that a study population refers to all items in any field of inquiry, Sekaran (2013) describes a study population as a set of sampling units or cases that the researcher is interested in.

In this study, the study population was MoPS employees as whole for both the questionnaires' and interview. For the questionnaires' the target population was the officers in salary scale U1 to U4. For the interview the target population was procurement staff in the Procurement and Disposal Unit (PDU) of the Ministry. Out of the total 221 employees of the Ministry at the time, only 125 of them were considered for this study. This was because of the nature of their involvement in the execution of key disposal processes. Also some of them were involved in decision making as to the acquisition, use and disposal of assets. They are presumed to have had managerial, technical and requisite skills on CSFs affecting PAD in the Ministry. The choice of the study population in the MoPS was of interest for the study since MoPS has among its mandate, setting guidelines for management and operation of some assets, for instance, motor vehicles.

### **3.4 Sample size determination and sampling strategies**

A sample size is a sub set of the population a researcher would wish to study (Thompson, 2012). According to Hashim (2010), a sample size is determined with the aid of sampling. Sekaran (2013) make known the purpose of sampling is to gain an understanding about some features or attributes of the whole population based on the characteristics of the sample.

As a result of the choice of the research design, the researcher applied a mixed method in developing the sampling strategies. According to Walliman (2011b), mixed method sampling strategy is defined as strategies involve the selection of units or cases for a research study using both probability sampling strategies (to increase transferability). It uses both strategy of sampling to increase validity and reliability of a study. Moreover, the advantage of using parallel mixed method research design it so bring together the different strengths and non overlapping weaknesses of quantitative methods (large sample size trends, generalization) with those of qualitative methods (small, details, in depth) (Sekaran, 2013). So efforts were made to offset the weakness one sampling strategy with the other.

The researcher then used three sampling strategies: stratified random, simple random and purposive, for the study. Stratified random sampling was used to select subjects in such a way that the existing subgroups in the population were more or less reproduced (Cooper & Schindler, 2012). This was justified because the respondents were stratified into three categories, that is, top, middle and low level management. Simple random sampling aided the selection of the researching subjects (U1-U4 officers) who were considered to be directly involved with decisions that could lead to asset disposal (Etikan, Musa & Alkassim, 2016). Lastly, purposive sampling was used to select procurement staff because they were better endowed with information about the subject matter by virtue of their knowledge and experience (Zhi, 2014).

The sample frame was determined with the aid of Krejcie and Morgan Table (Barifaijo, Basheka & Oonyu, 2010). The sample obtained as 125 representing 82.2 per cent of the accessible population. This was a good sampling frame as it is above 10 percent recommended for an accessible population in a social science and even the 30 per cent cases required for statistical analysis (Singh & Masuku, 2014). Table 1 presents the sample frame of the study.

**Table 1: Sampling matrix**

<b>Category</b>	<b>Number of employees</b>	<b>Sample size</b>	<b>Percentage</b>	<b>Sampling technique</b>	<b>Method of data collection</b>
Top management	19	14	11.3	Simple random	Survey
Middle management	40	36	22.6	Simple random	Survey
Lower management	88	70	50.8	Simple random	Survey
Procurement staffs	5	5	4.0	Purposive	Interview
	152	125	100.0		

**Source: Departments' databases, Ministry of Public Service.**

From Table 1 above, the number of officers in salary scale U1 who were formed top management was that made 11.3 percent of the total sample. Officers in salary scale U2 and U 3 who formed the middle management were 36 that made 22.6 per cent of the total sample. Officers in salary scale U4 who formed the lower level management were 70 (50.8 per cent). While those interviewed were 5 with a complete percentage since those selected for interview were also 5.

### **3.5 Data collection methods**

The researcher used multiple data collection methods in this study. This was premised on the principle of triangulation where a combination of methods provides sources of evidences that

helps to clarify meanings of the phenomenon being studied (Zohari, 2013). The methods used were questionnaire survey, interview and documentary analysis.

### **3.5.1 Survey**

Survey is a method of data collection used to collect majorly quantitative data in management research (Vaziri & Moshenzadeh, 2012). It has a foremost purpose of collecting responses within a short period of time, accords the researcher opportunity to introduce the research topic as well as motivate respondents to offer their frank answers (Sekaran & Bougie, 2010). Driscoll (2011) recommends great care and focus when preparing the questionnaire survey to overcome weaknesses. The researcher chose self-administered questionnaire because of the capability to conduct a large-scale survey within a reasonable cost, and improvement in response rate as a consequence of personal contact. Finally, confidentiality was guaranteed to the respondents through this method. However, the researcher was cautious of the fact that the method required questions to be kept short, possibility of non-response to selective items, and people filling out questionnaires may not recall important information and may lack self-awareness. These challenges were corrected by the shortening the questionnaire to only two pages, items were selective chosen with precise simple language which also helped respondents to recall what was required of each question.

### **3.5.2 Interview**

An interview is a data collection technique where a purposeful discussion between two or more people is held (Saunders, Lewis & Thornhill (2012). Onwuegbuzie, Leech and Collins (2010) note that there has been an increasing use of case study interview in recent management research. This has been precipitated with the need to benefit from the advantages of triangulating data collection methods. As a method of data collection, an interview provides deeper understanding

into the context of the research and enables generation of the answer to ‘how’ and ‘why’ questions. Englander (2012) asserts that interview permits the researcher to feel a degree of intimacy with the interviewee as well as provides opportunities for the researcher to visit the areas of research. Claimed to be the ‘the best method of gathering information’ (Turner, 2010), a semi-structured interview was considered appropriate since it was necessary to understand the constructs that the researcher used as a basis for the interviewee’s opinions and beliefs about a particular matter or situation. Although the method tends to be time consuming and calls for learned data collection personnel, the method is a good for obtaining qualitative data that complement data gained from a questionnaire survey.

### **3.5.3 Documentary analysis**

Documentary analysis is a data collection method that gathers data from majorly secondary sources whose documents are studied as socially situated products. Documentary analysis is more than “recording facts” but a reflexive process that confronts the “moral underpinnings of social enquiry” (Wesley, 2010). Documentary analysis requires situating documents within a theoretical frame of reference in order that its content is well understood. Ahmed (2010) asserts documentary analysis is exclusive to documents, no interviews and no questionnaire use.

As an investigation method, the focus of documentary analysis is on data materials that already exist. According to Sekaran and Bougie (2010), documentary analysis is associated with historical research since it provides a sense of the past and, with that, the ways in which the present came about. Simon and Goes (2013) claim that documentary analysis requires the document to be interpretable according to defined question with due attention paid to the purpose (defined question), content and relevance. Panneersevan (2010) reveals documentary analysis provides insight to what people think and what they do; unobtrusive, unlikely reactive and

investigator effects, collection from time periods in the past (historical data), and useful for corroboration. However, the less bright side of documentary analysis is that it can be a weak method in as far as it can be incomplete, possibility of representing only one perspective, and data may be outdated (Sekaran, 2013). In spite of these, the researcher overcame the challenges of the method by collecting, summarizing and analyzing the relevant content of the documents with the aim of the research in mind.

### **3.6 Data collection instruments**

To answer the research questions and objectives of the study, both quantitative and qualitative data were used. Zeroed on measuring the variables (quantitative) and understanding the meaning the experience of the respondents as well as earlier writings (qualitative) (Neuman, 2011), the researcher used questionnaire, interview guide and documentary analysis guide as instruments for data collection for the study.

#### **3.6.1 Survey questionnaire**

The researcher self-administered questionnaires (Appendix 1) to sampled respondents (U1-U4 officers). The purpose of the questionnaire was to collect primary data of quantitative nature (Leech, Dellinger, Brannagan, & Tanaka, 2010). Considerable attention was paid by the researcher as to construction of the questionnaire which was thoroughly done through assessment and pre-testing before getting the final version ready for distribution. It was designed to acquire information including bio data of respondents and CSFs for PAD in the ministry. The content of the questionnaire, variables measured and sources of construct are summarized in Table 2.

**Table 2: Content and sources of the questionnaire**

	QN	N	Scale and types	Anchors	Question objectives and uses	Sources
A: General information about the responses	A1	1	Multiple choice question	Choose one	It is customary practice	Williman, 2011b;
	A2	1		appropriate	in most	
	A3	1		answer	questionnaire	
	A4	1			surveys	
	A5	1				
B: Characteristic of critical success factors variables	B1	17	1-5 Likert	Strongly disagree to strongly agree	Measurement of dynamic sub-success factors of strategic assets management, used for hypothesis H1	PPDA,2003; Abdullah, Razak, Hanafi, & Salleh, 2011; Baker & Wan Yusoff, 2015
	B2	12	1-5 Likert	Strongly disagree to strongly agree	Measurement of dynamic sub-success factors of strategic assets disposal planning, used for hypothesis H2	PPDA,2003; F= Rymarzak & Trojanowski (2012); Giuntini (2010); de Silva & Ranasinghe (2010); Tiep, Kin, Ahmed & Teck (2015); Wahome & Marendi (2015); Susan & Namsonge (2014);
	B3	17	1-5 Likert	Strongly disagree to strongly agree	Measurement of dynamic sub-success factors of asset disposal mechanism, used for hypothesis H3	PPDA,2003; Wahome & Marendi (2015); Susan & Namsonge (2014); Onyango (2012); Barasa (2014); Lysons & Gilligham, 2003); P= Atiga, Adufula & Nyaedi (2015); Kiama (2014); yAbdullah, Nurfadzli and Abdul (2015)

**Key:** QN= Question number; N= Number of items; H1, H2 and H3 Hypotheses formulated for testing

Upon identification of the sources of the questionnaire items, the researcher embarked on fine-tuning the questionnaire based on the advice of scholars like Leedy and Ormrod (2010). Clear, simple and direct language was used throughout the questionnaire with the aim of avoiding words/wordings that carries more than one meaning. A good layout of the questionnaire was designed with consistency in style in each section to make answering as clear and easy to follow.

Closed questions with the exception of one option of “other (specify)” was used throughout the questionnaire requiring ticking to make answering the questions much easier. Pre-test on the questionnaire was done before the questionnaire was distributed to the whole sample.

### **3.6.2 Interview guide**

An interview guide is a valuable data collection instrument that allows participants to share their experiences, attitudes, and beliefs in their own words (Englander, 2012). It is a tool that helps a researcher presents an accurate depiction of what is being evaluated. It was used to collect primary data from the interviewee for qualitative analysis. Five staff members of the procurement unit were interviewed about the study variables. The interview was aided with an interview guide (Appendix 2). Collected data using the interview guide were analyzed qualitatively.

### **3.6.3 Documentary analysis guide**

A documentary analysis guide (Appendix 3) was used by the researcher to collect data from secondary sources. In a systematic manner, the researcher summarized what has been written and found out about CSFs and PAD then interpreted the written pieces to give voice and meaning around them. In accord with the expertise counsel of Kable, Pich & Maslin-Prothero (2012), the researcher followed a twelve step framework of documents analysis. The steps undertaken were: purpose statement; databases, search engines used; search limits; inclusion and exclusion criteria; search items; exact searches per databases, search engines and the results; relevance assessment of retrieved literature; table reporting literature included in the review, accompanied with key data such as title, author, but also research subject and findings; document final number of search results; quality assessment of retrieved literature; review; and accurate, complete reference list.



These steps were helpful in analyzing documents and incorporating coding contents into themes similar to how the questionnaire and interview transcripts were analyzed.

### **3.7 Data quality control**

According to Hossain (2012), data quality control is the determination of ‘fitness for use’ in a study. In attaining data quality control, the researcher carried out three elements: pilot study for relevance and clarity of questions; validity and reliability of the instruments.

#### **3.7.1 Pilot study**

Measurement of a pilot study is concerned with establishing the relevance and clarity of questionnaire (Williman, 2011b). According to Arain, Campbell, Cooper and Lancaster (2010), the purpose of a pilot study is to test the reliability and validity of a data collection instrument. It's usually conducted to help in identification of errors in data collection instrument so as to make necessary adjustments as required. It's important in research as it reveals vague questions and unclear instructions in the instruments.

According to Sekaran (2013), a pilot study enables a researcher to capture important comments and suggestions from the respondents which is important to improve efficiency of the instrument, adjusts strategies and approaches to maximize the response rate. Cooper and Schilder (2011) assert the rule of the thumb is that 5 per cent or 10 per cent of the target sample should constitute the pilot test. Ibrahim, Shiratuddie and Wong (2015) advice that the purpose of the pre-test was not to so much test research hypothesis but rather to test protocols, data collection instruments, sample strategies and other aspects of the study in preparation for the larger study.

In piloting this study, the researcher solicited the cooperation of ten employees of the Ministry. These were randomly chosen and were later excluded from the main study. They were asked to:

identify ambiguous, poorly worded questions or unfamiliar terms, check the suitability of the questionnaire design, check the layout of the questions and survey questionnaire, and provide information about any potential difficulties that might face the researcher and respondents.

After incorporating the comments and suggestions of the ten employees, the researcher produced the final copy of the questionnaire. This consisted of two sections; A and B. Section A was on general information about the respondents with five questions. Section B was on CSFs with forty six questions. The whole survey questionnaire was presented in two A4 pages, in addition to a cover page which was also included in the survey package. The cover letter was developed by careful consideration and was used to explain the purpose and detail of the survey. This was because it is claimed that the response rate can be affected by the messages in the cover letter (Loseke, 2012).

### **3.7.2 Validity**

Validity measurement is concerned with whether the “thing” that is aimed to be tested really is being tested. Validity is the extent to which an instrument can measure what it ought to measure. It means the extent to which an instrument asks the right questions in terms of accuracy. Bajpai and Bajpai (2014) define validity as the accuracy and meaningfulness of inferences which are based on results. For a research instrument to be considered valid, the content selected and included in the questionnaire must be relevant to the variable being investigated (Agarwal, 2011). Saunders, Lewis and Thornhill (2012) profess a research is valid only if it actually studies what is set out to study and if studies are verifiable.

The researcher determined the validity of the questionnaire data collection using Content Validity Index (CVI) which is given by

$$\text{CVI} = \frac{\text{Number of items rated relevant by all judges}}{\text{Total number of items in the instrument}}$$

Five experts were asked to rank the questionnaire items as either relevant (R) or not relevant (NR). They ranked the questionnaires as follows; 1=44/46; 2=45/46; 3=43/46; 4=45/46; and 43/46.

