

**MAKERERE UNIVERSITY**  
**MAKERERE UNIVERSITY BUSINESS SCHOOL**  
**SUPPLIER CAPACITY, ENTREPRENEURIAL CULTURE AND PUBLIC**  
**PROCUREMENT PARTICIPATION OF WOMEN OWNED BUSINESSES IN UGANDA**

**BY**

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**A DISSERTATION SUBMITTED TO MAKERERE UNIVERSITY BUSINESS SCHOOL**  
**(FACULTY OF GRADUATE STUDIES AND RESEARCH) IN PARTIAL**  
**FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF**  
**A DEGREE OF MASTER OF SCIENCE IN PROCUREMENT**  
**AND SUPPLY CHAIN MANAGEMENT OF**  
**MAKERERE UNIVERSITY**

**PLAN 'A'**

**DECEMBER, 2021**

## DECLARATION

I, **NAMULUTA KHADIJA RAMADHAN** declare that this dissertation Titled “**Supplier Capacity, Entrepreneurial Culture and Public Procurement Participation of Women Owned Businesses in Uganda**” is my own original work and it has never been submitted to Makerere University Business School or any other institution of higher learning for any award.

Signature: ..... Date: .....

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**APPROVAL**

This is to certify that this dissertation has been submitted with our approval as university research supervisors.

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Signature: ..... Date: .....

**Assoc. Prof. Namagembe Sheila**

## **DEDICATION**

I, **Namuluta Khadija Ramadhan** dedicate this dissertation to my parents, family and all my friends. Truly I wouldn't have achieved my dream without their presence and support.

## **ACKNOWLEDGEMENT**

First and foremost, I extend my thanks to the Almighty ALLAH for enabling me complete this piece of work successfully.

I would like also to extend my sincere appreciation to my Supervisors Dr. Levi Kabagambe and Assoc. Prof. Namagembe Sheila for their guidance, support and encouragement. Their professional guidance, astute suggestions and immense cooperation was of immeasurable benefit in this piece of work.

My special gratitude goes to my parents, Hajj Ramadhan Noah and Ms. Jamilah Namuluta, brothers, Muhamad Kibowa, Seif Ramadhan and the Director Hared Petroleum Limited, Hajj Nurdin Yusuf for their sacrifice in terms of financial and non-financial support they provided to me during my academic journey.

Finally, I would like to appreciate my dearest friends Joel Makepu and Maali Herbert in different capacities for the motivation and courage they gave me during this journey. May the Almighty ALLAH reward them abundantly.

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## **ACRONYMS/ABBREVIATION**

ACCA – Association of Chartered Certified Accountants

DCT – Dynamic Capability Theory

GDP – Gross Domestic Product

IGC – International Growth Centre

IISD – International Institute for Sustainable Development

ILO – International Labour Organization

ITC – International Trade Centre

PP – Public Procurement

PPDA – Public Procurement and Disposal of Assets

SMEs – Small and Medium Enterprises

SPSS – Statistical Package for Social Sciences

UBOS – Uganda Bureau of Statistics

UN – United Nations

USD – United States Dollar

WOBs – Women Owned Businesses

## **ABSTRACT**

The purpose of the study was to ascertain the relationship between supplier capacity, entrepreneurial culture and public procurement participation of women-owned businesses. The persistent low number of bids received from women-owned businesses and failure to win contracts was a prime motivation for this study. A cross-sectional quantitative design was used in the study with a sample of 297 respondent firms, but only 249 responses were obtained. The reliability and validity of the data collection instrument were established using a Cronbach Alpha coefficient and a content validity index respectively. Data were analyzed using SPSS version 23 software with a focus on descriptive statistics, Pearson correlation and regression analyses, and Smart PLS for mediation analysis. The Pearson correlation coefficients showed a positive and statistically significant relationship between supplier capacity, entrepreneurial culture and public procurement participation of women-owned businesses. Also, a partial mediation effect of entrepreneurial culture in the relationship between supplier capacity and public procurement participation was established. Further, the regression analysis results indicated that both supplier capacity and entrepreneurial culture are statistically significant predictors of public procurement participation of women-owned businesses, accounting for 43.7%. It was therefore concluded that improved supplier capacity and good entrepreneurial culture results in public procurement participation of women-owned businesses. Recommendations were suggested including the need by the PPDA Authority in collaboration with the firms' management to consider developing these firms' capacities both financially and technically so as to participate easily in public procurement; need by the firms to always adhere to tax obligation and properly file their financial records, need to develop and practice good entrepreneurial culture which fosters flexibility and instills confidence in firms.

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.0 Introduction**

This chapter discusses the background to the study, statement of the problem, purpose of the study, objectives of the study, research questions, scope of the study, significance of the study and the conceptual framework as below.

### **1.1 Background to the Study**

Globally, public procurement is recognized as a vehicle to help governments achieve social goals and sustainable economic development (International Institute for Sustainable Development (IISD), 2013). This explains the high budget allocation of approximately 10-15% of the Gross Domestic Product (GDP) in developed countries and over 30% in developing countries (International Trade Centre (ITC), 2014). This spending call for equal participation by all key stakeholders aimed at ensuring a democratic and accountable public procurement regime. Unfortunately, women owned businesses receive only tiny and frequently undocumented share of that market, which is estimated to only 1%, partly due to various barriers. In fact, women entrepreneurs are among the disadvantaged or special interest groups in many developing economies. Yet, the UN High-Level Panel report on Women's Economic Empowerment (2016) recommends that governments 'deliver gender-smart employment and procurement practices'. It has been hypothesized that if women played an identical role in labor markets to that of men, as much as USD 28 trillion, or 26 per cent, could be added to the global annual Gross Domestic Product by 2025 (McKinsey, 2015). However, efforts to achieve this are still futile.

In Uganda, women owned businesses make up 38.2% of the registered small and medium businesses (International Trade Centre (ITC), 2011), putting it in the first place globally with even much hopes of growth (MasterCard Foundation, 2019). These businesses are governed by the Public Procurement and Disposal of Assets (PPDA) Act (Amended in 2014), which has a preference scheme (section 59) in place where advantage is given to local bidders in the procurement of works, goods and services. It also has a reservation scheme which serves to favor specified bidders. However, this scheme has not been exercised in favor of women owned businesses in the past. This is evidenced by 38% of women owned businesses that had never participated in public procurement bidding, 31% that had just done so a few times, 14% that regularly participated and only 8% that participated very often. 56% of women owned businesses never succeeded in getting a government contract, 19% did a few times, 14% just once, 8% regularly and 3% very often (PPDA annual report, 2017). Factors for non-participation or low participation have not been given significant attention and yet some reports as well as scholars suggest that the participation of women owned firms is limited by, among other factors, lack of supplier capacity whereby the less the capacity the more unlikely to participate and entrepreneurial culture where a favorable culture leads to greater levels of participation (Uyarra, 2010; Hayton & Caciotti, 2012; PPDA annual report, 2017). These measures have negatively affected Women Owned Businesses' (WOBs') ability to sell to large buyers. Failure to address this problem(s) will continue to limit the participation by eligible entities in public procurement and also undermine efforts of the government to achieve social goals and sustainable economic development (McKinsey, 2015).

The foregoing suggests that public procurement participation of women owned businesses is a serious concern in Uganda and that Dynamic Capability Theory (DCT) by Teece, Pisano and

Shuen (1997) could provide an appropriate theoretical lens through which to understand the problem. The theory suggests that firms should have the ability to integrate, build, and reconfigure internal and external competences to address rapidly changing environments (Teece et al., 1997). It stresses the significance of revising resources (financial and technical) as well as adapting to the culture of change that manifests in a business environment. The theory also assumes that a firm should have the capacity to purposefully create, extend, or modify its resource base” so as to be competitive in the market (participation in public procurement) (Helfat et al., 2007). In other words, suppliers who possess both financial and technical capacities can easily overcome or adapt to the culture of doing business hence participation in procurement.

With a lot of things to take care of in public procurement, participation of women owned businesses remain serious issue of discussion in both academic and professional disciplines. A lot have been written over the past years about participation in public procurement (see for example, Saastamoinen, Reijonen & Tammi, 2017; Korir, 2018; Hoekman & Sanfilippo, 2019, among others). However, little or no significant attention has been given to public procurement participation by women owned business specifically in Uganda, something that propelled the researcher to conduct this study.