Therefore, the CVI of the study is =44/46+45/46+43/46+45/46+43/46

$$=220/230$$

$$=0.95$$

According to Krishnan and Ramasamy (2011), for the instrument to be valid, the CVI should be at least 0.7 above. Since the CVI of this study is 0.95, the instrument was considered by the researcher to be very valid. However, valuable comments, corrections, suggestions given by the experts assisted in the validation of the final instrument (Sekaran, 2013). These were checked against the study objectives. More imperatively, Zikmund, Babin, Carr and Griffin (2010) enunciate that evidence of content relevance, representativeness and relevance to the research variables indicates that the instruments are valid.

### **3.7.3 Reliability**

Reliability measurement is about how well the construct of interest is measured. Ritter (2010) designate reliability of an instrument as the measure of degree, to which the instrument yields consistent results or data after repeated trials. Reliability is the consistence, stability, or dependability of the data. According to Neuman (2011), whenever a researcher measures a variable, he or she wants to be sure that the measurement provides dependable and consistent results. This implies that a reliable measurement is one that if repeated a second time gives the same results as it did the first time. Hair, Black, Babin and Anderson (2010) point out if the

results are different, then, the measurement is unreliable. In order to test the reliability of the instrument used in this study, the test-retest method was used, where the questions in the questionnaire were asked in a twisted way but the same questions twice. This was part of the pilot testing that was done within an interval of one week to establish whether the questionnaire elicit the same response. The researcher then applied internal consistency technique using Cronbach's alpha ( $\alpha$ ) to measure the reliability of the instrument. Cronbach's alpha ( $\alpha$ ) is a coefficient of reliability that gives an unbiased estimate for data generalizability (Tang, Cui & Babenko (2014). It indicates how the items in a set are positively correlated. The closer the reliability coefficient is to 1, the higher the internal consistency reliability.

Before the conduct of the actual field research, a reliability test was carried out on the results of the pilot study. The responses of those employees who participated in the pilot study were then run on SPSS to determine the reliability of the instrument using Cronbach alpha. According to Ibrahim, Shiratuddin and Wong (2015), Cronbach Alpha is an application embedded in SPSS software that ascertain the ability of an instrument to measure consistency as well as shows the amount of measurement error in the test. Jasper (2010) indicates that an acceptable value of Cronbach alpha should be  $\geq 0.7$  which means gathered data are reliable and are relatively high internal consistency and can be generalized to reflect opinions of all respondents in the target population. All the study variables were found to have a Cronbach Alpha coefficient greater than 0.70, as shown in Table 3, thus they were all retained for further analysis.

**Table 3: Reliability analysis on questionnaire pre-test**

<b>Variable</b>	<b>Items</b>	<b>Alpha</b>
Strategic asset management	12	.756
Asset disposal strategic planning	12	.743
Asset disposal mechanism	11	.707
Public assets disposal	11	.860

Table 3 shows test result for each of the critical success factor variable. They confirm a relatively high consistency which range from 0.707 to 0.756. The Cronbach alpha for the independent variable is 0.860. The researcher used the recommended value of 0.7 as cut-off reliability for the study. Generally, a Cronbach's alpha of 0.8 is good, 0.7 is an acceptable range while if it is 0.6 and below is poor (Sekaran, 2013). Moreover, as the estimate of reliability increases, the fraction of a test score that is attributable to error will decrease (Tavakol & Dennick, 2011). Nonetheless, Panayides (2013) cautions that alpha 'should not be too high (over 0.90 or so)'. To him, higher values of alpha may reflect unnecessary duplication of content across items and point more to redundancy than to homogeneity. This may jeopardize the precision of the measurement due to narrow coverage of the construct. In this study, the results reveal all the study variables were found to have a Cronbach's alpha coefficient greater than 0.70 and thus were retained for further analysis.

### **3.8 Data collection procedures**

Yazan (2015) advises that good practices and methodological principles must be the core of procedure of data collection. The researcher used two junctures as data collection procedures: literature and documentary review (for secondary data) and questionnaire and interview (for primary data).

### **3.8.1 Procedure for literature and documentary review.**

Literature and documentary review was one juncture in which data collection was conducted. It however, continued throughout the data collection process and even to the analysis of collected data. At this juncture a widespread literature review was carried out by the researcher with two aims. First, was for identification of the CSFs in PAD functions. These factors were identified from reviewed previous researches such as Giuntini (2010), Koloseni and Shimba (2011), Susan and Namusonge (2014), Wahome and Marendi (2015), Atiga, Adafula and Nyeadi (2015), and Backer and Wan Yusoff (2015). Documents reviewed were related to government publications, minutes of procurement meetings, manual and circulars of the ministry, and publication of PDPDAA. The thirty five identified factors were recognized as CSFs and later used as the benchmark for further research in the study.

### **3.8.2 Administration of the survey questionnaire and the interviews**

In the second juncture, 120 respondents received questionnaires and 5 procurement staffs were interviewed. These were done to evaluate the criticality of the identified CSFs.

#### **3.8.2.1 Questionnaire procedure**

Conscious of maximizing the response rate, the researcher self-administered the questionnaires. The method of self-administered questionnaire was chosen for three reasons. First, the study area was very specific that is MoPS though the respondents were in three different locations of the Headquarter of the Ministry at Wandegeya-Kampala, National Archives and Records Centre and Civil Service College. Secondly, given the ‘sensitivity’ of the subject of study, it was proper for the researcher to personally build confidence in the respondents to positively respond to the research instrument. Thirdly, a self-administered questionnaire has a higher degree of success than a non-self administered questionnaire (Awang, 2014).

Since the study was restricted to MoPS, self-administered questionnaire was considered very appropriate. The researcher then followed this procedure. A request for permission to conduct the study in the Ministry was addressed and delivered to the Permanent Secretary (Appendix 4). This request for permission had very important attachments from the Institute: authorization to conduct the research (Appendix 5) and introductory letter (Appendix 6). The researcher also attached a photocopy of the student's identity card (Appendix 7), a copy of the questionnaire (Appendix 1) and a copy of the research proposal. These attachments were meant to confirm the study was a genuine one. The Permanent Secretary then granted permission to the researcher to conduct the study in the ministry (Appendix 8). Addressed to the potential respondents, the questionnaire had a cover letter (Appendix 9). The cover letter briefly explained the study objectives, the importance of the respondent's participation in the study and assurance of confidentiality to the respondent, and included the researcher's and supervisors' contacts in case of need for clarification. In the course of questionnaire distribution, the researcher further explained to the respondents the outline of the purpose and objectives of the study. Respondents were also encouraged not to hesitate but contact the researcher or supervisors in case of need. Two weeks after the sent out of the questionnaire, the researcher began retrieving the completed data.

### **3.8.2.2 Interview procedure**

With granted permission from the Permanent Secretary, the researcher approached the Head of Procuring and Disposing Unit (PDU) and made arrangement to interview the procurement staffs. In compliance with recognizable procedure (Baškarada, 2014), the researcher conducted the interview as follows: introduced himself and thanked the interviewee for providing opportunity for the interview. This was followed with a brief on the nature of the study, research topic, objectives and benefits. Consent of the respondents was then sought whom all fortunately

accepted participation in the interview. While taking notes during the interview, the researcher was majorly led by the interview guide (Appendix 2) though occasionally related questions not specified in the guide were chipped in. At the end, the researcher thanked the interviewees and expressed deep appreciation for giving their time, effort and cooperation.

### **3.9 Measurement of variables**

To operationalize the research variables, the researcher first determined the indicators/parameters of each independent variable and then employed ordinal/Likert scale to measure the variables. According to Upagade and Shende (2012), Likert scale is good in measuring perception, attitude, values and behavior. Likert scale helped in converting the qualitative responses of the respondents into quantifiable terms (Zikmund, Babin, Carr & Griffin, 2010) which were eventually used to determine the nature of the dimensions of the variables (Boone & Boone, 2012). Thus, based on theories and model in the literature review, the scale comprised an ordinal Likert scale of 1-5 (1=strongly disagree, 2=disagree, 3=neutral, 4=agree and 5=strongly agree). The mean and percentages were used as tool of measurement while the types of data analysis applied were descriptive, correlation and regression.

The researcher then measured the independent variables as well as the dependent variables. The independent variables were measured according to the research objectives as follows: - Objective one was to determine the effect of SAM on PAD. The variable under this objective was strategic assets disposal with four indicators of people management, information, asset and finance. The people management indicator was measured in terms of trained asset managers, supervision and monitoring, specialization in asset management, and skilled workers in the use of assets. Information indicator was measured in terms of transparent asset information, and easily accessed asset information. The asset indicator was measured in terms of single asset data base,



clear asset management objectives, clear asset operational guidelines and cost of asset valuation. Finance indicator was measured in terms of adequate fund for asset management and functional audit unit.

The second objective of the research was to establish the effect of ADSP on PAD in MoPS. The variable for this objective was ADSP with four indicators of stakeholder management, needs assessment, analysis of physical disposal and disposal plan. Stakeholder management was measured in terms of need identification, active involvement, and budgeting for disposal proceedings. Needs assessment was measured in terms of adequate funds for disposal planning and independent valuation of asset. Analysis of physical disposal was measured in terms of increasing asset value, criteria for disposal award, statutory disposal option and market survey. Disposal plan was measured in terms of approval of disposal plan, availability of annual disposal plan and resource availability for implementing disposal plan.

The third objective of the study was to evaluate the effect of ADM on PAD in the MoPS. Its variable was ADM with the indicators of probity consideration, competitiveness, best returns and environmental impact. The probity consideration was measured in terms of reserve price, supervision costs, records of money received, and remittances of money to the treasury. Competitiveness was measured in terms of disposal cycle, nature of the asset and location of asset. Best returns were measured in terms of approval of disposal award and operational policies. Environmental impact was measured in terms of right assets to be disposed of and disposal methods.

The dependent variable of PAD had indicators of efficiency, effectiveness and efficacy. Efficiency was measured in terms of lowest cost, attainment of the intended purpose and appropriateness. Effectiveness was measured in terms of systems and processes which drive the

right behaviors, capable and credible leadership and a positive work environment. Efficacy was measured in terms of correct specifications, satisfaction of users, compliance to disposal law and regulations and achievement of disposal objectives.

### **3.10 Data analysis**

The use of self-administered questionnaire, interview guide and documentary analysis guide contributed towards gathering both quantitative and qualitative data. The collected data were then analyzed quantitatively and qualitatively.

#### **3.10.1 Quantitative data analysis**

Quantitative analysis was done for the numerical data obtained from the field. These data were obtained with the aid of a Likert scale. Respondents ranked the questions on the questionnaire using a five point Likert scale where the scale points 5,4,3,2 and 1 represented ‘strongly agree’, ‘agree’, ‘neutral’, ‘disagree’ and ‘strongly disagree’ respectively. According to Boone and Boone (2012), a Likert scale is a tool that provides an appropriate statistics to analyze study findings. It allowed the researcher to follow a clear set of quantitative data that led to increased data validity and reliability. Pallant (2010) with the aid of Likert scale, sense can be made of quantitative data can be as it normally demonstrates the relationships between the variables.

Responses obtained with the aid of the Likert Scale, were coded into common themes to facilitate analysis. The coded data was then entered into the SPSS program to generate measures of central tendency (mean, standard deviation) and measures of dispersion such as percentages and ranks (Bartholomew, Knotts & Moustaki, 2011; Dane, 2010; Ishiyaku, Kasim & Harir, 2016; Yong & Pearce, 2013). The researcher then carried on a descriptive analysis on the data. Graphs and tables were used to present the outcomes of the descriptive analysis.

To establish the relationship between the independent variables and the dependent variable of the study, an inferential analysis which involved a correlation and regression analyses were carried out (Edmonds & Kennedy, 2012). The inferential analysis was utilized to determine if there was a relationship between the variables, as well as the strength of that relationship. The inferential statistics aimed to reach conclusions that extend beyond the immediate data alone between the independent variables in the study.

According to Yin (2013), correlation analysis is done to establish with statistical significance the nature of the existing relationship between the dependent variable and the independent variables. Hair, Black, Babin and Anderson, (2010) disclose that correlation is done to check if the constructs inter-correlated and if the variables for each construct correlated well enough to represent the individual constructs. Sekaran (2013) avers correlations uses coefficient ( $r$  or  $\rho$ ) which can take on only values from -1 to +1. Its interpretation is based on the classical “five rules of thumb” proposed by Vaziri and Mohsenzadeh (2012) who state that correlation coefficient ( $r$ ) between 0 and 0.20 indicates a *very low correlation*; between 0.20 and 0.40 indicates a *low correlation*; between 0.40 and .60 indicates a *strong correlation*; and between 0.80 and 1.00 indicates a *high correlation*. The researcher used Spearman’s coefficient of correlation ( $\rho$ ) to quantify the strength of the relationship between the variables.

Regression analysis is a statistical process of estimating relationship among variables using a regression line (straight line) (Vilamova et al., 2015). Regression analysis helps in understanding how the typical value of the dependent variable (or ‘criterion variable’) changes when any one of the independent variables is varied, while the other independent variables are held fixed (Ary, Jacobs & Sorensen, 2010). It also allows predictions about variable  $y$  based on the knowledge about variable  $x$  (Ibrahim, Elayat, Khater & Mostafa, 2011). According to Simon

and Goes (2013), regression analysis determines with statistical significance, the effect that the independent variable had on the dependent variable. It was used to test the hypotheses which were set in chapter. Each hypothesis was turned into null hypothesis (Ho) to enable testing of the hypotheses

Regression analysis can either be simple or multiple. In a simple regression, only two variables, the independent and the dependent variables, are considered for analysis. The basic relationship in a simple regression is depicted by the following formula:

$$Y = \alpha + \beta X;$$

Where;

Y=the dependent variable;

$\alpha$  = constant;

$\beta$ = the beta coefficient;

X = the independent variable.

In multiple regression, more than one independent variable is considered, which enables the magnitude of the direction to be determined, as well as the relationship between a number of variables, with the independent and the dependent variable under consideration. Regression analysis was carried out in which variables were regressed using a model and all coefficients interpreted. The model took this form:

$$Y = \alpha + \beta_1 \chi_1 + \beta_2 \chi_2 + \beta_3 \chi_3 + \epsilon$$

Where:

Y = Dependent Variable (Public assets disposal)

$\chi_{1-n}$  = independent variable ( $\chi_1$  is Strategic asset management,  $\chi_2$  is Strategic asset disposal planning,  $\chi_3$  is Asset disposal mechanism)

$\alpha$  = the constant

$\beta_{1-n}$  = the regression coefficient or change included in Y by each  $\chi$

$\epsilon$  = error term.