## **1.2 Statement of the Problem**

Participation of women owned businesses in public procurement is crucial for sustainable development of any nation. This notion is more relevant in Uganda where women account for 50.71% of the population (World Bank, 2021). However, participation of women owned businesses in public procurement in Uganda remains low, with the majority not bothering to submit bids and for those that do, over 56% of such businesses fail to meet thresholds to win contracts or

meet expectations of the procuring and disposing entities (PPDA annual report, 2017). Those who participate are assumed to involve their male colleagues in the process. Consequently, men have become the dominant actors in the procurement sector, at the expense of the women. While capacity of suppliers and culture of entrepreneurship are known to foster public procurement participation (Korir, 2018), these factors have not been given sufficient empirical scrutiny in the context of public procurement in Uganda. Lack of supplier capacity as well as failure to overcome an entrepreneurial culture appears to largely favor male owned businesses (PPDA annual report, 2017). If this trend is not addressed, the government's aspirations of promoting gender-responsive procurement and empowering women owned businesses to actively participate and win government contracts in Uganda may not be achieved. Therefore, there is need to examine the relationship between supplier capacity, entrepreneurial culture and public procurement participation of women owned businesses in Uganda in a bid to uncover any significant associations and facilitate the required management and policy interventions.

### **1.3 Purpose of the Study**

The purpose of the study was to ascertain the relationship between supplier capacity, entrepreneurial culture and public procurement participation of women owned businesses in Uganda.

### **1.4 Objectives of the Study**

- (i) To establish the relationship between supplier capacity and public procurement participation of women-owned businesses in Uganda.
- (ii) To establish the relationship between entrepreneurial culture and public procurement participation of women-owned businesses in Uganda.



- (iii) To establish the mediating role of entrepreneurial culture in the relationship between supplier capacity and public procurement participation of women-owned businesses in Uganda.

## **1.5 Research Questions**

- (i) What is the relationship between supplier capacity and public procurement participation of women-owned businesses in Uganda?
- (ii) What is the relationship between entrepreneurial culture and public procurement participation of women-owned businesses in Uganda?
- (iii) What is the mediating role of entrepreneurial culture in the relationship between supplier capacity and public procurement participation of women-owned businesses in Uganda?

## **1.6 Scope of the Study**

### **1.6.1 Content scope**

The study looked at supplier capacity as the independent variable and procurement participation of women-owned businesses in Uganda as the dependent variable. Entrepreneurial culture featured as the mediating variable. Interrelationships between these variables as reflected in the study objectives were also looked into.

### **1.6.2 Geographical scope**

The study covered women owned businesses operating in Kampala simply because it is an urban area where most women entrepreneurs conduct their businesses (UBOS report, 2020) and from where they have a bigger opportunity to participate in public procurement. It was specifically undertaken in Kampala district where several women owned firms are domiciled.

### **1.6.3 Time scope**

The study was cross-sectional in nature and was conducted for a period of five (5) months, from March 2021 to July 2021. This time was sufficient for data collection, analysis and dissertation writing.

### **1.7 Significance of the Study**

The study is relevant in several ways and to different stakeholders:

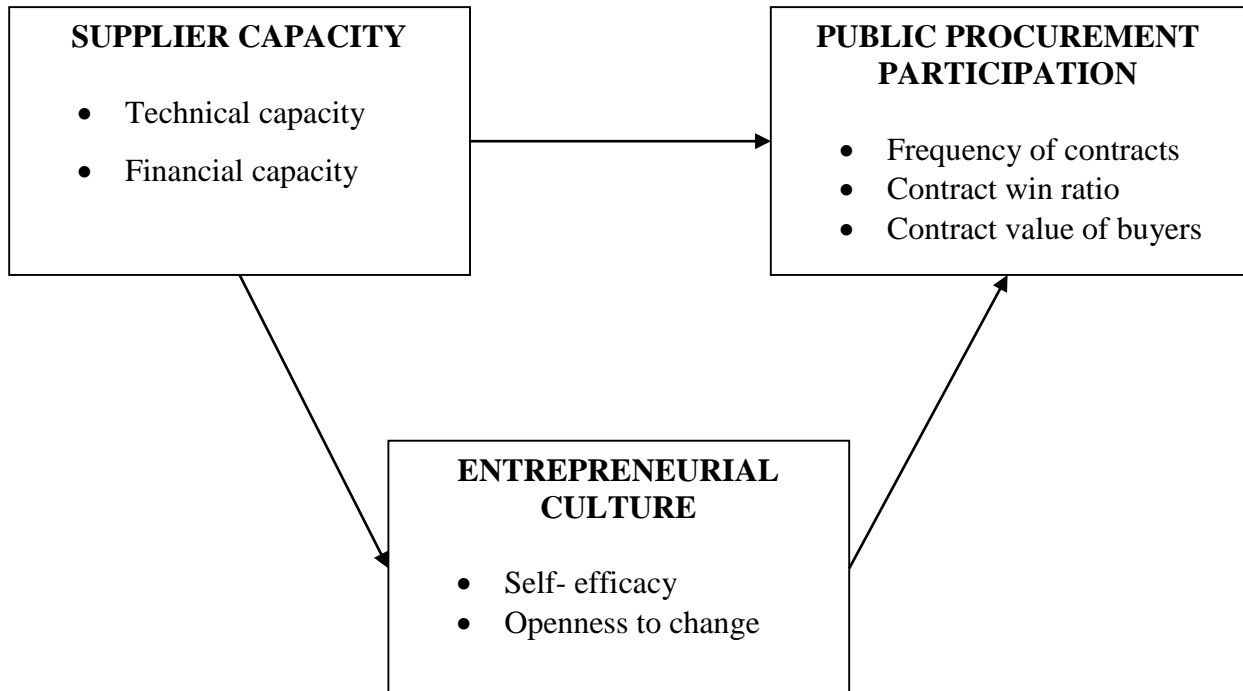
To the women owned firms, this study may help the women owned firms to improve on their capacity to participate in public procurement. The study is expected to reveal underlying causes of poor participation thereby providing insight to women owned firms on how these can be addressed so that better levels of participation is realized.

To future researchers, the study is a resourceful material for academic research because it forms a basis for further research in participation by women owned firms in public procurement by academia like researchers and students because it has not been widely studied in Uganda and across the globe. The study provides a more up to date and richer source of debate into the subject matter, for the benefit of all stakeholders.

To the policy makers, including government of Uganda and related agencies, this study is expected to furnish them with information on the state and antecedents of performance of women owned firms in public procurement in Uganda. The information will be used to design appropriate interventions to spur their growth and competitiveness.

## 1.8 Conceptual Framework

*Figure 1: Conceptual Model*



*Source:* Modified from Flynn & Davis (2016).

### Explanation of the Framework

The conceptual framework above highlights the major variables of the study as supplier capacity, entrepreneurial culture and public procurement participation. Supplier capacity is the independent variable and public procurement participation is the dependent variable while entrepreneurial culture is the mediating variable. The framework shows that entrepreneurial culture mediates the relationship between supplier capacity and public procurement participation. It also shows that supplier capacity itself influences public procurement participation. Supplier capacity is necessary but not a sufficient condition (PPDA, 2014). Entrepreneurial culture is very critical because it looks at the perception that firms have (Mokhber et al., 2016) that they shall be able to effectively translate the supplier capacity built for example skills into a chosen outcome hence participation

in public procurement. Therefore, supplier capacity may be linked to entrepreneurial culture and public procurement participation of women owned businesses and entrepreneurial culture may also influence public procurement participation of women owned businesses.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

This chapter highlights the views and opinions of several scholars on supplier capacity, entrepreneurial culture and participation of women owned firms in public procurement. It includes the theoretical literature, conceptual literature and literature regarding relationships between the study variables.

#### **2.1 Theoretical Review – Dynamic Capability Theory (DCT)**

Theory is a simplification of reality through description and explanation of the complexity and dynamics of a phenomenon, behavior or situation across contexts and over time (Svensson, 2013). The study will be guided by the dynamic capability theory. According to the theory, members of a strategic network are assumed to be self-interested, but to recognize that their individual self-interest is best served by working collectively. In this environment, public procurement has become much more complex than ever before, and public procurement officials must deal with a broad range of issues. They have been walking on a tight rope in balancing the dynamic tension between (a) competing socioeconomic objectives, and (b) national economic interests (Kansiime, Ntayi & Ahimbisibwe, 2017).