Three outputs are normally produced in a regression analysis: model summary table, ANOVA and coefficients. A Model summary table produces R and  $R^2$  value (coefficient of determination) which explains the amount of variance accounted for in the relationship between two (or more) variable. Typically, values of  $R^2$  below **0.2** are considered weak, between **0.2** and **0.4**, moderate, and above **0.4**, strong (Pfister, Schwarz, Carson & Janczyk, 2013). ANOVA involves the use of stepwise multiple regression procedure to examine the relationship between the independent variables and dependent variable. Analysis of Variance (ANOVA) predicts the outcome variable in which the F-statistics in the test must be below 5 in order to conclude that the statistics is large enough to reject a hypothesis. Coefficients determine whether the independent and dependent variables are significantly related, and the direction and strength of their relationship. Typically, the coefficient of a variable is interpreted as the change in the response based on a 1-unit change in the corresponding explanatory variable keeping all other variables held constant.

Suffice to note that a multiple regression is a statistical technique that allows the study to predict a score of one variable on the basis of their scores on several other variables (Sekaran, 2013). The main purpose of multiple regressions is to learn more about the relationship between several independent or predictor variables and a dependent or criterion variable (Simon & Goes, 2013). In this study, a multiple regression model was fitted to determine the combined effect that the independent variables had on the dependent variable when acting jointly. Bivariate regression

models were first fitted to determine the influence that each of the independent variable had on the dependent variable.

### **3.10.2 Qualitative data analysis**

Qualitative analysis was carried at two levels (interview and documentary) on data obtained from qualitative sources. Interview data were obtained through qualitative investigation carried out by the researcher when five procurement staffs of the Ministry were interviewed. Data from the interview findings were analyzed concurrently with their collection. Such a method of analysis sharply contrasted with that of quantitative data, which were analyzed after the entire data collection process had been completed. The method used helped to keep the threads of information which were collected intact, avoiding loss of meaningful data. The adoption of such a procedure for the qualitative data analysis followed that which is recommended by Baškarada (2014), in which codes are generated to describe the data.

According to Denzin and Lincoln (2011), codes are “tags or labels for assigning units of meaning to the descriptive or inferential information compiled during the study”. The codes used for analysis in this study originated with the conceptualization of the main variables of the study: SAM, ADSP and ADM. Such a procedure is consistent with that of Halkier (2011), who recommended that codes can be created prior to the conducting of fieldwork, which is based on the conceptual framework of the study. The researcher did a pattern coding which entails scrutinizing codes in order to identify any repetition of ideas which might imply the presence of common theme across many interviewees. According to Loseke (2012), pattern coding is useful in that it allows the reduction of large amounts of data into smaller numbers of analytic units. In

order to devise useful pattern codes for further analysis, those ideas and concepts which were articulated by the informants were linked to the respective codes, and clustered together to form themes. The generated themes were linked together using a flow chart, which helped to illustrate their interrelationship. Each chunk of information was placed in a bundle labeled with a corresponding code. Thus, using information from the write-ups generated from interview data, the meanings of comments made by respondents were analyzed in order to provide answers to the research questions for the study. The findings from the respondents are presented in a narrative and descriptive form. In other words, the results are presented in the form of a verbal description of trends and themes, with quotations being taken verbatim from the interview write-ups.

On the other hand, analysis of qualitative data obtained through documentary analysis involved explanation of information obtained from the empirical literature. This was done through discussion and explanation of study findings. In this study, a priori codes were used (Saunders, Lewis & Thornhill, 2012). Such codes were developed, based on the existing literature, and, during the analysis, the intention was to watch out for those themes which related to the codes. In the analysis, inferences were drawn from a number of conceptual models. Therefore, consistent with the a priori coding, the interview notes containing responses related to each of the dimensions were coded based on the coding list presented in Table 4 below.

**Table 4: Initial codes used in the analysis of qualitative data**

<b>Code</b>	<b>Meaning</b>
SAM PROCESS	To refer to the activities related to strategic asset management
SAM DEFIES	To denote all challenges and problems connected to activities carried out during strategic asset management
SAM FORWARD	To refer to any word, ideas, or phases used by the interviewee that imply means of improving strategic assets management
ADSP PROCESS	To refer to the activities related to strategic asset disposal planning
ADSP DEFIES	To denote all challenges and problems connected to activities carried out during strategic asset disposal planning
ADSP FORWARD	To refer to any word, ideas, or phases used by the interviewee that imply means of improving strategic asset disposal planning
ADM PROCESS	To refer to the activities related to asset disposal mechanism
ADM DEFIES	To denote all challenges and problems connected to activities carried out during asset disposal mechanism
ADM PROCESS	To refer to any word, ideas, or phases used by the interviewee that imply means of improving asset disposal mechanism

Coded data were then subjected to six stages of analysis. These were reading the data to get a general sense and overall meaning; arranging them into categories and labeling those categories for analysis, developing description for each category, and developing interpretation which included lessons learnt.



### **3.11 Ethical consideration**

Every research has an ethical implication (Sekaran, 2013). In research, according to Fouka and Mantzorou (2011), ethical issues are related to how respondents are treated, and to how confidential information is safeguarded during the research process. The researcher ensured ethical considerations during the two phases of data collection. Permission was first obtained for data collection. Even so, with the respondents, the researcher guarantees to the participants concerning confidentiality were given and strictly observed. The strict standard of anonymity was employed which means that participants remained anonymous throughout the study even to the researcher himself. The researcher strived to maintain truthfulness in reporting data results by ensuring that there is no fabrication, falsehood, or any misrepresentation of data.

## CHAPTER FOUR

### PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

#### 4.1 Introduction

This study sought to assess CSFs affecting successful PAD in organizations using the case of MoPS in Uganda. This chapter presents the research findings, data analysis, presentation and interpretation of the findings. The chapter begins with the response rate, general profile of respondents, results of the findings the effects of CSFs on PAD. The information arising from the analyzed data was presented according to the sequence of the objectives of the study.

#### 4.2 Response rate

Questionnaires were distributed to all the 120 officers in salary scale U1 to U4 while 5 procurement staff was approached for interview. Table 5 presents the response rate obtained in the study.

**Table 5: Response rate**

<b>Response</b>	<b>Rate frequency</b>	<b>Percentages</b>
<b>Survey questionnaire</b>		
Total distributed	120	100.0
Total received back	118	98.3
Unusable/partially completed	02	1.7
Usable	116	96.7
<b>Interview schedule</b>		
Planned	05	100.0
Interviewed	05	100.0

**Source: Primary data**

From Table 5 above, a total of 120 questionnaires were distributed to the respondents during the period July-August, 2016. A total of 118 questionnaires were received, providing a response rate of 98.3 per cent; 2 of these were unusable due to partial completion, representing a rate of 1.7 per cent. The total questionnaire actually used was 116 making a 96.7 per cent of the total questionnaire distributed to the respondents. It is indicated in the literature, such as Saunders, Lewis and Thornhill (2012) that a response rate of self-administered questionnaires is between 30 and 50 per cent. Also according to Babbie (2010) a response rate of 50% is believed to be adequate for analysis and reporting, whereas 60% is considered good while above 70% is deemed very well. Also, all the 5 potential interviewees who were approached for interview were actually interviewed making a response rate of 100 per cent. The overall response rate obtained for the study was 98.4 per cent.

### **4.3 General profile of the respondents**

It is known that qualifications, experience, subject specialty, and managerial level of the respondents could influence their perceptions and the quality of their responses on a questionnaire (Simon & Goes, 2013). It was important to make sure that the respondents were those who could be considered sufficiently knowledgeable and experienced about PAD environment, ministry's functions, particularly their own roles in the process of PAD. This section describes the characteristics of the respondents such as sex, age group, education, years of service and their managerial positions.

#### **4.3.1 Sex of respondents**

Respondents were asked to indicate their sex to know whether there was gender equality in the ministry. Gender inequality was thought to have an unpleasant effect on managerial decision making, in this case disposal of public assets. Results are indicated in Table 6.

**Table 6: Sex of respondents**

	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Male	52	44.8	44.8	44.8
Valid Female	64	55.2	55.2	100.0
Total	116	100.0	100.0	

From Table 6, it emerges that a sizable percentage of 55.2 per cent were female as opposed to per cent who were males. This was bound to influence their perception of the phenomenon under investigation as well as enable MoPS dispose of unwanted assets when due in an efficient and effective manner. According to Conley and Page (2014), incorporating gender equality into procurement will enable the public sector to deliver better quality public services. Page (2011) contends that the gender equality duty will mean that organizations become responsive to and genuinely meet the needs of both men and women-thereby increasing the quality of services they are providing. This therefore means that public assets disposal in MoPS was poised to yield good results due to gender mix of employees.

#### **4.3.2 Age of respondents**

Age of the respondents was considered important to evaluate whether they were capable of grasping what was being asked on them. Results in the Table 7 indicate the findings of the study in regard to the age of the respondents.

**Table 7: Age group of respondents**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 20-30 years	22	19.0	19.0	19.0
31-41 years	36	31.0	31.0	50.0
42-52 years	45	38.8	38.8	88.8
53-65 years	13	11.2	11.2	100.0
Total	116	100.0	100.0	

From the findings in Table 7, 38.8 per cent of the respondents indicated aged between 42-52 years, 31 per cent were in the age group of 31-41 years, 19 per cent were in the age group of between 20-30 years; and remaining 11.2 per cent were in the age group of 53-65 years. This implies that the majority of the respondents were old enough to understand what was being asked of them. It also meant the majority of the respondents are in their productive age.

#### 4.3.3 Level of education of respondents

It was important to establish the education level held by the study respondents in order to ascertain if they were equipped with relevant knowledge and skills on public assets disposal. The results are presented in Table 8.

**Table 8: Level of education of respondents**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Post graduate	34	29.3	29.3	29.3
Bachelor degree	52	44.8	44.8	74.1
Diploma	27	23.3	23.3	97.4
Others (specify)	3	2.6	2.6	100.0
Total	116	100.0	100.0	

As presented in Table 8, majority (44.8 per cent) had bachelor degree qualification as the highest, 29.3 per cent had post graduate, 23.3 per cent had diploma, and 2.6 per cent had other qualifications. This implied that most persons had attained a level sufficient to influence

favorably their comprehension of antecedents to public assets disposal. It can be inferred, the respondents had attained requisite qualifications in their respective area of study and therefore has adequate knowledge. This concurs with Sekaran and Bougie (2010) that during research process, respondents with technical knowledge on the study problem assist in gathering reliable and accurate data on the problem under investigation.

#### 4.3.4 Years of service by respondents

The study determined the working experience held by the respondents in order to ascertain the extent to which their responses could be relied upon to make conclusions on this study problem using their working experience. Table 9 presents the findings on the respondents' years of service.

**Table 9: Years of service of respondents**

	Frequency	Percent	Valid Percent	Cumulative Percent
5 years and above	48	41.4	41.4	41.4
3-4 years	32	27.6	27.6	69.0
Valid 1-3 years	22	19.0	19.0	87.9
Less than 1 year	14	12.1	12.1	100.0
Total	116	100.0	100.0	

From the findings in table 9, 41.4 per cent indicated to have a working experience of 5 years and above, 27.6 per cent had a working experience of 3-4 years, 19 per cent had a working experience of 1-3 years, and 12.1 per cent had a working experience of less than 1 year. These findings were in line with Schmiedel, vom Brocke and Recker (2014) that respondents with a high working experience assist in providing reliable data on the study problem since they had technical experience on the problem being investigated by the study. This indicates that 50 per

cent of the respondents had been in service for some good time and thus has enough understanding of the ministry's working and operations.

#### 4.3.5 Managerial position

The study further found that it was important to establish the management position held by the respondents in order to determine the extent to which respondents were involved in the execution of public assets disposal in the ministry. Thus, establishing the respondents' position by management bands was necessary to determine the extent to which they were involved in executing public assets disposal. Results obtained are presented in Table 10.

**Table 10: Managerial position of respondents**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Top	14	12.1	12.1	12.1
Middle	36	31.0	31.0	43.1
Lower	66	56.9	56.9	100.0
Total	116	100.0	100.0	

From the findings presented in Table 10, majority (56.9 per cent) of the respondents were lower level staff in the ministry. 31.0 per cent were middle level staff and 12.1 were at the top level. This indicates that majority of the respondent were at less vital level to make decision about disposal of public assets.

#### 4.4 Findings on the study variables

This section presents the findings in sequence of state of PAD in MoPS (independent variable), normality test and objectives of the study. Each objective was discussed under descriptive statistics, qualitative analysis, correlation analysis and regression analysis.

#### 4.4.1 State of Public Assets Disposal

The researcher determined whether there was efficiency, effectiveness and efficacious in PAD in the MoPS. Under the indicator of efficiency, respondents were asked whether asset disposal was conducted with the lowest cost possible; whether asset disposal usually attain the intended objectives; and whether asset disposal was conducted in an appropriate manner in the MoPS. On the effectiveness indicator, the respondents were asked whether PAD systems and processes drove the right behaviors of the employees; whether there was credible and capable leadership; whether positive work environment existed; and whether quality was a key determinant of disposal proceedings in MoPS. Questions asked to the respondents on efficacy in PAD were whether there was conformance to specifications of assets due for proposal; whether asset disposal was done to the satisfaction of asset users; whether there was strict compliance with disposal statutory requirements; and whether disposal objectives were duly achieved. The results of the finding are presented in Table 11

**Table 11: State of public assets disposal**

	N	D		N		A		Mean	Std. Deviation
		f	%	f	%	f	%		
Efficiency	116	59	50.9	24	20.7	33	28.4	1.934	0.2900
Effectiveness	116	51	43.9	30	25.9	35	30.2	0.584	0.3734
Efficacy	116	53	45.7	30	25.9	33	28.4	1.030	0.4720
Valid N (listwise)									

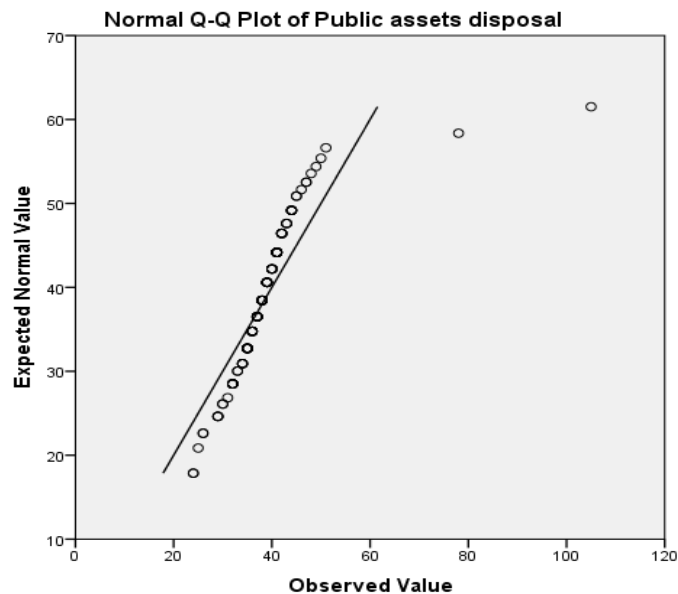
Table 11 shows that 50.9 per cent of the respondents disagreed while 28.4 per cent agreed that the ministry has an efficient PAD, 45.7 per cent disagreed and 28.4 per cent agreed that there is an effective PAD in the ministry. In addition, 43.9 per cent of the respondents disagreed that there is efficacy in the PAD of the ministry while only 25.9 per cent agreed. The mean score for SAM in promoting and ensuring a successful PAD in MoPs was 1.183 with a standard deviation of 0.3785. The mean and standard deviation were low. The implication here is that as the



majority of the respondents disagreed that PAD is successful in the ministry, it was worth further analysis of the findings to see how best the situation could be improved.

#### 4.4.2 Normality test

Before testing the effects of CSFs on PAD, the researcher evaluated the data to determine whether the data were normally distributed. This was done so as to remove items which were outliers in the data in order to have data which can be used for correlation and regression analysis. According to Ghasemi and Zahedias (2012), normality test is checking that data values form an “approximately normal” distribution before one conducts any parametric tests. Its purpose is to fit a linear model on some given data so as to establish whether distributed normally or not. The researcher used the quantile-quantile (Q-Q) plot test to specify models that resembles data collected in the studies or observed from the processes as presented in Figure 4.



**Figure 4: Normal Q-Q Plot of public assets disposal**

For the data to be normally distributed, the observed values should be spread along the straight diagonal line as shown in Figure 4. Since most of the observed values are spread very close to

the straight line, there is a high likelihood that the data are normally distributed. This finding is confirmed by the Kolmogorov-Smirnov test that tests the underlying distribution of a given random variable. The result is as shown in Table 12 below.

**Table 12: Normality test**

Kolmogorov-Smirnov <sup>a</sup>			
Public assets disposal	Statistic	Df	Sig.
	1.994	116	.001

From Table 12 the Kolmogorov-Smirnov statistic 1.994 has a p-value of 0.001 which is less than 0.05 with 95% confidence; the study concluded that the dependent variable PAD followed a normal distribution. Fitting a linear model to the data was thus justified.

#### 4.4.3 Objective 1: Effects of Strategic Asset Management on Public Assets Disposal

The first objective of the study was to determine the effect of SAM on PAD in MoPS. The questions asked on strategic asset management were: whether people management had been incorporated into asset management system; whether information on assets was readily available; whether there was existence of assets; and whether there was adequate finance to manage assets in MoPS. The results of the responses are shown in Table 13.

**Table 13: Strategic asset management**

	N	D		N		A		Mean	Std. Deviation
		f	%	f	%	f	%		
People management	116	20	17.2	30	25.9	66	56.9	3.634	1.1422
Information	116	21	18.1	44	38.0	51	43.9	3.371	1.0897
Assets	116	17	14.7	34	29.3	62	56.0	3.638	1.1478
Finance	116	7	6.0	8	6.9	101	87.1	3.974	0.9837
Valid N (listwise)									

According to the findings in Table 13, 56.9 per cent of the respondents agreed and 17.2 per cent disagreed that people management is very critical in SAM for a successful PAD with a mean of 3.634 and standard deviation of 1.1422. In addition, 43.9 per cent agreed and 18.1 per cent disagreed that information on existing assets should readily available for proper SAM so as to reap success in PAD with a mean of 3.371 and standard deviation of 1.0897. A further 56 per cent of the respondents agreed and 14.7 per cent disagreed that the existence of asset is a prerequisite for SAM to make PAD succeed with a mean of 3.638 and standard deviation of 1.1478. With a mean of 3.974 and standard deviation of 0.9837, 87.1 per cent of the respondents agreed and 6.0 per cent disagreed that adequate finances is vital in SAM for a successful PAD. On the whole, the contribution of SAM to a successful PAD is manifested in the overall 60.3 per cent of respondents who agreed, 25 per cent who were neutral though 14.7 per cent who disagreed with a mean of 3.655 with a standard deviation 1.0909. This shows that SAM positively affects PAD. The findings from the statistics confirmed that strategic asset management is a critical determinant of efficient and effective PAD in line with earlier empirical findings by Susan and Namusonge (2014) who found that asset management was an important driver in the rate of asset disposal in the public sector of Kenya.

The findings further agree with those of Wambugu (2011) who argues that poor asset management in government organizations in developing countries hampers effective provision of service delivery. This is because a number of outcomes arise out of poor asset management. These include wrongly identified disposal needs, poor disposal priority setting, poor planning, vague disposal strategy targets, and lack of sufficient knowledge on the asset. The findings also agree with Lu (2012) which argues that good asset management policies and support from top management are key to effective asset management in states governments in the United States of America. In addition, the findings agree with those of Jeevad and Baswaid (2014) who observe

that lack of competitive knowledge and skills in formulating and embracing effective asset management systems is the cause of poor performance by many governments. Finally, the results are consistent with those of Backer and Wan Yusoff (2015) and Abdullah, Nurfadzli and Abdul (2015) that one of the inhibitors of asset management is the lack of resources; resources are either inadequate or unavailable when needed.

The backdrops of the synthesis various, such that for the consideration of asset management; it deals with the process of decision-making, planning and control over the acquisition, use, safeguarding and disposal of assets to maximize their service delivery potential and benefits, and to minimize their related risks and costs over their entire life (Rymarzak & Trojanowski, 2012). It requires making rational decisions about expected level of service of an asset, serviceability targets and the need for new approaches for managing assets.

According to one of the respondent, SAM is about taking operation and maintenance of an asset into account during the planning and design stages. In the context of the Ministry, however, another respondent said this requires changes to the ministry management culture. In spite of this, their overall perception that asset management in the ministry is wanting was largely factual which might be attributed to the deadly attitude of “I-don’t-care” when it comes to government property.

The researcher ran a correlation analysis to determine the relation between the variables. Results are presented in Table 14.

**Table 14: Correlation matrix of the study variables**

		Public assets disposal	Strategic asset management	Asset disposal strategic planning	Asset disposal mechanism
Public assets disposal	Pearson Correlation	1	.784**	.857**	.794**
	Sig. (2-tailed)		.000	.000	.000
	N	116	116	116	116
Strategic asset management	Pearson Correlation	.784**	1	.493**	.390**
	Sig. (2-tailed)	.000		.000	.000
	N	116	116	116	116
Asset disposal strategic planning	Pearson Correlation	.857**	.493**	1	.592**
	Sig. (2-tailed)	.000	.000		.000
	N	116	116	116	116
Asset disposal mechanism	Pearson Correlation	.794**	.390**	.592**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	116	116	116	116

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

Table 14 shows a positively significant relationship among SAM and PAD. The correlation seen from the above table is  $r=.784^{**}$ , with a significant value of  $p=.000$ , which is far much above 0.05 the level at which it was tested. This implies that SAM has a significant contribution to PAD in the MoPS.

The researcher also carried out a regression analysis between SAM and PAD. Results of the model summary, ANOVA and coefficients are presented Table 15, 16 and 17 respectively.

**Table 15: Model summary of strategic asset management and public assets disposal**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.784 <sup>a</sup>	.615	.611	10.25486	.615	181.913	1	114	.000

a. Predictors: (Constant), Strategic asset management

Table 15 reveals the coefficient of determination ( $R^2$ ) is 0.610; R is 0.781 and adjusted  $R^2$  of 0.611. This means that 61.1 per cent of the variations in public assets disposal are statistically explained by strategic assets management. With the value  $R^2$  value produced of .611, which is

above 0.4 as recommended; it shows a positively strong relationship between strategic asset management and public assets disposal. It implies a good model fit.

ANOVA between SAM and PAD produced by the SPSS results are shown in Table 16 below.

**Table 16: ANOVA<sup>a</sup> of strategic asset management and public assets disposal**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	19164.971	1	19164.971	178.322	.000 <sup>b</sup>
Residual	12252.020	114	107.474		
Total	31416.991	115			

a. Dependent Variable: Public asset disposal

b. Predictors: (Constant), Strategic asset management

From Table 16, taking the F-statistic to test the hypothesis that none of the explanatory variable help to explain variation in public assets disposal about it means, it's established that Sig. is .000.

It was concluded that the F-statistic is large enough to explain the variations. The researcher rejected the null hypothesis and accepted the alternative hypothesis 1 which states that “*Strategic asset management is significantly related to public assets disposal in the Ministry of Public Service*”.

The researcher used coefficient to determine whether, SAM predicts PAD. Results are shown below in Table 17.

**Table 17: Coefficients<sup>a</sup> of strategic asset management and public assets disposal**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
1 (Constant)	47.367	6.080		7.790	.000	35.322	59.411
Strategic assets management	1.850	.137	.784	13.487	.000	1.578	2.122

a. Dependent Variable: Public asset disposal

From Table 17 the *t* value of the statistics is 13.487 with a beta coefficient of .784 which is the same as the *r* value in correlation. Using the 0.05 level of significance, because  $t=13.487 > 2.122$ ,

the researcher rejected the null hypothesis because there is evidence of an association between strategic asset management and public assets disposal. The alternate hypothesis 1: “SAM significantly related to PAD in MoPS” was accepted and substantiated.

#### 4.4.4 Objective 2: Effects of Asset disposal strategic planning on Public Assets Disposal

The second objective of the study was to establish the effect of ADSP on PAD in the MoPS. The critical factors that the study considered as SSFs of ADSP included: stakeholders’ management, needs assessment, analysis of physical disposal, and disposal plan to measure asset disposal strategic planning. Results are summarized in Table 18.

**Table 18: Asset disposal strategic planning**

	N	D		N		A		Mean	Std. Deviation
		f	%	f	%	f	%		
Stakeholders’ management	116	13	11.3	33	28.4	70	66.3	3.695	1.2307
Needs assessment	116	14	12.1	37	31.9	65	56.0	3.724	1.0658
Analysis of physical disposal	116	19	16.4	35	30.2	62	53.4	3.543	1.1618
Disposal plan	116	17	14.7	35	30.2	64	55.1	3.616	1.1429
Valid N (listwise)									

From Table 18, on whether stakeholders’ management was a necessity for ADSP to attain an a successful PAD, 66.3per cent of the respondents agreed, 11.3 per cent disagreed and 28.4 per cent were neutral with a mean of 3.695 and standard deviation of 1.2307. Majority of the respondents (56.0 per cent) agreed that needs assessment was highly critical for ADSP to ensure successful PAD, 12.1 per cent of the respondents disagreed while 31.9 per cent were neutral with a mean of 3.724 and standard deviation of 1.0658. On the other hand, 53.4 per cent of the respondents agreed that analysis of physical disposal was very necessary so as ADSP can be useful to achieve a successful PAD with a mean of 3.543 and standard deviation 1.1618. 55.1 per cent of the respondents agreed, 14.7 per cent disagreed, and 30.2 per cent were neutral that disposal plan as an outcome of ADSP was very critical for a successful PAD with a mean of

3.615 and standard deviation of 1.1429. Overall regarding ADSP as CSFs for PAD, 56 per cent of the respondents agreed, 30.2 per cent were neutral, and 13.8 per cent disagreed with the mean and standard deviation were 3.645, and 1.1503 respectively, hence considered critical in affecting PAD in organizations in Uganda. This implies that the majority of the respondents agreed that ADSP is a critical factor for PAD.

The findings reiterated with findings by Mamiro (2010) identifies that ADSP is inhibited by unwell identified and estimated needs, unreliable budget and inadequacy of staff responsible for disposal. This can lead to PAD failure since they precipitate breakdown of disposal process. Ogubala and Kiarie (2014) noted that disposal planning fail as a result of incompetent staff, lack of full management support, poor ICT tools, lack of a disposal plan and poor budgeting procedure. The study findings agree with those in Shiundu and Rotich (2014) who in their study stated that procurement staff should possess sets of skills appropriate for disposal activities. The study further agrees with Davis (2014) who in his study explained the importance of properly conceiving and implementing disposal plan. A good disposal plan is a mechanism for extracting, distributing and allocating resources.

One respondent commended that, although the idea of ADSP had not yet been popularized in the Ministry, it was deemed an important driver for success, especially in the disposal realm which has not gotten any serious attention. The absence of stakeholder's maximum involvement has been identified as one of the reasons why assets information on those due for disposal are hidden from potential buyers. Emphasizing such another interviewee reported: *"There is need for some kind of soul-searching on the part of management to come out in the open with all information about an asset due for proposal"*. Regarding the sufficiency of funds to meet disposal planning requirements in the ministry, a respondent who has been in service for a longer time revealed that no adequate funds are ever made available for disposal activities. Such a revealing was a



reflection of the respondent's perception that ADSP tended minutely to be associated with PAD. Such a perception reflects the belief, which was held by many in the ministry that government organizations rarely invested in proper planning in a bid to encourage disposal of public assets in time.

This result has been corroborated with the correlation results as illustrated in Table 14. From the Table, ADSP is shown as having a positive and significant relationship with PAD. This was supported by correlation which is  $r=.857^{**}$ , with a significance value of  $p=.000$ , which is far above 0.05, the level at which it was tested. This implies that ADSP has a significant contribution to PAD in the MoPS.

In determining the effects of ADSP on PAD, regression analysis produced outputs as in Tables 19, 20, and 21. Regression analysis produced model summary as in Table 19 as below.

**Table 19: Model summary of asset disposal strategic planning and public assets disposal**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.857 <sup>a</sup>	.734	.731	8.52765	.734	313.921	1	114	.000

a. Predictors: (Constant), Asset disposal strategic planning

Table 19 shows that R is 0.857 and R square is .734. The R value of 0.857 indicates a high degree of correlation between ADSP and public assets disposal. The R<sup>2</sup> value of 0.734 indicates how much PAD is explained by ADSP. The adjusted R<sup>2</sup> of 0.731 means that the variation in public assets disposal is 73.1 per cent explained by ADSP.

ANOVA was used to predict the outcome variable. The results are shown in Table 20.