In organizational context, dynamic capability is the capability of an organization to purposefully adapt an organization's resource base. The concept was defined by Teece, Pisano and Shuen in their 1997 paper as "the firm's ability to integrate, build, and reconfigure internal and external competences to address rapidly changing environments" (Teece et al., 1997). In the context of strategic purchasing, a key dynamic capability is the role of purchasing in acquiring and

assimilating knowledge and technology resources from within the firm and across its supply network and applying it to commercial ends (Barney, 2012; Chen, Paulraj & Lado, 2004; Priem & Swink, 2012). A supplier with the capacity and the right entrepreneurial culture is expected to have the capability to participate in public procurement, irrespective of the scale, or the gender of its owners.

## **2.2 Women Entrepreneurs and Government Tenders**

Governments advertise tenders to procure the goods and services required for the day-to-day running of public services (Kirton, 2013). Chin (2017) notes that “governments are often the single largest purchasers of products and services in their countries”. Each year, governments all over the world spend substantial amounts of money buying products and services for public consumption and for implementing public works (Chin, 2017). Government tenders thus represent growth opportunities for women-owned businesses (Korir & Wanambiro, 2017). The African Development Bank (2014) and Chin (2017) concur that governments are using public procurement as an essential tool to achieve their socio-economic goals of reducing poverty and equitable income distribution. According to the African Development Bank (2019), the global public procurement market has become highly lucrative. In developed countries, public procurement contributes between 10% and 15% of Gross Domestic Product (GDP), while in developing nations it accounts for 30% (African Development Bank, 2019; United Nations, 2019). The Zimbabwean government spends approximately 40% of GDP on public procurement (Dube, 2018). A limited number of women benefit from this global market despite the fact that they own a significant number of businesses in many countries (Derera, Chitakunye & O’Neill, 2014). For example, in Latin America, women own approximately 39% of small businesses (Basheka, 2018). Approximately 50% of businesses in the United States are owned by women entrepreneurs (Verveer & Azzareli,

2014), while the figure for South Africa stands at approximately 38% (International Finance Corporation, 2018). It is noted that less than 2% of global procurement business is awarded to women entrepreneurs (Vazquez & Sherman, 2013 as cited by United Nations, 2017). In developing countries, less than 1% of government tenders are awarded to women-owned businesses (Rimmer, 2017). These statistics highlight the challenges faced by women entrepreneurs in bidding for and securing government tenders.

### **2.3 The Nature of Women-Owned Enterprises in Uganda**

Amanda, Manuel and Blackden (2006) report on how challenges relating to women's lack of control over productive resources and assets, has been a systemic issue that has worked with the inequity in marital status and property ownership, which tend to intersect with cultural attitudes and beliefs to create formidable obstacles for women's emancipation. Across Africa, while women are reportedly a powerful force for growth and strong economic and political actors in the machinery of governments and form a formidable force in the private sector and civil society organizations where they are: policymakers, workers, property owners, entrepreneurs, educators, managers and boardroom members; this position has not translated into concrete tangible outcomes to benefit the majority of women especially in Uganda.

Some women have established their owned enterprises (big or small) a process that has seen them go through normal registration processes like other businesses owned by males. It has given them experience on what challenges the WOBs experience. While the delays and costs of registration and licensing processes of businesses for example impose a burden on all businesses, emerging evidence suggests that such requirements impose a disproportionate burden on enterprises headed by women. Evidence further suggests that women perceive the regulatory burden as greater than

men do, that women are “time poor” and therefore less inclined to formalize their businesses, and that enterprises headed by women are much more likely to be subject to harassment and bribes than businesses headed by men (Amanda et al., 2006). This current study on Uganda reported experiences where some women indicated the first ‘criteria’ for winning tenders in some agencies was acceptance of sexual favors from males who managed the tendering processes. Women are seen as “soft targets” (Amanda et al., 2006). Moreover, as Snyder (2000) reported, the contemporary story of female entrepreneurs in Uganda mirrors the country’s experience in the recovery from civil war and its legacy of death, destruction and fear. A “veritable explosion of Ugandan-African entrepreneurship was born out of the need to survive amidst chaos” (Snyder, 2000). The civil wars and economic crises that engulfed the country in the 1970s and early 1980s had profound demographic and structural impacts on any business initiative to reach acceptable levels.

The World Bank (2005) in The Gender and Growth Assessment study found that access to business development services and training, particularly in relation to financial management and exporting, were constraints to female entrepreneurial development. While women provided approximately 70% of the labor force, they were predominantly in the informal sector. This highlights their challenges in accessing resources, both tangible and intangible, which also continues to hinder their effective participation in the formal private sector. Some initiatives have undoubtedly been undertaken to address some of these challenges of women’s participation. Notable among these has been the establishment of women’s business associations which have undertaken advocacy, networking, and training roles although they are yet to cover the significant number of women, especially in the local governments where tendering opportunities exist, due to the decentralized nature of Uganda’s PP system. Government also attempted to integrate entrepreneurship courses



into the educational curriculum which is laudable and was anticipated at its incubation to help mitigate the negative attitudes that women entrepreneurs believed affected their business operations. The Uganda Investment Authority has also encouraged positive role models through the Distinguished Woman Investor of the Year Award at its annual awards ceremony (Amanda et al., 2006).

The barriers to WOBs are not unique to a single African country and take a varied nature. Hindrances to the participation of WOBs in PP span across borders and regions and are located at every stage of the PP process and almost in every government Ministry, Department or Agency (MDA). Internationally, key hindrances to WOBs' participation in PP include bundling, where small contracts for unrelated goods are bundled together to enjoy the economies of scale; corruption, lack of information on opportunities, and preferential treatment towards established contractors and by extension those predominantly male-dominated businesses; have stood in the way of increased participation of women in PP (Amanda et al., 2006).

The other challenges relate to companies fronting as WOBs when they are not. WOBs for example are defined in some countries to refer to businesses with a women ownership level of more than 50% while in other countries, they give a definition where a women owned if she was the principal signatory to the accounts of the company. Further hindrance relates to the processes of tendering which are unnecessarily complicated and require a lot of documentation which most women or their enterprises may not be able to afford because of a low financial base. The other problem has been blamed on procurement officers who do not appreciate how they can conduct procurement within the law by being supportive of the women's agenda. Perceived inadequate supply of women

bidding for contracts and a poor job done by those who have previously won government tenders due to lack of capacity, have equally been cited and documented (Amanda et al., 2006).

## **2.4 Supplier Capacity**

With today's interconnected manufacturing activities in the supply chain, a manufacturer commonly has many suppliers. The capacity planning function may need to be extended to suppliers in order to ensure supplier capacities are not exceeded for part usage planned by the manufacturer (Ding, Ragavan & Pollard, 2007; Ruiz-Torres, Mahmoodi & Ohmori, 2019). Supplier capacity refers to the power of a supplier to hold, receive or accommodate the procuring entity's expectations. This is in terms of volume and value of the items to be supplied (Ruiz-Torres, Mahmoodi & Ohmori, 2019).

Every organization knows it should be assessing supplier capacity through a streamlined supplier appraisal system. Most are deploying some sort of supplier performance measurement, whether it is a couple of rudimentary key performance indicators (KPIs) or more sophisticated data gathering and on-site assessment programs. But few purchasing and quality professionals are likely to answer "yes" when asked whether they are satisfied with their supplier assessment capabilities and results. With increased reliance on suppliers for one's own ability to meet customer requirements and expectations, and even, in some cases, to comply with legal and regulatory requirements, organizations are under increasing pressure to avoid supplier problems and to attract and retain the high performers, particularly among their strategic suppliers or long-term partners (Gordon, 2008; Ruiz-Torres et al., 2019).

Capable suppliers are a key element and a good resource in providing the supplies and services needed to ensure successful projection performance. Effective and efficient evaluation and

selection of the potential suppliers has become an important component to ensure that quality project supplies are delivered timely and at fair prices so as to achieve project scope, time, budget and quality. Hence, development of an effective and rational supplier selection model is naturally desirable (Durango-Cohen & Li, 2017). However, Yang, Lu and Xu (2017) posit that organizations can have an optimal distribution strategy of a supplier with limited capacity. The supplier may adopt the supplier-only role, be the solo seller in the market, or use the dual-channel strategy and compete with its downstream buyer. In comparison to the case of unlimited capacity, the supplier, the buyer, and consumers may all benefit from the supplier's limited capacity at the same time, leading to a "win-win-win" outcome. Supplier capacity is measured along the technical or financial capacity dimensions according to the PPDA Act (2014).