**Table 20: ANOVA<sup>a</sup> of asset disposal strategic planning and public assets disposal**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	22828.611	1	22828.611	313.921	.000 <sup>b</sup>
Residual	8290.182	114	72.721		
Total	31118.793	115			

a. Dependent Variable: Public assets disposal

b. Predictors: (Constant), Asset disposal strategic planning

The F-statistic in Table 20 has a figure of 313.921 with Significance value of .000<sup>b</sup>. This shows a significant relationship between ADPS and PAD. .

Coefficient results are presented in Table 21 below.

**Table 21: Coefficients<sup>a</sup> of asset disposal strategic planning and public assets disposal**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
1 (Constant)	42.021	4.937		8.511	.000	32.240	51.801
Asset disposal strategic planning	1.979	.112	.857	17.718	.000	1.758	2.200

a. Dependent Variable: Public assets disposal

With the obtained  $t$  value of 17.718 > 2.200, using the level of significance of 0.05, the results shows that there is a strong positive relationship between ADSP and PAD. The researcher rejected the null hypothesis and accepted the alternate hypothesis that: “ADSP has a significant effect on PAD in MoPS”.

#### 4.4.5 Effects of Asset disposal mechanism on Public Assets Disposal

The third objective of the study was to evaluate the effect of asset ADM on PAD in MoPS. Respondents were required to rank the SSFs of PAD which were; probity consideration, competitiveness, best returns and environmental impact. Results are presented in Table 22.

**Table 22: Asset disposal mechanism**

	N	D		N		A		Mean	Std. Deviation
		f	%	f	%	f	%		
Probity consideration	116	13	11.2	39	33.6	64	55.2	3.642	1.1200
Competitiveness	116	13	11.2	35	30.1	68	58.6	3.767	1.1425
Best returns	116	11	9.5	33	28.4	72	62.1	3.798	1.1428
Environmental impact	116	13	11.2	34	29.3	69	59.5	3.811	1.0416
Valid N (list wise)	116								

Table 22 indicates that 55.2 per cent of the respondents agreed, 33.6 per cent were neutral and 11.2 per cent disagreed that probity consideration was very important for ADM to make certain successful PAD with a mean of 3.641 and standard deviation of 1.1200. The findings further show that competitiveness is critical for ADM to realize a successful PAD as the respondents who agreed were 48.6 per cent, 30.1 per cent were neutral as opposed to 11.2 per cent of those who disagreed with a mean of 3.767 and standard deviation of 1.14525. Also 62.1 per cent of the respondents agree that achievement of best returns form the basis of ADM for a successful PAD, 9.5 per cent disagreed and 28.4 per cent were neutral with a mean of 3.798 and standard deviation of 1.1428. On whether consideration of environmental issue is a necessity in the choice of ADM for an efficient and effective PAD, 59.5 per cent of the respondents agreed, 29.3 were neutral and 11.2 per cent disagreed with a mean of 3.811 and standard deviation of 1.0416 Overall, it is clear that 58.6 per cent of the respondents agreed, 30.2 per cent of them remained neutral and 11.2 per cent disagreed that ADM has an effect on PAD with the mean and standard deviation were 3.755 and 1.1118 respectively. It could then be inferred that ADM positively affects PAD. The findings imply that a successful PAD had a strong tie with ADM which cannot be ignored.

The findings agree with those of Susan and Namusonge (2014) who asserted that ADM is a function that permits an organization to adequately select the best method of asset disposal and

turn it into success. The findings also agree with those in Wahome and Marendi (2015) who too observed that a proper choice of a disposal method is the yardstick to measure disposal performance of an organization. Also Atiga, Adafula and Nyeadi (2015) observed that statutory compliance, for instance, use of disposal methods as provided in the law is critical to the success of PAD. The findings are further reiterated by those of Hui, Othman, Norman, Rahman and Haron (2011) that malpractice and non-compliance can be blamed for disposal failure. In a similar study Waweru (2013) found that procedures for instance for disposal of public asset is often unnecessarily long and tedious.

Interviews conducted for the purpose of data collection were also grounded in ADM. However, during the interviews, many of the respondents expressed ignorance of the central role of ADM in ensuring an efficient and effective PAD. From the interviews, it was evident that the most common ways in which the ministry disposed off its unwanted/obsolete asset were not those prescribed in the law. The respondents reported that a number of times no proper direction had been taken as to cause the disposal of an asset. They also claimed they were usually directed to dispose of an asset even when no proper line of direction was taken to identify the asset as ready for disposal. However, in most cases disposal of some assets were done in their back. The respondents also highlighted the challenges in utilization of ADM as lack of skilled personnel, lack of fund, inability to adapt to modern technology, and lack of training opportunities for those who merited it. The respondents also viewed failure to remit money received from disposed assets, to the government consolidated fund, as one way in which management was demonstrating corrupt practices.

Furthermore, Table 14 reveals that correlation between ADM and PAD is very strong and significant, seen from  $r = .794^{**}$ , with a significance value of,  $p = .000$ , significant at the level of 0.01. This implied that those who rated ADM highly were also more likely to rate PAD highly,

and those who rated ADM lowly were also more likely to rate PAD implementation lowly. This implies that effectiveness of ADM could lead to success in public assets disposal implementation.

SPSS produced regression analysis' outputs on ADM with PAD as follows.

**Table 23: Model summary of asset disposal mechanism and public assets disposal**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.794 <sup>a</sup>	.630	.626	10.05376	.630	193.869	1	114	.000

a. Predictors: (Constant), Asset disposal mechanism

Focusing on the R square value, the table indicates that the R square value is 0.794. This implies that the model is explained by 79.4 per cent of the variations in public assets disposal and so the model is a good model.

Next, SPSS produced ANOVA which indicated that the regression model predicted the outcome variable significantly well. Results are presented in table 24 below.

**Table 24: ANOVA<sup>a</sup> Asset disposal mechanism and public assets disposal**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	19595.889	1	19595.889	193.869	.000 <sup>b</sup>
1 Residual	11522.904	114	101.078		
Total	31118.793	115			

a. Dependent Variable: Public assets disposal

b. Predictors: (Constant), Asset disposal mechanism

From Table 24, looking at the two values- F and the Sig., a high value of F which is 193.869 means that the value is pretty high. With Sig. being 0.000 it shows that there is a significantly strong relationship between ADM and PAD.

This result has been further confirmed by the Coefficients as presented in Table 25 below.

**Table 25: Coefficients<sup>a</sup> of asset disposal mechanism and public assets disposal**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	42.155	6.261		6.733	.000	29.751	54.559
1 Asset disposal mechanism	2.098	.151	.794	13.924	.000	1.800	2.397

a. Dependent Variable: Public assets disposal

From table 25 above, t value obtain 13.924>2.397 shows a positively significant relationship among the variable given that the level of significance is 0.05. The researcher accepted the alternate hypothesis that: “*ADM has a significant effect on PAD in MoPS* and rejected the null one.

#### **4.4.6 Effects of independent variables on Public Assets Disposal**

In tandem with the purpose of the study which was assessing the effects of CSFs on PAD at the Ministry, the researcher established the effects of independent variables as a whole on PAD. This was done with the aid of both qualitative and quantitative data. Qualitative results were obtained from five respondents who were interviewed from the Ministry. Of the five, three were officers who had experience of working in procurement field for more than 10 years. However, all the respondents at the ministry showed a reasonably sound understanding of PAD, with one of the describing it as “*A function aimed at ensuring that the ministry prospers in delivering quality services using assets which are of worth*”.

During the interview, all the respondents made repeated reference to such key terms as ‘asset management’, ‘planning’, and ‘disposal mechanism’. A synthesis of such terms served to confirm that the respondents perceived a veiled connection between SAM, ADSP and ADM in the company of PAD. Unfortunately, the interviewees revealed that, as a consequence the ministry tended to attract relatively little interest to dispose of unwanted/obsolete assets,

although this is prescribed in the law. Another major drawback in PAD in the ministry is that no one seems to be concerned with the use of available resources.

Further, in exploring the importance of CSFs to PAD, the respondents pointed to no likely connection between what ought to be done and what was happening in the Ministry then. An interviewee expressed concern that management in the Ministry tended to ignore disposal of unwanted asset. The interviewee indicated that this act of negligence in turn, affected the functions of the Ministry. all the interviewee were in agreement that in the Ministry, the old way of doing in which assets lay idle, in wasting and everyone seemed to be satisfied with the *status quo*. In contrast, the outcome of the indifference has never harbored well for the Ministry. They corroborated quantitative findings which result showed PAD in the Ministry was not efficient, effective and efficacious.

On divergence, quantitative results in Table 14 show that there is a strong association between the independent variables which can be used to overcome the deficit of PAD in the Ministry. This association is shown by the r values of more than 0.05, that is, ADM and ADSP ( $r=.592^{**}$ ,  $p=.000$ ); ADM and SAM ( $r=.390^{**}$ ,  $p=.000$ ); SAM and ADSP ( $r=.493^{**}$ ,  $p=.000$ ). This implies that independent variables were good measures of the dependent variable. The researcher determined the combined effects of the independent variables on dependent variable by fitting multiple regression analysis. Thus, multiple regression was run on SPSS with results produced as in Table 26.

**Table 26: Model summary, multiple regression**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.998 <sup>a</sup>	.997	.997	.96322

a. Predictors: (Constant), Asset disposal mechanism, Strategic asset management, Asset disposal strategic planning

As can be observed in Table 26, the regression model PAD coefficient of determination R square was 0.997 and R was 0.998. The coefficient of determination R square indicated that 99.7 per cent of the variation on PAD can be explained by the set of independent variables, namely  $X_1$ =SAM,  $X_2$ =ADSP, and  $X_3$ =ADM. The remaining 0.3 per cent of variation in PAD can be explained by other variables not included in this model. This shows that the model has a good fit since the higher the R-squared, the better the model fits the data.

The study further used Analysis of Variance (ANOVA) in order to test the significance of the overall regression model. Schwartz (2013) posits that Analysis of Variance helps in determining the significance of relationship between the research variables. Results are shown in Table 27.

**Table 27: ANOVA<sup>a</sup>, Multiple regression**

<b>Model</b>	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
Regression	31014.881	3	10338.294	11142.941	.000 <sup>b</sup>
1 Residual	103.912	112	.928		
Total	31118.793	115			

a. Dependent Variable: Public assets disposal

b. Predictors: (Constant), Asset disposal mechanism, Strategic asset management, Asset disposal strategic planning

The result of ANOVA for regression coefficients in Table 27 reveals that the significance of the F statistics is 0.000b which is less than 0.05 and the value of F (11142.941) being significant at 0.00 confidence level. The level of F is large enough to conclude that the model is fit enough for the data. This implies that all of the independent variables have an effect on the dependent variable.

Further analysis produced the coefficients table for the multiple regressions whose results are presented in Table 28 below.



**Table 28: Beta coefficients of all independent variables versus public assets disposal**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	.601	.712		.844	.400	-.810	2.011
1 Strategic asset management	1.012	.015	.429	67.667	.000	.983	1.042
Asset disposal strategic planning	.976	.017	.423	58.377	.000	.943	1.009
Asset disposal mechanism	.994	.018	.376	54.971	.000	.958	1.030

a. Dependent Variable: Public assets disposal

As can be observed from Table 28 above, SAM ( $X_1$ ) had a coefficient of .429 which is greater than zero. The  $t$  statistic is 67.667 which has a  $p$ -value of 0.000 which is less than 0.05 implies that the coefficient of  $X_1$  is significant at 0.05 level of significance. This shows that SAM has a significant positive influence on PAD. The coefficient of ADSP ( $X_2$ ) was .423 which was greater than zero. The  $t$  statistic of this coefficient is 58.377 with a  $p$  value of 0.000 which is greater than 0.05. This implies that the coefficient  $X_2$  is significant at 0.05. Since the coefficient of  $X_2$  is significant, it demonstrates that ADSP has a significant effect on PAD. Further still, table 4.25 also shows that ADM ( $X_3$ ) had a coefficient of .376 which is greater than zero. The  $t$  statistics is 54.971 which has a  $p$  value of .000 which is less than 0.05 implies the coefficient of  $X_3$  is significant at 0.05 level of significance. This shows that ADM has a significant positive influence on PAD.

## **CHAPTER FIVE**

### **SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

This study sought to assess the effects of CSFs on PAD in organizations in Uganda using MoPS as a case study. This purpose of this chapter is to summarize and discuss the findings of the study and finally give conclusions and recommendations for improvement or practice. This was done with justification from the data that was collected and analyzed. Limitations, contributions and suggestions for further research are included in the chapter.

#### **5.2 Summary**

This section provides a summary of the study in terms of the response rate/background information and objectives by objectives.

##### **5.2.1 Response rate/background information**

The research purpose was to assess the effects of CSFs on PAD in organizations in Uganda using MoPS as a case study. The researcher used an acceptable overall response rate (questionnaire, 96.7 and interview, 100) of 98.4 per cent. The majority of the respondents were female (52.2 per cent) an indication of gender inequality in the Ministry. Respondents in the age group of 42-52 years were the majority (38.8 per cent) meaning they were old enough to understand what was being asked of them. The respondents' highest academic qualification was bachelor degree (44.8 per cent) with majority of them having worked for five years and above (41.4 per cent) and majority held lower managerial position (56.9 per cent).

### **5.2.2 Strategic asset management**

The first objective was to determine the effect of SAM on PAD in MoPS. According to the findings, majority of the respondents agreed that incorporating people management in SAM is very critical for PAD. In addition, majority of the respondents agreed that availability and accessibility of asset information affect PAD. Also most of the respondents agreed that assets affect PAD. Likewise, majority of the respondents agreed that availability of finances affects PAD. It is therefore, worth noting that all the sub variables of SAM affect PAD. SAM was therefore found to have a significantly strong positive correlation with PAD of 0.784. The adjusted R square model of the study showed that SAM has a significant influence of 0.611 on PAD. This means increasing levels of SAM by a unit would increase the levels of PAD by 61.1 per cent. In general, respondents agreed that SAM affects PAD in MoPS.

### **5.2.3 Asset disposal strategic planning**

The second objective of the study was to establish the effect of ADSP on PAD in the MOPS. On whether stakeholders' management was necessary for PAD; majority of the respondents agreed, while confirming that needs assessments by the stakeholders were very critical for a successful PAD. Majority of the respondents agreed that analysis of physical disposal was vital for a successful PAD and availability and implementation of a disposal plan determines how successful PAD can be. Overall regarding the aspect of ADSP in MoPS, the findings indicated a positive effect on PAD with a coefficient of determination R square of 0.734 and R as 0.857 at a significance level of 0.05. The coefficients of determination thus indicated that 73.1 per cent of the variation on PAD is influenced by ADSP. This implies that majority of the respondents agreed that the following SSFs were important for PAD: stakeholders' management; needs assessment; analysis of physical disposal; and disposal plan.