Financial capability analysis aids in determining the supplier's ability to remain financially solvent, and technical capability analysis helps determine whether the supplier has the technical ability and capacity to perform the work. Financial capability is essential for suppliers to assure continuity of supply and reliability of product quality. It is difficult for a financially weak supplier to maintain quality; a supplier who does not have sufficient working capital to settle an expensive claim and for a financially unsound supplier to work overtime to meet a promised delivery date (Bai & Sarkis, 2019). Technical analysis confirms the reasonableness of the type and amount of resources proposed by the supplier. This analysis covers the proposed types and quantities of materials, labor, processes, special tooling, facilities, the reasonableness of scrap and spoilage, and other factors set forth in the proposal (Tahardoost & Brard, 2019).

## **2.5 Entrepreneurial Culture**

As organizations become more complex and are confronted with increasingly difficult challenges associated with globalization, technology, risk management, and driving innovation, the entrepreneurial role emphasized by Schumpeter (1934) becomes more important than ever. This has made entrepreneurial culture an area worth investigation in management research for many years since the growth in technology-based business ventures. Many researchers have studied such type of culture from various perspectives, and in this study, the theoretical construct resembles with the Schein's (1985) prototype of organizational culture.

Many researchers have defined entrepreneurial culture mainly as a perception an individual has about his or her capabilities to perform at an expected level and achieve goals or milestones (Akhtar, 2008; Gaumer & Noonan, 2016; LaMorte, 2016). In the context of business, entrepreneurial culture may be described as attitudes, values, skills, and power of a group or individual working in an organization that is characterized by risk (Ali, Paris and Gunasekaran, 2019). Thus, an entrepreneurial culture consists of a group of individuals who have suppressed individual interests in an effort to achieve group success because group success will advance their individual interests.

According to Mokhber et al. (2016), entrepreneurial culture is measured along the self-efficacy and openness to change. The entrepreneurial self-efficacy is the perception of the confidence of the entrepreneurs in themselves in their own entrepreneurial capacities, before they are laid out to launch out in the business (Bandura, 1986). Schein (1985) describes that culture in an organization consists of an arrangement of shared, taken-for-granted expectations which can be held by the participants of the institute and imparted to the new and recent participants. In a given context,

self-efficacy or self-confidence is based on perceptions of individuals of their expertise and capabilities so that it shows a personality's secret thoughts on whether they have the capacities to perform different tasks assigned to them or not (Bandura, 1997). It is generally acknowledged that entrepreneurial self-efficacy (ESE), which refers to an individual's belief in his/her capability to perform tasks and roles aimed at entrepreneurial outcomes (Chen, Greene & Crick, 1998), plays a crucial role in determining whether individuals pursue entrepreneurial careers (Uyarra et al., 2014).

Another indicator is openness to change. Although research work on openness to organizational change is infrequent, Miller, Johnson and Grau (1994) theorized openness to organizational change in the following ways: (1) willingness to support the change and (2) positively upset about the potential effect of change. According to their findings, openness to changes that is being planned by a firm is an "essential primary condition for successful planned change.

## **2.6 Public Procurement Participation**

Public procurement is the process through which the state acquires goods, works and services needed to fulfill its public functions (Quinot & Arrosmith, 2013). Public procurement participation refers to active involvement by private sector entities in the procurement processes by their respective governments. Governments around the world purchase a wide range of products from the private sector in order to provide public goods and services to citizens (IGC, 2018). Quinot (2013) reminds us that governments have long used public procurement as a tool to promote socio-economic objectives which are sometimes referred to as 'horizontal' or 'collateral' because they are ancillary to the primary purpose of public procurement—acquiring goods and services for the government.

Tendering is about how often a firm participates in public procurement. Procurement is often carried out by the process of tendering, rather than buying products directly from a seller. A company or organization (the promoter, client or employer) wishing to obtain goods or services will first specify its requirements. Subsequently, it will open the bidding in a process known as tendering (Hackett & Statham, 2016). Flynn and Davies (2017) concluded that procedural capability is associated with frequency of tendering and the typical value of contract sought. Ghossein et al. (2018) extend the analysis to 109 economies and 59,000 firms. They find that countries that have higher public procurement quality experience higher firm participation in public procurement markets. Additionally, they find that public procurement quality promotes innovation and research and development. Tas, Dawar, Holmes and Togan (2018) empirically examines public procurement in the European Economic Area, Switzerland, and Macedonia. The empirical analysis concludes that improvements in regulation quality significantly increase competition and lower contract prices. Similarly, Lewis-Faupel et al. (2016) show that better public procurement practices significantly improve infrastructure such as road quality.

## **2.7 Supplier Capacity and Public Procurement Participation**

Supplier capacity is an important determinant of public procurement participation. The issue of capacity is critical and the scale of need is enormous, but appreciation of the problem is low. The importance of capacity of suppliers was recognized at the beginning of the last decade of the last century when Davis (1993) emphasized that the failure of suppliers to fulfill the promises and expectations regarding delivery is one of the three main sources of uncertainty plaguing the supply chain. Kagnicioglu (2006) considers that the supplier capacity is critical in supply chain management because of the crucial role of the characteristics of the suppliers on price, quality, delivery and service in achieving the objectives of the supply chain. It is important to note that

suppliers, especially SMEs, may also be negatively affected by fragmentation in the way procurement is conducted and by a lack of consistency in how public sector needs are transmitted to the market (Rothwell & Zegveld, 1981; Uyarra, 2010). A significant group of barriers is related to SME resources. Many calls for tenders are too large for SMEs because they have a limited supply capacity (Fee, Erridge & Hennigan, 2002; Karjalainen & Kemppainen, 2008).

While acknowledging the importance of procurement participation, Hoekman and Sanfilippo (2019) posit that it is important to permit entities like SMEs to participate as small firms have less capacity to keep informed about procurement opportunities. This is because SMEs tend to have limited capacity compared to larger and international firms, for example in terms of financial capacity (for bid security; access to working capital etc.) hence they tend to participate less in procurement efforts. According to the International Labor Organization (ILO) (2010), between 1980 and 2008, the female labor force participation rate rose from 50.2% to 51.7%, while the male rate dropped from 82.0% to 77.7%. This reflects a progressive narrowing of the gender gap in recent decades. ILO notes that the female participation rate was 50.3% in 2014, while the male rate was 76.7%, a gap of about 26 percentage points (ILO, 2014). This decline in the participation rate from earlier years (for both men and women) was due to cyclical factors, such as the recession and slow recovery from the recent financial crisis, and to structural factors, such as population ageing and more years of education (ILO, 2016).

Whereas the above review indicates that the two variables are related, this study went a step further to ascertain the nature and degree of relationship between them. This is because there are no studies which have tackled the direct effect of supplier capacity on public procurement participation of women owned businesses in the context of Uganda.

## **2.8 Entrepreneurial Culture and Public Procurement Participation**

Through its influence on beliefs, motives and behaviour, culture can magnify or mitigate the impact of institutional and economic conditions upon entrepreneurial activity (Hayton & Caciotti, 2012). As business leaders strive for increased competitiveness, creating an entrepreneurial culture has become an important advantage. In many instances however, less than 1% of women-owned businesses access the procurement market and are awarded the contracts (Vazquez & Sherman, 2013). Small businesses such as those owned by female entrepreneurs have the capacity to enhance the enterprise culture needed to spur growth and development. According to Saastamoinen, Reijonen and Tammi (2017), it seems that female entrepreneurs tend to perceive the barriers of insufficient enterprise resources and problematic procurement process as more severe than male entrepreneurs do. This corresponds with Rasheed (2004), who reports females having difficulties in accessing public sector markets.

This study acknowledged the general trend towards the existence of a relationship between entrepreneurial culture and participation in public procurement. What was not clear however was the direction as well as the degree of influence especially in the context of women owned businesses in Uganda. It was this gap in knowledge that this study sought to fill.

## **2.9 The Mediating Role of Entrepreneurial Culture in the Relationship between Supplier Capacity and Public Procurement Participation**

Reijonen, Tammi and Saastamoinen (2016) affirm that entrepreneurial orientation could play an important role in SME's decision to find business opportunities in public procurement. While identifying entrepreneurial capabilities as an important factor in securing business with large public and private purchasing organizations, Woldesenbet, Ram and Jones (2012) also highlight



the need to develop capacity and competency to undertake such procurement. Entrepreneurs' perceptions of their firms' capability can affect their operations such as undertaking business opportunities and this also has a bearing on their performance (Karjalainen & Kemppainen, 2008).

Loader (2011) divides the impediments to SMEs' participation in public procurement into two categories. In the first category, there are imperfections in the public sector environment and procurement processes, which are related to matters such as policy, procurement organization and culture, contract requirements and the tendering process. In the second category, there are problems stemming from capacity constraints, lack of skills and entrepreneurial culture toward public procurement. Several researchers have pointed out that small firms are not well aware of the opportunities to supply to the public sector, or that they have difficulties in finding the information or the right contact person (e.g. Loader, 2005; ACCA, 2009; Procurement Innovation Group, 2009). In addition, small firms often have a lack of capacity to know about the tendering process and the correct bidding procedures (Loader, 2005; ACCA, 2009).

What was not clear from the foregoing literature is whether in practice entrepreneurial culture mediates the relationship between supplier capacity and participation in public procurement. More to that, it was not clear how this plays out in the context of female owned businesses in Uganda hence the study hoped to close that gap.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 Introduction**

This chapter describes the methods that were used in the study. It includes the research design, study population, sample size, sampling design and procedure, sources of data, data collection instrument, measurement of variables, validity and reliability of the instrument, ethical consideration, data analysis and presentation.

#### **3.1 Research Design**

The researcher employed a quantitative and cross-sectional research design. Cross-sectional designs allow researchers to collect information on the situation at a point in time. A quantitative approach was used to gather the required facts, thereby making aggregation of opinions, views and positions of the respondents feasible. The resulting data were summarized easily into descriptive statistics using frequency tables, as well as inferential statistics using correlation and regression analyses.

#### **3.2 Study Population**

There are four government procurement requirements including works, consultancy services and non-consultancy services and supplies. The study comprised of 1,381 PPDA registered women owned firms which specifically handle supplies in Kampala (PPDA website: Register of Providers, September 2020; PPDA Authority, 2020). These firms were identified after consultation with the PPDA Authority and they were majorly SMEs.

### **3.3 Sample Size**

The sample size was 297 women owned firms that supply goods out of the total population of 1,381 firms. One staff member was chosen from each firm, and that was either the owner manager or any person responsible for tenders or supplies. The procedure for determining the sample size was based on Krejcie and Morgan (1970). Either the owner manager or any person responsible for tenders or supplies was considered the unit of inquiry. The study selected these people because they were the most appropriate respondents given the subject matter of the study. The unit of analysis was women owned firms within Kampala.

### **3.4 Sampling Design and Procedure**

The study employed probability sampling technique specifically the simple random sampling. Simple random sampling technique is flexible and gives equal chance to respondents to be in a sample (Amin, 2005). This method involved identifying and giving numbers to each of these firms as per the accessed population. These numbers were then placed in a container, mixed thoroughly and randomly picked until the sample number was reached. The selected firms were then the sample units for the study. This method was justified because it minimizes bias and simplifies analysis of results.

### **3.5 Data Sources**

The study used primary source of data. Primary data were got from the respondents who provided first-hand information for the study. According to Amin (2005), primary data helps the researcher directly interact with the source of information and get the data that is original and not analyzed to suit specific premises.

### **3.6 Data Collection Instruments**

Research instrument used was a self-administered structured questionnaire with pre-coded closed-ended questions or answers administered to the respondents. A drop and pick method of distributing questionnaires was used where a minimum of one and a maximum of two weeks were given to the respondents to respond to the questions. Ordinarily, these were interspersed, distantly placed and the nature of their engagement was not practical for interview given the time available to complete the field study and subsequently the entire study. This tool was believed to be the most appropriate in terms of convenience to both the researcher and the respondents. The tool enabled the respondents to make judgment on the questions, which created a good ground for data analysis.

### **3.7 Measurement of Variables**

A 5-point Likert scale with respondents' answers ranging from "1= Strongly Disagree (SD) to 5= Strongly Agree (SA)" was used to collect information from the respondents. According to Garland (1991), a five-point scale with the midway response is appropriate because there's plenty of research showing that forcing a response results in respondents skipping or not answering questions. The scale also increases the response rate. The midpoint, a "don't know" or a "neither agree nor disagree" is a perfectly valid response. This was applied to all the study variables (supplier capacity, entrepreneurial culture and participation in public procurement).

- i. **Supplier capacity**, which is the independent variable was measured based on dimensions of technical capacity and financial capacity. Both Technical capacity and financial capacity questions/statements were adopted from the works of Naibor and Moronge (2018).

- ii. **Entrepreneurial culture**, which is the mediating variable in the study, was measured using dimensions such as self-efficacy and openness to change adopted from the works of Mokhber et al. (2016) and Danish et al. (2019).
- iii. **Procurement participation**, which is the dependent variable of the study was measured based on items such as tendering frequency, contract win ratio and contract value of buyers as earlier used by Flynn and Davis (2016).

### 3.8 Validity and Reliability of the Instrument

Validity of the instrument was ascertained, first, by discussing the questionnaire draft with the supervisors. After some revisions, the Content Validity Index (CVI) was ascertained based on expert judgment on the respective items in the questionnaire. The CVI of at least 0.7 is required for an instrument to be considered valid (Kothari, 2004).

Regarding reliability, responses were examined using Cronbach’s Alpha co-efficient test, which was generated using the IBM SPSS statistics 23 software package. According to Nunnally (1978), the reliability coefficients of 0.70 or higher are considered good. Cronbach Alpha coefficient method measures how well a set of items measure a particular behaviour or characteristic with the test. These are presented in Table 1 below;

**Table 1: Reliability and Validity of the Research Instrument**

<b>Variables</b>	<b>Cronbach Alpha Coefficient</b>	<b>Content Validity Index</b>	<b>Number of Items</b>
Supplier Capacity	.800	.818	11
Entrepreneurial Culture	.880	.857	14
Public Procurement Participation	.863	.800	15

**Source: Primary Data**

The results in Table 1 above indicate that the instrument was both valid and reliable, generating content validity index and Cronbach Alpha coefficient values above 0.70 respectively. This implies that the instrument will deliver accurate and consistent results even when subjected several times to the field, hence valid and reliable.

### **3.9 Data Processing, Analysis and Presentation**

The data collected were compiled, classified and entered into computer software called Statistical Package for Social Sciences (SPSS) version 23. These were analyzed and presented using descriptive and inferential statistics where frequency tabulations and percentages were used on demographic characteristics whereas, for the research objectives, the Pearson correlation analysis and regression analysis were conducted. Descriptive statistics helped the researcher to understand the characteristics of the respondents and their responses or perceptions. The correlation analysis helped to examine the relationships between the study variables whereas; regression analysis was used to examine the strength of the predictor variables on the dependent variable.

### **3.10 Ethical Considerations**

An introductory letter from the university was obtained and presented on request to the prospective firms that were registered under the PPDA. Permission was sought from the relevant authorities in the companies to carry out the study. Participants were allowed to withdraw from the study at any point without any preconditions.

Participants were persuaded into taking part in the study. They were approached and the purpose of the study explained to them. No remuneration was offered. All information collected were kept confidential and anonymity of respondents were observed.

## **CHAPTER FOUR**

### **DATA ANALYSIS, INTERPRETATION AND PRESENTATION**

#### **4.0 Introduction**

This chapter presents the findings generated from data analyses and interpretations based on the study objectives and research questions. It includes descriptive statistics, Pearson correlation and regression analyses results presented in an effort to satisfy the following objectives;

- (i) To establish the relationship between supplier capacity and public procurement participation of women-owned businesses in Uganda.
- (ii) To establish the relationship between entrepreneurial culture and public procurement participation of women-owned businesses in Uganda.
- (iii) To establish the mediating role of entrepreneurial culture in the relationship between supplier capacity and public procurement participation of women-owned businesses in Uganda.

#### **4.1 Descriptive Characteristics of the Sample**

##### **4.1.1 Response Rate**

The researcher targeted a sample of 297 respondent firms. However, the researcher was able to acquire 249 useable responses from the respondent firms, making a response rate of 83.8% which was adequate for analysis.