#### **5.2.4 Asset disposal mechanism**

The third objective was to evaluate the effect of ADM on PAD in the MoPS. The findings shows that majority of the respondents agreed that probity consideration affect PAD also majority of the respondents agreed that competitiveness does affect PAD. On whether best returns are vital for PAD, majority of the respondents agreed as well majority of them agreed that environmental consideration is very important for PAD. The study too indicated that the regression model of ADM had a coefficient of determination R square was 0.630 and R was 0.794 at 0.05 a significant level. The coefficient of determination revealed that 62.6 per cent of the variation in PAD can be explained by the sub variables of ADSP, namely, probity consideration, competitiveness, best returns and environmental impact.

#### **5.3 Discussion**

By inference, the findings of the questionnaire survey and interviews show that the CSFs of SAM, ADSP and ADM significantly affect PAD. These are in agreement with earlier studies (documentary analysis) on the effects of the independent variables (CSFs) on the dependent variable (PAD) (Atiga, Adafula & Nyeadi, 2015, Susan & Namusonge, 2014, Wahome & Marendi, 20015). More so, the SSFs of each CSFs affect PAD significantly (Brown, Laue, Tafur, Mahmood, Scherrer & Keast, 2012, Jose, Jayakumar & Sijo, 2013, Susan & Namusonge, 2014). The proceeding discussion is premised on a background of the objectives of the study.

##### **5.3.1 Objective 1: Effect of strategic asset management on public asset disposal.**

The first objective of the study was to determine the effect of SAM on PAD in the MoPS. From the regression analysis, it was found that SAM had significant effect on PAD. This independent variable (SAM) had a *p*-value of 0.000 which was less than the standard *p*-value of 0.05 hence implying its significance. Further, the findings are in agreement with findings by Susan and

Namusonge (2014) that SAM is a prerequisite for a successful PAD. As revealed by this study, majority of the respondents (60.3 per cent) agreed that SAM positively affect PAD while only 14.7 per cent disagreed though 25.0 per cent were neutral. The findings therefore, determined that SAM contributes significantly to the success of PAD.

These findings were corroborated with the interview results. All the five interviewees emphasized the importance that SAM plays in dealing with dynamic, varied and complex environment to overcome management uncertainty associated with asset management. This is in consonant with contingency theory where management ought to realize the roles different factors can play in solving a problem. There is no single way of solving a problem. Depending on the unpredictability of future challenge to PAD as a probable consequence of improper SAM, both the quantitative and quality data, alluded to the fact that, the complexity of PAD cannot be looked at from only one perspective. As suggested by an interviewee, SAM as a contributory CSF for PAD must be handled simultaneously by taking into consideration all the contingencies that affects it. The interviewee continued to propose that there must be structural alternatives chosen within the context of performance criteria established by the respective organization.

In line with this, Too and Too (2010) point out that SAM is critical in achieving organizational long term goals through dynamic alignment of available assets to meet changing customer needs. They suggest that organizations should adopt a systematic approach to identify capabilities needed in the management of assets. These findings are consistent with earlier studies regarding the critical position of SAM in ensuring a successful PAD (Susan & Namusonge, 2014). For case in point, Abdelhamid, Beshara and Goheim (2013) attest that SAM had been used more by educational institutions in Egypt in ensuring that the right assets were kept for use. Elsewhere, Rizwan and Knight (2012) carried out a study in Ontario, Canada with the aim of developing an integrated asset-management framework for wastewater collection systems. Their research

indicated that it was possible to take a 'low cost' step in asset-management with a changed management approach. Besides, Elhakeem and Hegazy (2012) while developing a comprehensive building asset-management framework came up with one of the highest return on the limited repair budget as a result of proper SAM. These results are similar to those reported in previous studies conducted in different contexts: for instance, asset information management (Too, 2010), management of long term asset (Jeeva & Baswaid, 2014), rules and regulations on asset management (Waweru, 2013), use of modern technology in management of asset (Mensah, 2014). In this context, Susan and Namusonge (2014) argue the wide utilization of SAM is due to the demand for organizations by law to comply with their provisions for determining the assets disposal needs.

Interview results cite numerous challenges as the cause for failure of PAD. All the interviewees claimed that there had been significant challenges in managing assets in the Ministry. They claimed SAM was needed, but that there were several drawbacks behind the lack of PAD in the Ministry. They singled out some of those drawbacks as lack of top management support, unskilled asset users, a shortage of financial resources, a general lack of knowledge about strategic assets management, excessive bureaucracies, and lack of a critical independent valuation. Because of the numerous challenges experienced in SAM, they suggested that greater care has to be put unto it so as to realize the benefits of PAD.

Furthermore, earlier studies have alluded to the fact challenges could easily derail the course of PAD (Abdullah, Razak, Hanafi & Salleh, 2011, Gondo, 2012, Hanis, 2011, Hokoma, 2010, Rymarzak & Trojanowski, 2012). Just like the interview results, the studies points out some of the challenges derailing successful PAD as including: - the absence of institutional and legal framework to support the asset-management application; the non-profit principle of public assets; multiple jurisdictions involved in the public asset-management processes; the complexity

of government objectives; the non-availability of data for managing public asset; and limited human resources. Possible solutions to overcome these challenges are provided in studies, for instance, carrying out measurement, analysis and evaluation activities on asset management (Dwight, Zhang & El-Akruti, 2013, Munirah, 2010), having in place asset management team/unit with expertise and tools (Abdullah, Razak & Pakir, 2011), application of modern technology (Kiama, 2014), and accounting for costs, revenue and risks of the assets (Hastings, 2010).

Interview findings on SAM confirmed the results of El-Akruti, Dwight and Zhang (2013), who investigated the relationship between asset management and organizational performance. They found out that asset management system structure and the mechanism play a key role in the organizational strategy. In addition, the majority of the interviewees mentioned that there is an effect of SAM on PAD; they explained that the purposes and priorities of managing an asset is different from another, and this reflects on the decision to be made for disposal of an asset. This is consistent with the results reported by Abdelhamid, Beshara, Ghoneim (2014), who found that SAM ties management of an asset in an organization from end to end, and is targeted at improving effectiveness and overall performance while meeting the organization objectives. In spite of everything, the key component of SAM is to take a strategic view of which assets are best restrained and efficiently exploited, as well as to identify those which should be disposed of to generate resources for reinvestments (Vermiglio, 2011).

### **5.3.2 Objective 2: Effect of asset disposal strategic planning on public assets disposal**

The second objective was to establish the effect of ADSP on PAD in MoPS. 56 per cent of the respondents agreed that ADSP has an effect on PAD, 30.2 per cent of the respondents were neutral and 13.8 per cent disagreed. Quantitative results through regression analysis shows a *p*-value of 0.000 which is below 0.05. This shows a statistically significant relationship between

ADSP and PAD. Most of the interview (that is 4 out of 5) agreed that ADSP has a significant impact on PAD, and that the establishment, enforcement and promotion of disposal planning processes require more sophisticated understanding of the whole process for achieving the end for which disposal of unwanted/obsolete asset is to take place. These results are consistent with previous research results (Atiga, Adafula & Nyeadi, 2015, Susan & Namusonge, 2014) that attributes success in PAD in the integration, building and reconfiguration of both internal and external competences as suggested by dynamic capabilities theory.

Nkonge and Njeru (2014), assert that the contribution of planning in facilitating procurement (including disposal) in the public sector organization is generally undisputed in both developed and developing countries. In order to understand the workings of an organization when it comes to performing functions, planning can never be divorced of. This is because as believed by some interviewee, the whole process of ADSP requires broad and inclusive integration of all the stakeholders. This is a pointer that ADSP is critical for a successful PAD. Previous empirical studies confirm the popularity of ADSP for PAD, whether in developed countries (Chung & Zhang, 2011, Muczyński, 2015, Phelps, 2011,) or developing countries (Atiga, Adufula & Nyaedi, 2015, Borthakur & Sinha, 2013, Koloseni & Shimba, 2011, Susan & Namusonge, 2014).

Results show that the utilization of ADSP is a common feature in handling assets for disposal in the Ministry. However, in spite of these findings, earlier studies indicate that the use of the utilization of ADSP is subject to inconsiderable setbacks, such as insufficient funding (Markus, Schroeder & Wallbaum, 2014); lack of authentic and comprehensive data (Bothakur & Sinha, 2013); lack of clear strategy (Patil, Bhat & Rao, 2014); political interference (Atiga, Adufula & Nyaedi, 2015); lack of proper property unit/department within a ministry, lack of expertise, lack of proper strategies, lack of proper management procedure and lack of IT usage (Abdullah, Razak, Hanafi & Salleh, 2011); inadequate and untimely dispatch of funds, unavailability of



stationeries/stores records, lack of adequate qualified and well trained staff (Ng'ang'a, 2013); and absence of regulations and guidelines (Tiep, Kin, Ahmed & Teck, 2015). Therefore, it can also be inferred that both earlier and current studies confirm that ADSP is an activity that aids in the identification of assets ready for disposal in the midst of all the challenges that can derail its disposal process (Susan & Namusonge, 2014). In this context, Lloyd (2010) states that asset ADSP is the most likely thing to be done for whatever is desired out of an asset, disposal inclusive in this case.

Both interview findings and survey results were consistent in terms of ADSP in the Ministry having been influenced by budgetary allocation. Thus, the interview findings, survey results and procurement management literature indicate that ADSP has a significant impact on PAD. For example, Susan and Namusonge (2014) state the impact of utilization of ADSP has an impact on PAD, but it perhaps exerts most of its influence indirectly, through organization structure. In the Malaysian context, Abdullah, Nurfadzli and Abdul (2015) report the effect of ADSP on PAD functions. Abdullah, Razak, Hanafi and Salleh (2011) argue that PAD is the main variable in predicting PAD activities; additionally, successful organizations need more strategic planning of their disposal activities and performance because a successful organization requires an increased amount of activities, quantities of information, involvement of all stakeholders and a great amount of documentation. Recently, Brown, Laue, Tafur, Mahmood, Scherer & Keast (2012) concluded that absence of PAD is significantly explained by lack of proper planning. The interviews emphasized the impact of ADSP on PAD, but by varying degrees; for example, three thought that ADSP has a primary effect on PAD functions, while only two interviewees emphasized the impact of ADSP on PAD planning functions, which might be adequate for public organization, using only one or two assets disposal measures. This, however, does not meet the purpose for public organizations, which need multiple measures of their performance, whether

legal or non-legal. In addition, four interviewees believe that ADSP has an impact on PAD functions, as public organizations have many activities, departments, products and businesses, hence the simplistic planning process does not fit well.

### **5.3.3 Objective 3: Effect of asset disposal mechanism on public assets disposal**

The third and final objective of the study was to evaluate the effect of ADM on PAD in MoPS. Indeed, the findings showed a significant effect of ADM on PAD. In response to questions which were intended to elicit opinion of the respondents in respect to the significance of ADM to PAD, 58.6 of them agreed that ADM has a significant effect on PAD, 30.2 were neutral and 11.2 disagreed. With a mean of 3.755 and standard deviation of 1.1118, ADM can be inferred to have a significant effect on PAD. This was confirmed with a regression analysis whose *p*-value shows 0.000 which is less than 0.05 meaning ADM has a statistically significantly positive effect on PAD. Although, these findings show ADM as very significant to PAD, past studies seem to indicate otherwise. For example, Susan and Namusonge (2014) reveal that proper utilization of ADM is not relatively important in the disposal of assets in Kenya's public sector organizations.

On the contrary, though, the findings of this study are consistent with previous studies in both developed and developing countries, for illustration, studies like those of Abuzayan, Whyte and Bell (2014), Dechow, Myers and Shakespeare (2010), Du and Kevin (2014), Fang, Majella and Daifei (2015), Godana and Ngugi (2014), Gondo (2010), and Wahome and Marendi (2015). As mentioned earlier, the findings imply that ADM must be appropriate to the nature, quantity and location of the asset.

As a mean of replacement for an out-of-use asset, the Act challenges the ADM taken/chosen should promote fair and effective competition to the greatest extent possible. Much as this is the desired situation, many a times organizations fail to dispose of their unwanted asset just because

improper attentions are paid to ADM as a result of conflict of interest and corruption (Waweru, 2013), abuse of power, lack of accountability (Basweti, 2013), inadequate competencies of the procurement cadres and improper operating procedures and ethics (Ogutu & Were, 2014), lack of procurement professionalism, inefficient and ineffective disposal structure, policies, and procedures (Ogola & Wafula, 2014), and weak or inconsistent enforcement of the laws and rules (Puddephatt & Kaspar, 2012).

The findings, however, do support the recommendations suggested by several researchers (Fahim, 2010, Ntayi, Eyaa & Ngoma, 2010, Nyeko & Kakwezi 2011) to adopt an enhanced adherence to disposal procedures and policies to ensure success in PAD for the Ministry. Basweti (2013) affirms that few studies are concerned about the fit between ADM and PAD. Yet ADM is an imperative for PAD since the latter is a complex set of dynamically intertwined and interconnected elements as proposed by GST. On the contrary, the interviews provided two different views about the impact of ADM on PAD; one half of the interviewees believed that ADM has not impacted on PAD, whereas the second half emphasizes the impact of ADM. The first view does not support the results obtained from the questionnaire survey analysis, and results revealed by Susan and Namusonge's (2014) study, that for example, disposal associated costs are critical for a disposal process to succeed. While the other half of the interviewees revealed that ADM does not have an impact on PAD, some of the interviewees argued that the choice of ADM is an inevitable activity without which PAD can never be achieved, as it is one of the most decisive that should be embraced and put into operation.

In the Ministry's context, the majority of the interviews indicated that proper choice of ADM has substantial effect on the eventual disposal of an asset. Whilst all the five respondents confirmed that disposal methods as provided in the law are useful for disposal of asset, some of them revealed that most of the methods in the law are most often inapplicable might be one reason for

making the Ministry unable to dispose of unwanted asset in time. Susan and Namusonge (2014) argue that ADM factor thus has an important effect on PAD function that can be executed.