##### **4.1.2 Individual Attributes of Respondents**

This constitutes the gender of respondents, age group and the highest level of education as reflected in the table below;

**Table 2: Demographic Attributes of Respondents**

<b>Gender Distribution</b>	<b>Frequency</b>	<b>Percentage</b>
Male	5	2.0
Female	244	98.0
<b>Total</b>	<b>249</b>	<b>100.0</b>

<b>Age Group</b>	<b>Frequency</b>	<b>Percentage</b>
20 – 29 Yrs	18	7.2
30 – 39 Yrs	126	50.6
40 – 49 Yrs	46	18.5
50 – 59 Yrs	53	21.3
60 and above	6	2.4
<b>Total</b>	<b>249</b>	<b>100.0</b>

<b>Highest level of Education</b>	<b>Frequency</b>	<b>Percentage</b>
Certificate	16	6.4
Diploma	78	31.3
Degree	120	48.2
Masters	33	13.3
PhD	2	0.8
<b>Total</b>	<b>249</b>	<b>100.0</b>

**Source: Primary Data**

The results presented in Table 2 above indicate that the study was dominated by female respondents (98.0%) while male respondents were only 2.0%. Majority (92.8%) of those respondents were above 30 years of age while a few (7.2%) were below 30 years of age. Regarding education level, 93.6% of the respondents had undergraduate diplomas and above while a few (6.4%) of the respondents had attained up to certificate level of education. This implies that most of the firms are run by people with enough knowledge, skills and experience. This is justifiable given the changing nature of the business environment in which firms operate and the fact that the study targeted women-owned businesses.

**4.1.3 Firm Attributes**

These include the period the firm has been in operation, category of business, ownership status, workforce size, annual turnover and number of government contracts secured in a year.



**Table 3: Demographic Attributes of the Firm**

<b>Period the Firm has been in Operation</b>	<b>Frequency</b>	<b>Percentage</b>
Less than 3 yrs	21	8.4
4 - 6 yrs	51	20.5
7 - 10 yrs	90	36.1
11 - 14 yrs	67	26.9
Above 15 yrs	20	8.0
<b>Total</b>	<b>249</b>	<b>100.0</b>
<b>Category of Business</b>	<b>Frequency</b>	<b>Percentage</b>
Sole Proprietorship	64	25.7
Partnership	77	30.9
Private Limited Company	106	42.6
Public Limited Company	2	0.8
<b>Total</b>	<b>249</b>	<b>100.0</b>
<b>Ownership Status</b>	<b>Frequency</b>	<b>Percentage</b>
Fully Ugandan Owned	162	65.1
Fully Foreign Owned	84	33.7
Joint Ownership	3	1.2
<b>Total</b>	<b>249</b>	<b>100.0</b>
<b>Workforce Size</b>	<b>Frequency</b>	<b>Percentage</b>
Less than 5	98	39.4
6 – 50	99	39.8
Above 50	52	20.9
<b>Total</b>	<b>249</b>	<b>100.0</b>
<b>Annual Turn Over</b>	<b>Frequency</b>	<b>Percentage</b>
Less than 50 millions	102	41.0
50 - 100 millions	94	37.8
Above 100 millions	53	21.3
<b>Total</b>	<b>249</b>	<b>100.0</b>
<b>Government Contracts secured in a year</b>	<b>Frequency</b>	<b>Percentage</b>
Does not secure any	69	27.7
1 - 3 Contracts	135	54.2
4 - 6 Contracts	29	11.6
7 - 9 Contracts	11	4.4
10 Contracts and above	5	2.0
<b>Total</b>	<b>249</b>	<b>100.0</b>

**Source: Primary Data**

The results in Table 3 above show that 91.5% of the women-owned firms have been in operation for more than 3 years and only 8.4% have been in operation for less than 3 years. Majority (42.6%) of these businesses are private limited companies, followed by 30.9% that fall in the category of partnership, 25.7% are sole proprietorship businesses while a few (0.8%) are public limited companies. Regarding ownership, 65.1% of these firms are fully Ugandan owned, 33.7% are

foreign owned and only 1.2% of these firms are jointly owned. Majority (39.8%) of these firms employ between 6-50 staff, 39.4% employ less than 5 staff while 20.9% employ above 50 staff. Regarding the annual turnover, 41.0% of these firms have annual turnover of less than 50 millions, followed by 37.8% with annual turnover ranging between 50-100 millions while a few (21.3%) of these firms have annual turnover above 100 millions. Further, 54.2% of these firms are able to secure between 1-3 government contracts in a year, 27.7% of the firms do not secure any government contract throughout the years while 18.0% of the firms can secure more than 4 government contracts in a year. This is an indication that the business environment is dominated by small local firms that understands the business trend very well though with some difficulties in securing contracts. This is justifiable given the stiff competition posed by the majority male-owned businesses.

#### **4.2 Relationship between the Study Variables**

The study used Pearson (r) correlation analysis to examine the relationship between supplier capacity, entrepreneurial culture and public procurement participation. The Pearson correlations coefficient ranges between -1.000 and 1.000. A Perfect positive relationship is indicated by a positive 1.000 while a perfect negative relationship is represented by a -1.000. Evans (1996), establishes that correlation values which are less than 0.400 are weak, while those that are at least 0.400 but less than 0.600 are classified as moderate. Finally, those values over 0.600 are classified as being strong as presented in the table below.

**Table 4: Correlation Analysis**

Variables	Mean	SD	1	2	3
Supplier Capacity	3.706	.680	1.000		
Entrepreneurial Culture	3.987	.904	.589**	1.000	
Public Procurement Participation	3.867	.866	.636**	.530**	1.000

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

**Source: Primary Data**

#### **4.2.1 The Relationship between Supplier Capacity and Public Procurement Participation**

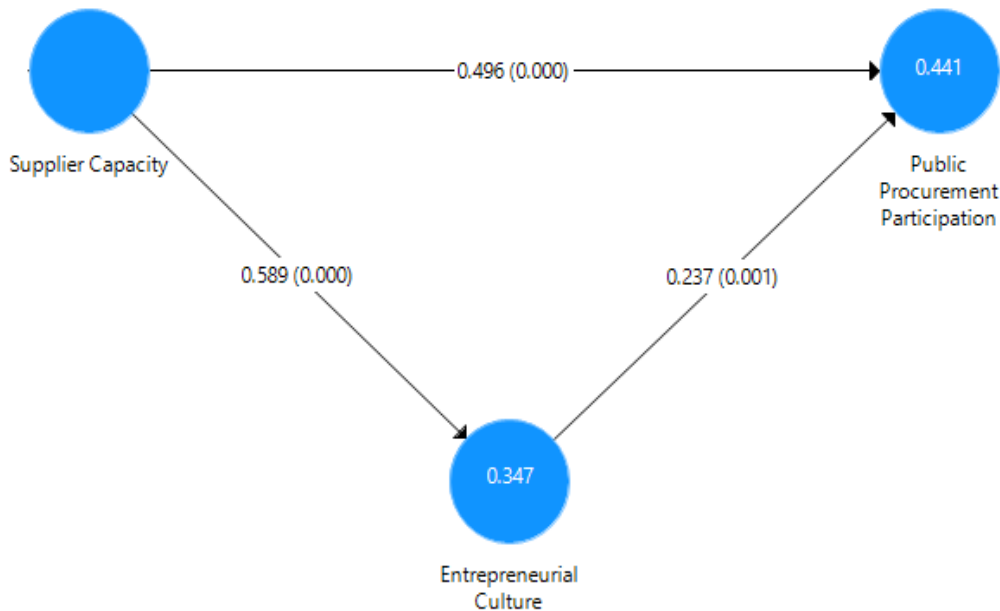
The results in Table 4 above indicate a strong positive and significant relationship between supplier capacity and public procurement participation ( $r = .636$ ,  $\text{sig.} < .01$ ). This implies that firms with enough technical capacity in place have a high chance of winning contracts often compared to those that are not technically strong. Similarly, financially stable firms can easily adjust to contract terms and conditions hence participating in contracts of any value with high chances of winning them. Therefore, improved supplier capacity is directly associated with public procurement participation.

#### **4.2.2 The Relationship between Entrepreneurial Culture and Public Procurement Participation**

The results in Table 4 above show a moderate positive and significant relationship between entrepreneurial culture and public procurement participation ( $r = .530$ ,  $\text{sig.} < .01$ ). This indicates that firms with high level of self-efficacy tend to have a high chance of winning contracts and often participate in any contract opportunity that comes their way. Also, firms that are open to change and invite change at any time often participate in contracts of any value, with a high chance of winning most of them. Therefore, entrepreneurial culture practiced by firms is directly associated with public procurement participation.