All the interviewees had the same opinion that ADM complexity affects PAD, practically on final execution of the function. They emphasized that the choice of ADM complexity requires a sophisticated procedure, which allows for multiple consideration of the final method to be chosen. Furthermore, it was revealed in the interview results that a calculative choice of a disposal method relating to a particular asset would positively affect PAD in controlling and determining success. In addition, all interviewees confirmed that the degree of improper utilization of ADM has a negative impact; whereas one half of them exposed that improper utilization of ADM, has been the cause of failure by the Ministry to dispose of its unwanted/obsolete asset. Conversely, other interviewees had opposite views; they had stated that ADM is quite adequate in organization as it make PAD a success.

## **5.4 Conclusions**

The purpose of the study was to assess CSFs affecting PAD in organizations in Uganda using MoPS as a case study. The study showed that these factors significantly affected PAD in organizations in Uganda when the three factors considered were put together, that is SAM, ADSP and ADM. This shows that SAM factors such as people management, information, assets and finances affects PAD in organizations.

### **5.4.1 Strategic asset management**

People management, information, assets and finance were taken as indicators of SAM and were used to determine whether they could significantly affect PAD in organizations. Results of the descriptive statistics showed that SAM is a critical determinant of PAD as corroborated with the

result of interview findings. All those interviewed contended that SAM is an activity whose undertaking is worth for a successful PAD. According to the adjusted R square of the model, an increase in the levels of SAM by one unit would increase the levels of PAD by 61.1 per cent. With standard beta coefficients of .784, same as the correlation results, the researcher rejected the null hypothesis and accepted the alternate hypothesis, “*Strategic asset management is significantly related to public assets disposal in the Ministry of Public Service*”. It was concluded that SAM has a significant positive effect on PAD in organizations as found by the study.

#### **5.4.2 Asset disposal strategic planning**

The study aimed to establish the effects of ADSP on PAD in organizations using indicators of stakeholders’ management, needs assessment, analysis of physical disposal and disposal plans. According to the descriptive results, majority of the respondents agreed that ADSP is a critical factor for PAD. Those interviewed also justified this result of the descriptive statistics. Correlation results indicated an  $r$  value of .857 which explained a significant relationship among the variables. With the coefficients obtained on .857, the results indicated a significant effect on ADSP on PAD in organizations. The null hypothesis was therefore rejected by the researcher in preference of the alternate hypothesis “*Asset disposal strategic planning has a significant effect on Public Assets Disposal in Ministry of Public Service*”. As found out in the study, an increase in the level of ADSP increase PAD by 73.1 per cent. Thus, ADSP has significantly positive effect on PAD in organizations.

#### **5.4.3 Asset disposal mechanism**

The study has an objective of evaluating the effects of ADM on PAD in MoPS. This was done using four indicators of probity consideration, competitiveness, best returns and environmental impacts. Descriptive results indicated a strong tie between ADM and PAD as majority of the

respondents agreed. This result was corroborated by the interview results where all the interviewees expressed adherence to ADM would lead to success of PAD. Inferential statistics further confirmed the descriptive and qualitative result. Correlation result shows a very strong and significant relationship, seen from  $r = .794^{**}$ , with a significant value of  $p = .000$ , significant at the level of 0.01. With coefficients of .794, the researcher rejected the null hypothesis and accepted the alternate hypothesis “*Asset disposal a mechanism has as significant effect on public assets disposal in Ministry of Public Service*”. Accordingly, the study found and was concluded that that ADM has a positively significant effect on PAD in organizations

## **5.5 Recommendations**

The study makes the following recommendations based on the objectives of the study.

### **5.5.1 Strategic asset management**

Organizations need to align their SAM to utilization. It should therefore ensure that all requirements for a proper SAM must be in place and enforced. Management can do this in two ways. One by developing a robust SAM policy with clearly defined scope of people management system, reliable and easily accessible information, clearly defined asset data base and adequate allocation of asset management fund. Two, management should embrace automated SAM whereby all aspect of SAM is tailored to ICT, for example, computerized asset management system.

### **5.5.2 Asset disposal strategic planning**

As found out in the study, it's very important for organizations to align ADSP for proper utilization in order to satisfy the end for which PAD is intended to achieve. It is important for management to follow planning process as provided for in the Act and the Regulations.

Management and relevant units charged with planning process in the Ministry like policy and planning unit, PDU and departments must ensure that during the planning process, there is proper stakeholders' management, for example, by ensuring that all the relevant stakeholders are allowed to give in their inputs which should in acceptable circumstances be considered. They should ensure there is proper needs assessment during the planning process; for example, each asset user is made to bring on board particular need. They must carry out proper analysis of physical disposal by for instance, establishing through a test whether an asset isn't fit for use or not. Above all, they must ensure that disposal plan is in place with a secured approval by responsible authority and on a regular basis its implementation is checked and evaluated.

### **5.5.3 Asset disposal mechanism**

Findings have indicated that disposal mechanism as provided in the law is very critical for the success of PAD. It is therefore, important that management must ensure that ADM is aligned to proper utilization. There has to be strict adherence to disposal methods as provided for in the law. Responsible departments and PDU must ensure that impediments to probity considerations, competitiveness, best returns and environmental impact are properly done with. For example, in the case of environmental impact, expert opinions need to be obtained before eventual decision to dispose of an asset. For best returns, for example, thorough market survey needs to be carried out by the PDU before making decision as to the method to use to dispose of the asset. As for competitiveness and probity consideration due diligence has to be properly carried out by management and PDU before a decision is taken to dispose of the asset.

### **5.6 Limitations of the study**

This study is not without limitations. First, given the unique characteristics of PAD of an organization simply adopting success factors of other organizations may not provide the

exclusive list of CSFs for PAD functions in Uganda. Therefore, future studies may want to consider other critical success factors that are relevant in the context of Uganda by interviewing finance and public accountability experts in Uganda both the public and the private sectors. Second, with the complex nature of individual PAD, using a questionnaire to identify the CSFs for PAD in general may not be the best method.

The findings of the current study were drawn from all the departments in the Ministry. The number of individuals who vehemently responded to the questionnaire and interview schedule would be sufficient to generalize the findings. The response of those from whom primary data were collected from might prove a weakness of the study. The number of those who answered questions in the questionnaire and those who were interviewed, in addition to the consulting staff members but all included in the study might have generated more insights into the findings of the study. The number of respondents to the study was restricted by the resources, including the limited amount of time, available for the study.

The study was based on the public sector, due to its convenience to the researcher, and the relative ease with which information could be accessed from such organizations. The public nature of such an organization inevitably resulted in the omission of a private organization perspective. The survey tools employed in the study were designed to collect data at organizational level. However, the study utilized responses at individual level for the relational statistical analysis, which required using large data set. Despite there being some redundant responses in the study, the data were aggregated at organizational level for both the descriptive and qualitative phases of analysis, which facilitated the triangulation of the findings.



## **5.7 Contributions of the study**

To the best of the researcher's knowledge, this study is the first relating to CSFs affecting PAD in Uganda. The researcher feels that this study will contribute to the existing body of knowledge on PAD policy and its development, whilst emphasizing the utilization of CSFs in the process. Citing Zairi and Dale, El-Gayed (2013) mentions that the provision of theory and knowledge specifically outside developed economies is a valid contribution of any research. As very little empirical literature exists in the context of Uganda, this research was timely. In consequence, the insights from this study contribute to knowledge in several ways, and these are discussed under theoretical and managerial contributions.

### **5.7.1 Theoretical contributions**

The purpose of any scientific research is to add to the body of knowledge (Schryen, Wagner & Benlian, 2015). Following, this study helps extend and refine theory by enhancing knowledge in the field of dynamic capabilities. The study contributes to theoretical foundations relating to the CSFs perspective of the organizational functions concerning strategic dynamics of PAD. The theory generated in the study may be helpful to make sense of the complex relationship that underlie PAD and elucidates why efforts to improve PAD succeed in some circumstances but not others (Baker, 2011).

The main theoretical contribution of the study is that the mutually supporting relationship between CSFs and PAD has mostly, in the past been discussed at a theoretical and conceptual level, such as in the writings of El-Akruti and Dwight, R. (2013), Hastings (2010), and Muczyński (2015). Limited research has been undertaken to link the two concepts together empirically, as well as to determine the dimensions of SAM, ADSP and ADM on PAD, especially in an organizational context in developing countries. This study therefore partly

answers PPDA call for asset disposal process to be integrate with the whole-of-life purpose of an asset to achieve the vision of having useful assets at all times.

#### **5.7.1.1 Public assets disposal literature**

This study of the CSFs for PAD provides insights that enhance the understanding of the effects of the context. First, the study contributes to the theoretical foundation about the important role PAD plays in quality service delivery by organizations. The study supports other studies that have underlined the importance of disposing unwanted assets towards quality service delivery provision (Atiga, Adafula & Nyeadi, 2015, Susan & Namusonge, 2014, Wahome & Marendi, 2015). Further in this contention of the importance of PAD to organizations, this study also contributes to the literature about this cardinal function a government has to perform. On the other hand, the evidence of successful PAD shows that organizations cannot neglect assets whenever their benefits to the organization are no more. These combined evidences for PAD from this study contributes to the view that organizations need to do more with disposing unwanted assets perhaps little thought of before.

#### **5.7.1.2 Critical success factors for public assets disposal literature**

This study makes several contributions to the literature on CSFs for PAD. First, this study contributes to the rational/non-rationality view concerning the utilization of CSFs in regard to assets disposal process. In this connection, this study supports and extends studies that suggest that under conditions of uncertainty and complexity, managers may often not follow a rational model in their decision making, for instance, non-compliance with the requirements for assets disposal provided under the law (Backer & Wan Yusoff, 2015, Basheka & Sabitti, 2011, Bashuna, 2013). Rather, in such circumstances, managerial decision making may be influenced by several factors that instead lead to failure to dispose of assets that are due.

This study also contributes to literature concerning the influence of SAM, ADSP and ADM on PAD. In this context, this study does not only enhance the understanding of how these CSFs who shape the dynamics of absence of PAD in organizations. For example, in the study of disposal rates in government organizations in Kenya, Susan and Namusonge (2014) noted that these factors are very critical for PAD to succeed. Hence, the overall conclusion that can be drawn from this empirical evidence is that these CSFs exhibit high influence on PAD.

### **5.7.2 Managerial contributions**

In management research, a case study identifies and refines construct and their relationships, develop and confirm proposition, and embed construct with a layer of relationship (Stones, 2010). This study offers several contributions to practitioners in the explored theoretical, sectoral and organizational contexts. The primary aim of any organization is to satisfy its clients. Therefore, the managerial contribution of this study is commenced by pinpointing PAD outcome and the CSFs insights that contribute to the outcome. However, managers are reminded of the importance of including all SSFs of CSFs in their asset disposal process.

On the point of CSFs-, SAM, ADSP and ADM it has to be noted that they have strong positive relationship to PAD. The influence of these factors across the dimensions of PAD process ought to be empowered. Managers are also reminded that, in addition to the role that CSFs play in promoting efficient and effective PAD, it is important to note that some degree of inter-connection might exist between the individual CSFs. Therefore, in order to maximize their PAD strategic decision making effectiveness and organizational performance, managers must ensure that necessary steps are taken to achieve a good fit between the CSFs.

In terms of policy, the major contribution made by the study relates to it providing an empirical test of the relationship between CSFs and PAD in organizational contest in a developing country,

namely Uganda. Organizations in developing countries especially in Africa faces many challenges which threaten their ability to provide quality services. The PAD in those countries through proper utilization of CSFs could provide one of the platforms for building their competencies and ability to provide quality services. This study has contributed to the provision of such a framework in terms of which such a platform could be achieved.

In terms of interventions, the study proposed the PAD concept, which upholds the view that, as with any other functions of the organization, assets needs to be disposed of whenever due, entailing proper identification and preparation for subsequent disposal to enable the organization to benefit, together with its simultaneous nurturing by means of continuous process. Such a concept, therefore, relies on the following three precepts namely that SAM, ADSP and ADM be utilized and pursued together for maximum benefit of the organization concerned and that, in implementing such initiatives, their focus constitute critical success factors for public assets disposal.

## **5.8 Areas recommended for future research**

In the current complicated and volatile environment, organizations face a series of key challenges when it comes to handling PAD. This study is a milestone of further research in the field of PAD in developing countries in general and Uganda in particular. The findings demonstrated that important CSFs for PAD in organizations to include; SAM, ADSP and ADM. This study should therefore be expanded further in future in order to determine the effect of CSFs on PAD on a wide scale rather than a single case like this.

This study focused mainly on CSFs content, but less critical factors do affect PAD. Future research is needed to address such content as well. Future research initiatives might investigate

how the interface of CSFs and PAD impacts on the sustainability of quality service delivery by an organization.

Furthermore, the study provides some insight on the association between CSFs and PAD in organizations in Uganda, which, arguably, are differently structured to other organizations, such as for profit organizations, non-governmental organizations. In order to concertize, such a framework of association, it is necessary to replicate the study with other organizations, such as community-based organizations and organizations devoid of public nature.

The study focused only on officers in salary scale U1-U4 as the source of information upon which conclusions were drawn. As there are also other categories of employees: U5-U8, contract staff and political appointees, who both individually and collectively use public assets, future studies in the same subject area should include such employees.

The study proposed proper utilization of CSFs as a means of addressing the challenges in regards to PAD in organizations. Future research is needed to validate such a concept empirically, as well as to determine its applicability to other sectors of the economy in both developing and developed world perspectives.

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# APPENDICES

## Appendix 1: Survey questionnaire

Questionnaire Number

### PART A: GENERAL INFORMATION ABOUT YOURSELF

For questions A1 to A5 below, please tick [] all relevant answers.