### 4.2.3 The Mediating Role of Entrepreneurial Culture in the Relationship between Supplier Capacity and Public Procurement Participation

The researcher used Smart PLS software to test for mediation. Kenny, Kashy and Bolger (1998) affirm that mediation occurs if the following conditions are met: (i) variations in the independent variable significantly account for variance in the presumed mediator; (ii) variations in the mediator significantly account for variance in the dependent variable; (iii) variations in the independent variable significantly account for variance in the dependent variable; and (iv) the effect of the independent variable on the dependent variable significantly reduces when the mediator is included in the equation. This is shown as below;



**Figure 2: Test for Mediation**

**Table 5: Mediation Model Statistics**

<b>Direct effects</b>	<b>Beta</b>	<b>Mean</b>	<b>STDEV</b>	<b>T Statistics</b>	<b>P Values</b>
Entrepreneurial Culture → Public Procurement Participation	.237	.238	.064	3.716	.000
Supplier Capacity → Entrepreneurial Culture	.589	.588	.052	11.367	.000
Supplier Capacity → Public Procurement Participation	.496	.492	.070	7.046	.000
<b>Indirect Effects</b>	<b>Beta</b>	<b>Mean</b>	<b>STDEV</b>	<b>T Statistics</b>	<b>P Values</b>
Supplier Capacity → Entrepreneurial Culture → Public Procurement Participation	.140	.141	.043	3.233	.001
<b>Total Effects</b>	<b>Beta</b>	<b>Mean</b>	<b>STDEV</b>	<b>T Statistics</b>	<b>P Values</b>
Entrepreneurial Culture → Public Procurement Participation	.237	.238	.064	3.716	.000
Supplier Capacity → Entrepreneurial Culture	.589	.588	.052	11.367	.000
Supplier Capacity → Public Procurement Participation	.636	.633	.054	11.685	.000

**Source: Primary Data**

The model above shows that supplier capacity has a positive effect on public procurement participation (Beta = .496, Sig. < .01). Further, the results show that supplier capacity positively affect entrepreneurial culture (Beta = .589, Sig. < .01). On a related note, entrepreneurial culture positively affects the public procurement participation (Beta = .237, Sig. < .01). The model therefore shows that there is a partial mediation, implying that entrepreneurial culture plays a partial mediating role in the relationship between supplier capacity and public procurement participation (Beta = .140, Sig. < .01).

**4.3 Regression Analysis**

A multiple regression model was used in the study to examine the extent to which supplier capacity and entrepreneurial culture can predict public procurement participation. This is presented in the table below;

**Table 6: Regression model**

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	.621	.237		2.625	.009		
Supplier Capacity	.632	.075	.496	8.413	.000	.653	1.532
Entrepreneurial Culture	.227	.056	.237	4.020	.000	.653	1.532
<b>Dependent Variable:</b> Public Procurement Participation							
R	.664						
R Square	.441						
Adjusted R Square	.437						
Std. Error	.650						
F Statistic	97.137						
Sig.	.000						

**Source: Primary Data**

The results in the above table indicate that supplier capacity and entrepreneurial culture together account for 43.7% of the variance in public procurement participation (Adjusted R Square = .437). This implies that other factors contribute 56.3%. The results further show that supplier capacity (Beta = .496, sig. < .01) and entrepreneurial culture (Beta = .237, sig. < .01) are all significant predictors of public procurement participation. But supplier capacity is the most influential predictor of public procurement participation represented by its highest Beta value. The regression model was statistically significant (sig. < .01).

## **CHAPTER FIVE**

### **DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.0 Introduction**

This chapter discusses the findings reported in the previous chapter based on the research questions and objectives, draws conclusions and suggests recommendations for the findings, states limitations of the study and also proposes some areas for further research.

#### **5.1 Discussion of Findings**

The findings were discussed based on the research objectives and research questions as below.

##### **5.1.1 Supplier Capacity and Public Procurement Participation of Women-Owned Businesses**

The study established a strong positive and statistically significant relationship between supplier capacity and public procurement participation of women-owned businesses following the correlation analysis results. Further, the regression analysis results confirmed that supplier capacity is a statistically significant predictor of public procurement participation of women-owned businesses. This means that firms that have good information technology or software resources to optimize and increase stock of supplies can easily meet the requirement needs of the buyers, thus increasing their chances of winning contracts. Similarly, financially competitive firms in the market tend to control big volumes of stock that meet the demands of the buyers, thus making them capable to participate in contracts of any value, yet with a high chance of winning. Therefore, an improvement in supplier capacity enables firms to easily participate in public procurement contracts. These findings are supported by the works of Hoekman and Sanfilippo (2019) who posited that SMEs have less capacity to keep informed about procurement opportunities. Similarly, Karjalainen and Kemppainen (2008) supplements that many calls for tenders are too large for

SMEs because they have a limited supply capacity. Also, Kagnicioglu (2006) considers that the supplier capacity is critical in supply chain management because of the crucial role of the characteristics of the suppliers on price, quality, delivery and service in achieving the set objectives.

### **5.1.2 Entrepreneurial Culture and Public Procurement Participation of Women-Owned Businesses**

The study established a positive moderate and statistically significant relationship between entrepreneurial culture and public procurement participation of women-owned businesses following the Pearson correlation analysis results. Further, the regression analysis results revealed that entrepreneurial culture is a statistically significant predictor of public procurement participation of women-owned businesses. This implies that firms that are confident of dealing efficiently with unexpected events often adjust and comply to the changing requirements of buyers, thus enabling them to frequently participate in contracts of any value. Similarly, firms with the ability to learn and adapt easily to the changing environment tend to increase their chances of participation and winning government contracts. Therefore, a good entrepreneurial culture enables firms to easily participate in public procurement contracts. These findings are supported by Vazquez and Sherman (2013) who posited that as businesses strive for increased competitiveness, creating an entrepreneurial culture has become an important advantage because in many instances, less than 1% of women-owned businesses access the procurement market and are awarded the contracts.



### **5.1.3 The Mediating Role of Entrepreneurial Culture in the Relationship between Supplier Capacity and Public Procurement Participation of Women-Owned Businesses**

The study established that entrepreneurial culture partially mediates the relationship between supplier capacity and public procurement participation of women-owned businesses. This means that entrepreneurial culture is essential even when there is supplier capacity. It also implies that even when there is improved entrepreneurial culture through self-efficacy and openness to change, supplier capacity remains important towards ensuring public procurement participation of women-owned businesses. This finding is supported by Karjalainen and Kemppainen (2008) who opined that Entrepreneurs' perceptions of their firms' capability can affect their operations such as undertaking business opportunities and this also has a bearing on their performance. Also, Loader (2011) affirmed that there are problems stemming from capacity constraints, lack of skills and entrepreneurial culture toward public procurement. In addition, small firms often have a lack of capacity to know about the tendering process and the correct bidding procedures.

## **5.2 Conclusions**

Regarding relationship between supplier capacity and public procurement participation of women-owned businesses, it is concluded that increased participation of women-owned businesses is dependent on the amount and quality of technical and financial capacity of suppliers.

Also, good entrepreneurial cultural aspects of self-efficacy and openness help to build confidence and positive thinking among individuals which in turn enhance participation of women-owned businesses.

Lastly, entrepreneurial culture partially mediates the relationship between supplier capacity and public procurement participation of women-owned businesses; hence significant even in the presence of supplier capacity.

### **5.3 Recommendations**

There is need by the PPDA Authority in collaboration with the firms' management to consider developing these firms' capacities both financially and technically so as to participate easily in public procurement. This is possible through training of staff, organizing workshops, and encouraging open learning among staff both internally and externally. Also, through coming up with programs aimed at boosting the financial muscle of these firms through collaborative business networks such as giving incentive benefits and setting up low interest loan schemes.

There is need by the firms to always adhere to tax obligation and properly file their financial records since noncompliance results in black listing of some firms which affect their financial capacity to participate in public procurement.

There is need by these firms to develop a good entrepreneurial culture which fosters flexibility and instills confidence in them to participate easily in public procurement contracts. This can be through continuous sensitization of staff about the ever-changing business environment and encouraging them to always think positively so as to develop positive attitude towards change.

### **5.4 Limitations of the Study**

- i. The study focused on women-owned businesses within Kampala only and ignored other businesses throughout the country. This geographical bias limited the study in terms of

drawing a concrete conclusion about public procurement participation, yet it would be important if all these firms were examined critically as most of them face similar problem.

- ii. The study based on dynamic capability theory to explain the variables and ignored many other theories that would be relevant as well. This theoretical bias limited the study.
- iii. The study was cross-sectional and quantitative in nature, putting aside the qualitative approach of generating data yet this could have supplemented the information obtained through quantitative means.
- iv. The study was one-sided focusing on data collected from women-owned firms (suppliers) only and ignored public entities, yet information from them would eliminate bias and increase reliability of findings.

### **5.5 Suggested Areas for Further Research**

Future study should look at public procurement participation of women-owned businesses, covering a large geographical area since this study specifically focused on Kampala. This will eliminate the geographical bias and provide concrete conclusion about the problem in question.

Further study should consider other theories to explain the variables in question since this study focused on dynamic capability theory only. This will foster comparison and conclusion about the best theory ever in this kind of study.

Further study should consider qualitative approach of collecting data as well. This will supplement the data collected through quantitative means.

Since this study was one-sided, future study should focus on both women-owned businesses and public entities to collect data. This will eliminate bias and increase reliability of findings.

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## APPENDICES

### Appendix One: Research Questionnaire

**MAKERERE UNIVERSITY  
MAKERERE UNIVERSITY BUSINESS SCHOOL  
FACULTY OF GRADUATE STUDIES AND RESEARCH**

Dear respondent,

I am a student of Makerere University Business School. I am carrying out a research study on “**Supplier Capacity, Entrepreneurial Culture and Public Procurement Participation of Women Owned Businesses in Uganda**”. The study is being conducted in fulfillment of the requirement for the award of a degree of Master of Science in Procurement and Supply Chain Management. This questionnaire is seeking information on the study. Therefore, the information provided in this questionnaire will be used for academic purposes only and shall be accorded utmost confidentiality. Your contribution towards filling this questionnaire will be of a great honour to my academic endeavor.

Your co-operation is highly appreciated.

## SECTION A: Background Information (Personal Profile and Firm Profile)

Please tick the most appropriate option

### PART 1: Personal Profile

#### A1- Gender

Male	Female
1	2

#### A2- Age Group

20-29 years	30-39	40-49	50-59	60 and above
1	2	3	4	5

#### A3- What is your level of education?

Certificate	Diploma	Degree	Masters	PhD	Others (specify)
1	2	3	4	5	6

### PART 2: Firm Profile

#### A4- How long has this firm/business been in operation?

Less than 3 years	4-6 years	7-10 years	11-14 years	Above 15 years
1	2	3	4	5

#### A5- What category of business is your firm?

Sole proprietorship	Partnership	Private limited company	Public limited company	Others (specify)
1	2	3	4	

#### A6- What is the ownership status of the firm?

Fully Ugandan owned	Fully foreign owned	Joint ownership	If jointly owned, state the % of foreign ownership .....
1	2	3	4

#### A7- How many staffs does this firm employ in total?

Less than 5	6-50	Above 50
1	2	3

#### A8- What is the annual turnover of this firm?

Less than 50 Millions	50-100 Millions	Above 100 Millions
1	2	3

**A9- How many government contracts can this firm secure in a year?**

Does not secure any	1-3 contracts	4-6 contracts	7-9 contracts	10 contracts and above
1	2	3	4	5

**Using the scale of Strongly Disagree (1), Disagree (2), Not Sure (3), Agree (4) and Strongly Agree (5), please state the extent to which you agree or disagree to a particular statement by ticking the most appropriate response in the following sections.**

<b>SECTION B: SUPPLIER CAPACITY</b>		<b>Strongly Disagree (1)</b>	<b>Disagree (2)</b>	<b>Not sure (3)</b>	<b>Agree (4)</b>	<b>Strongly Agree (5)</b>
In this firm...						
<b>Technical Capacity</b>						
<b>TC1</b>	We have well established management systems for quality, health and safety, and environment certified by an authorized body	1	2	3	4	5
<b>TC2</b>	We have good information technology/software resources to optimize and increase stock of supplies	1	2	3	4	5
<b>TC3</b>	We have a good and well-organized facility or system for storage of supplies/goods	1	2	3	4	5
<b>TC4</b>	We maintain control over the state of repair/ maintenance of our own fleet or that of third parties as well as the training of drivers with regard to the transportation of finished products	1	2	3	4	5
<b>TC5</b>	We offer systematic training and awareness programs in occupational safety, the environment and activities that affect the quality of the product	1	2	3	4	5
<b>TC6</b>	We have a sector or person designated to render technical assistance and provide service under the guarantee for the product supplied	1	2	3	4	5
<b>Financial Capacity</b>						
<b>FC1</b>	We always adhere to tax obligation	1	2	3	4	5
<b>FC2</b>	We properly file our financial records	1	2	3	4	5
<b>FC3</b>	We conduct internal audit on capital assessment to determine our capital base so as to deliver the goods on time	1	2	3	4	5
<b>FC4</b>	We are financially competitive in the market	1	2	3	4	5
<b>FC5</b>	We control big volumes of stock that meet the demands of our buyers	1	2	3	4	5

<b>SECTION C: ENTREPRENEURIAL CULTURE</b>		<b>Strongly Disagree (1)</b>	<b>Disagree (2)</b>	<b>Not sure (3)</b>	<b>Agree (4)</b>	<b>Strongly Agree (5)</b>
<b>Self-Efficacy</b>						
<b>SE1</b>	We always solve difficult problems that arises in the process of transacting business	1	2	3	4	5
<b>SE2</b>	We can always find means and ways to get what we want even after being opposed by others	1	2	3	4	5
<b>SE3</b>	We easily stick to our aims and accomplish our goals	1	2	3	4	5
<b>SE4</b>	We are resourceful enough to handle any unforeseen situations	1	2	3	4	5
<b>SE5</b>	We remain calm when facing difficulties because we rely on the coping abilities	1	2	3	4	5
<b>SE6</b>	We are confident that we can deal efficiently with unexpected events	1	2	3	4	5
<b>SE7</b>	We usually find several solutions whenever being confronted with a problem	1	2	3	4	5
<b>Openness to Change</b>						
<b>OC1</b>	We have a constant need to learn	1	2	3	4	5
<b>OC2</b>	We always have the impression that new things are for the best	1	2	3	4	5
<b>OC3</b>	We easily adapt to a new environment	1	2	3	4	5
<b>OC4</b>	We are capable of carrying on while having faith in our destiny	1	2	3	4	5
<b>OC5</b>	We like taking risks	1	2	3	4	5
<b>OC6</b>	We are open and free to receive new experiences	1	2	3	4	5
<b>OC7</b>	We can adapt easily to unforeseen situations	1	2	3	4	5

<b>SECTION D: PUBLIC PROCUREMENT PARTICIPATION</b>		<b>Strongly Disagree (1)</b>	<b>Disagree (2)</b>	<b>Not sure (3)</b>	<b>Agree (4)</b>	<b>Strongly Agree (5)</b>
<b>Contract Value of Buyers</b>						
<b>CV1</b>	We spend a lot of money to secure big and high valued contracts	1	2	3	4	5
<b>CV2</b>	We often access big and high valued contracts	1	2	3	4	5
<b>CV3</b>	We are offered bigger contracts by our buyers	1	2	3	4	5
<b>CV4</b>	We participate only in high valued contracts	1	2	3	4	5
<b>CV5</b>	We can easily grow because of the size of contracts we often win	1	2	3	4	5
<b>Contract Win-ratio</b>						
<b>CW1</b>	We have higher chances for winning a contract	1	2	3	4	5
<b>CW2</b>	We are capable of winning two out of every five contracts available	1	2	3	4	5
<b>CW3</b>	We can successfully win at least a procurement contract in a year	1	2	3	4	5

<b>CW4</b>	We are strategically positioned to participate in any contract and win all	1	2	3	4	5
<b>CW5</b>	We compete for all available contracts in the public market with potential to win some	1	2	3	4	5
<b>Frequency of Contracts</b>						
<b>FC1</b>	We frequently participate in public procurement contracts	1	2	3	4	5
<b>FC2</b>	We often meet all the requirements for the procurement contracts	1	2	3	4	5
<b>FC3</b>	We always search for new procurement opportunities despite the stiff competition in the market	1	2	3	4	5
<b>FC4</b>	We have many contracts on our table to execute	1	2	3	4	5
<b>FC5</b>	We have many available procurement contracts to participate in	1	2	3	4	5

**Thank you for your time**