**A1. Sex:** 1= [] Male; 2 = [] Female

**A2. Age:** 1= [] 20-30 years; 2= [] 31-41 years; 3 = [] 42-52 years; 4 = [] 53-60 years

**A3. Education:** 1= [] Post graduate; 2 = [] Bachelors; 3= [] Diploma; 4=[] Others (Specify).....

**A4. Years of service:** 1= [] Less than 1 year; 2 = [] 1-3 years; 3= [] 3-4 years 4= [] 5 years or more

**A5. Managerial position:** 1= [] Lower; 2=[] Middle; 3=[] Top

### PART B: DEPENDENT VARIABLE: SUCCESS SUB-FACTORS OF CRITICAL SUCCESS FACTORS

<b>B1</b>	<b>Strategic asset management: Please indicate, using the 5-point scale below for each of the listed items, how assets can be managed:</b>							
	<i>Strongly Disagree, Disagree, Neutral, Agree, Strongly Agree</i>	1	2	3	4	5		
		<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>		
<b>B.1.1</b>	<b>PEOPLE MANAGEMENT</b>							
	Asset management requires well trained personnel							
	There is need for close supervision of personnel managing assets							
	A good asset management requires specialization							
	Workers need requisite skills to manage assets well							
<b>B.1.2</b>	<b>INFORMATION</b>							
	There is need for transparent information in asset management							



Asset information needs to be easily accessed

**B.1.3 ASSETS**

Proper asset management requires a single data base of the assets

There must be clear asset management objectives

Operational guidelines for asset management have to be clear enough

Cost of asset valuation must be duly met

**B.1.4 FINANCES**

Adequate funds must be provided for proper asset management

There must be a functional audit unit to ensure proper asset management

**B2 Asset disposal strategic planning: Please indicate, using the 5-point scale below, the extent to which you agree/disagree with each of the following statements in relation to the importance of strategic asset disposal planning:**

<i>Strongly Disagree,</i>	<i>Disagree,</i>	<i>Neutral,</i>	<i>Agree,</i>	<i>Strongly</i>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<i>Agree</i>									
<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>					

**B2.1 STAKEHOLDERS' MANAGEMENT**

Disposal needs must be identified by the stakeholders

Stakeholders must be actively involved in the disposal process

Stakeholders should to budget for disposal proceedings

**B2.2 NEEDS ASSESSMENT**

Enough funds must be allocated for disposal planning

There should be an independent valuation of assets due for disposal

**B2.3 ANALYSIS OF PHYSICAL DISPOSAL**

Opportunities to increase the value of asset due for disposal must be explored

There has to be a clear criteria for disposal award

Market survey must be done before planning for disposal

**B2.4 DISPOSAL PLAN**

An annual disposal plan must be made by responsible stakeholders

Disposal plan needs to be approved by responsible authority

Disposal plan must take into consideration disposal provided in the



**PART C: DEPENDENT VARIABLES: PUBLIC ASSETS DISPOSAL**

<b>C1</b>	<b>Efficiency: using the 5-point scale below, please circle the appropriate number relating to the extent to which the following actions are taken with regard to efficiency of public assets disposal in the ministry:</b>								
	<i>Strongly Disagree, Disagree, Neutral, Agree, Strongly Agree</i>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>			
		<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>			
C1.1	Asset disposal in the ministry is conducted with the lowest cost possible								
C1.2	Asset disposal in the ministry usually attain the objectives its intended to achieve								
C1.3	Asset disposal is conducted in an appropriate manner in the ministry								
<b>C2</b>	<b>Effectiveness: using the 5-point scale below, please circle the appropriate number relating to the extent to which the following actions are taken with regard to effectiveness of public assets disposal in the ministry:</b>								
C2.1	Systems and processes in the ministry drives the right behaviors of the employees								
C2.2	There is credible and capable leadership in the ministry								
C2.3	Positive work environment exists in the ministry								
C2.4	Quality is the key determinant of disposal proceedings								
<b>C3</b>	<b>Efficacy: using the 5-point scale below, please circle the appropriate number relating to the extent to which the following actions are taken with regard to efficacy of public assets disposal in the ministry:</b>								
C3.1	There is conformance to specifications of assets due for disposal								
C1.8	Asset disposal is done to the satisfaction of asset users								
C1.9	There is strict compliance with disposal statutory requirements								
C1.10	Disposal objectives are duly achieved								

*Source: Literature review especially sources given in Appendix 1 and Bartuševičienė and Šakalytė (2013); Pinprayong and Siengthai (2012);*

**Thanks for your participation!!!**

## Appendix 2: Interview guide

### Critical success factors for public assets disposal in organizations: A case study of Ministry of Public Service, Uganda

Dear Dr/Mr./Ms.....

Interview Guide No:

I, **Peter Adoko Obicci** am a master's student in the school of Management Science, Uganda Management Institute. I am collecting data on critical success factors for public asset disposal in Uganda for my dissertation. May you kindly spare me some little time to answer the following questions?

#### Section A: Information about yourself

1. What is your age? 1=  20-30 years; 2=  31-41 years; 3 =  42-52 years; 4 = 53-60 years
2. What is your highest level of education? 1=  Post graduate; 2 =  Bachelors; 3=  Diploma; 4=  Others (Specify).....
3. How long have you been in service? 1=  Less than 1 year; 2 =  1-3 years; 3=  3-4 years 4= 5 years or more
4. What is your managerial position? 1=  Lower; 2= Middle; 3= Top

#### Section B: Strategic asset management

5. What is your understanding of strategic asset management?

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6. In your view, what are the activities being implement strategic asset management in the ministry?

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7. What are the challenges in strategic asset management in the ministry?

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8. Is there any effort the ministry is making to overcome these challenges? If yes, name them

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.....  
9. What other three best ways do you think these challenges can be overcome?

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**Section C: Asset disposal strategic planning**

10. Please describe how asset disposal planning takes place in the ministry?

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11. Are there any recognizable asset disposal planning strategies being implemented by your ministry? If so, name them

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12. Name at least three challenges being faced in asset disposal planning for the ministry

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13. Suggest ways of overcoming these challenges

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**Section D: Asset disposal mechanism**

14. Would you consider the ministry as conforming to the requirements of asset disposal process according to the PPDA Act? Explain why/why not

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15. Comment on asset disposal process in the ministry

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16. Explain some strategies/activities being implemented by your ministry to enhance asset disposal processes

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Thanks for according me the chance to interact with you. In case of need, I hope you will offer me another chance. Stay well. Best wishes.

### Appendix 3: Documentary analysis guide

Document analysis guide No:

#### A. Documents authenticity

##### 1. Kind/type of document

Documentation

Report

Newsletter

Information Brochure

Invitation

Receipt

Government document,

Diary

Journal entry

Others (specify)

##### 2. Physical characteristic

.....

##### 3. Date of the document

.....

##### 4. Place of the document

.....

##### 5. Author of the document/responsible person for content

.....

6. Audience intended

.....

**B. Document information**

7. Main topics

.....  
.....  
.....

8. Target group of the content

.....  
.....  
.....

9. Critical issues addressed

.....  
.....  
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.....  
.....

10. Addressor of the issues

.....  
.....  
.....

11. Relation between writer and audience

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.....  
.....

12. Unanswered gaps

.....  
.....  
.....  
.....  
.....



## Appendix 4: Request for permission

C/O MINISTRY OF GENDER, LABOR AND SOCIAL DEVELOPMENT

P.O BOX 7136,

KAMPALA

Cell phone: 0786867975

Email: [adokaodoko@gmail.com](mailto:adokaodoko@gmail.com)

20<sup>th</sup> July, 2016

The Permanent Secretary  
Ministry of Public Service,  
P.O Box 7003,  
Kampala.



### Re: Request for permission

I am a student at the School of Management Science, Uganda Management Institute-Kampala, pursuing a course leading to the award of a **Masters in Public Procurement** of the Institute. I am collecting data for my dissertation on the topic "*Critical Success Factors for Public Assets Disposal in Organizations: A study of Ministry of Public Service, Uganda*" (See attached)

This is to request for permission to collect data from your ministry to enable me compile a report for my dissertation.

In case of need, I shall be happy to share the findings with you after the production of the final report.

I wait for your kind response.

Yours truly,

**Peter Adoko Obicci**

Reg, No: 14/MPP/3/003

## Appendix 5: Letter of authorization for data collection



# UGANDA MANAGEMENT INSTITUTE

Telephones: 256-41-4259722 /4223748 /4346620

256-31-2265138 /39 /40

256-75-2259722

Telefax: 256-41-4259581 /314

E-mail: admin@umi.ac.ug

Plot 44-52, Jinja Road

P.O. Box 20131

Kampala, Uganda

Website: <http://www.umi.ac.ug>

Your Ref:

Our Ref: G/35

19 July 2016

Mr. Peter Adoko Obicci

Dear Mr. Obicci,

### FIELD RESEARCH

Following a successful defense of your proposal before a panel of Masters Defense Committee and the inclusion of suggested comments, I wish to recommend you to proceed for fieldwork.

Please note that the previous chapters 1, 2 and 3 will need to be continuously improved and updated as you progress in your research work.

Wishing you the best in the field.

Yours Sincerely

A handwritten signature in blue ink, appearing to read 'Stella Kyohairwe', is written over a horizontal line.

Stella Kyohairwe (PhD)

AG. HEAD, POLITICAL AND ADMINISTRATIVE SCIENCE

## Appendix 6: Introductory letter from the Institute



# UGANDA MANAGEMENT INSTITUTE

**Telephones:** 256-41-4259722 /4223748 /4346620  
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**Telefax:** 256-41-4259581 /314  
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Kampala, Uganda  
Website: <http://www.umi.ac.ug>

Your Ref:

Our Ref: G/35

19 July, 2016

TO WHOM IT MAY CONCERN

### MASTERS IN MANAGEMENT STUDIES DEGREE RESEARCH

**Mr. Peter Odoki Obicci** is a student of the Masters in Public Procurement of Uganda Management Institute 3<sup>rd</sup> Intake 2014/2015, **Reg. Number 14/MPP/03/003**.

The purpose of this letter is to formally request you to allow this participant to access any information in your custody/organization, which is relevant to her research.

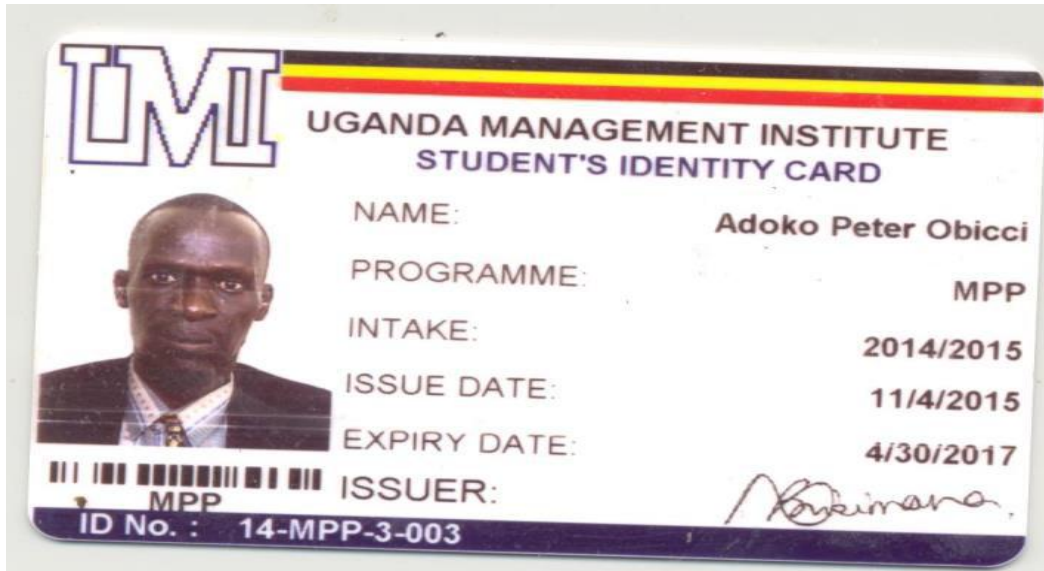
His research Topic is: "*Critical Success Factors for Public Assets Disposal in Organizations: A study of Ministry of Public Service, Uganda*".

Yours Sincerely,

PP

Stella Kyohairwe (PhD)  
AG. HEAD, POLITICAL AND ADMINISTRATIVE SCIENCE

**Appendix 7: Photocopy of student's identity card**



## Appendix 8: Letter of permission from the Permanent Secretary

TELEPHONE: 250534/6  
: 250557/8  
: 250565  
FAX LINE : 255463/4  
E-mail : [ps@publicservice.go.ug](mailto:ps@publicservice.go.ug)

IF ANY CORRESPONDENCE ON  
THIS SUBJECT PLEASE QUOTE NO: HRD/109/01



THE REPUBLIC OF UGANDA

MINISTRY OF PUBLIC SERVICE  
P.O. BOX 7003  
KAMPALA, UGANDA

*Received*  
*[Signature]* 5/8/2016

3<sup>rd</sup> August, 2016

Mr. Peter Adoko Obicci  
Ministry of Gender, Labour & Social Development  
P. O. Box 7136  
**KAMPALA**

### **PERMISSION TO CONDUCT RESEARCH AT THE MINISTRY OF PUBLIC SERVICE**

Reference is made to your letter dated 20<sup>th</sup> July 2016, requesting for permission to conduct research at this Ministry for your Masters Degree in Procurement studies at Uganda Management Institute, Kampala.

Permission has been granted to you to carry out the Research for one month effective 8<sup>th</sup> August 2016 to 9<sup>th</sup> September 2016 under Procurement and Disposal Unit - Finance and Administration Department.

By copy of this letter, the head of the department is hereby informed.

*[Signature]*

Florence Tayebwa-Muhwezi (Mrs.)  
For: **PERMANENT SECRETARY**

Cc: Head Procurement and Disposal Unit

## Appendix 9: Survey questionnaire cover letter

C/O MINISTRY OF GENDER, LABOUR AND SOCIAL DEVELOPMENT

Kampala

6<sup>th</sup> August, 2016

Dear Participant,

I am a Master's student at Uganda Management Institute, Kampala, currently preparing my Master's project on "*Critical Success Factors for Public Assets Disposal in Organizations: A case of Ministry of Public Service, Uganda*". This study seeks to investigate the relationship between success sub factors and public assets disposal in Ugandan organization. This aim cannot be achieved without your and other participants' cooperation in completing the attached questionnaire. It's my humble appeal that you spare some few minutes to answer all the questions in the questionnaire.

I assure you of utmost confidentiality in respect to the information you will give. I will never disclose to any third party under whatever circumstances unless with your express permission. Should you need further information or clarification regarding this research project, please do not hesitate to contact me or my supervisors at the contacts below. Please receive my sincere thanks, in advance, for accepting to answer this questionnaire as well as your cooperation in completing it.

Yours truly,



**Peter Adoko Obicci**

### RESEARCHER

Cell phone: +256 786 867975, E-mail: [adokoadoko@gmail.com](mailto:adokoadoko@gmail.com)

### SUPERVISORS

Dr. Stella Kyohairwe- Cell phone: +256 779-529692, E-mail: [stella.kyohairwe@gmail.com](mailto:stella.kyohairwe@gmail.com)

Ms. Pross Nagitta Oluka- Cell phone: +256 772 511590, E-mail: [nagittaoluka@gmail.com](mailto:nagittaoluka@gmail.com)