



**AMA**  
International  
University  
**BAHRAIN**



**OPERATIONAL EFFICIENCY OF THE PURCHASING  
DEPARTMENT IN THE DIRECTORATE OF HEALTH AND SOCIAL  
AFFAIRS, MINISTRY OF THE INTERIOR, KINGDOM OF BAHRAIN**

Police Media Center

A Thesis Research

Presented to the Faculty of the Graduate School AMA International  
University Kingdom of Bahrain

In Partial Fulfillment of the Requirements for the Degree  
Master of Business Administration Specialization in Management

By:

**MANAL ABDUL AZIZ MOHAMMED HAJI HUSSAIN**

**ID: BH08600173**

**May, 2011**

Police Media Center

## RECOMMENDATION FOR ORAL EXAMINATION

This case study entitled, "**OPERATIONAL EFFICIENCY OF THE PURCHASING DEPARTMENT IN THE DIRECTORATE OF HEALTH AND SOCIAL AFFAIRS, MINISTRY OF THE INTERIOR, KINGDOM OF BAHRAIN**" prepared and submitted by MANAL ABDUL AZIZ MOHAMMED HAJI HUSSAIN in partial fulfillment of the requirements for the Degree, Master in Business Administration, Specialization in Management is hereby submitted to the thesis committee for approval.

مركز الإعلام الأمني  
Police Media Center

FRANCISCO T. ROMA, DBA

Thesis Adviser

مركز الإعلام الأمني  
Police Media Center

تم إنشاء هذا المنشور في 10-06-2018

## APPROVAL SHEET

Approved by the Panel of Oral Examination with a grade of \_\_\_\_\_

MARILOU A. MADERAZO, PhD  
Chairman

ROMIRO G. BAUTISTA, PhD  
Member

LUMILYN B. PRADO, PhD  
Member

ADLAA ALI MAKKI NASSER, MSc  
External Member

Final Approval

Accepted and approved in partial fulfillment of the requirements for the  
Degree of Master in Business Administration, with Specialization in Management.

Written Comprehensive Examination was taken and passed in August  
2010.

MANOLO L. ANTO, PHD  
Dean, CAFS

Engr. EMELIN M. MAGADA, ED.D  
Head Academic Affairs

## THESIS DEFENSE RESULTS

Thesis Title: **OPERATIONAL EFFICIENCY OF THE PURCHASING DEPARTMENT IN THE DIRECTORATE OF HEALTH AND SOCIAL AFFAIRS, MINISTRY OF THE INTERIOR, KINGDOM OF BAHRAIN.**

Date : May 7th, 2011  
Place : Room 010  
Time : 9:00 AM – 12:00 PM

### PANEL of EXMINERS

### Police Media Center

#### ACTION TAKEN

MARILOU A. MADERAZO, PhD  
Chairman

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ROMIRO G. BAUTISTA, PhD  
Member

---

LUMILYN B. PRADO, PhD  
Member

---

ADLAA ALI MAKKI NASSER, MSc  
External Member

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## ACKNOWLEDGMENT

To Allah, the Merciful, the researcher extends thanks for granting her the will, power and patience to carry on in her efforts to accomplish this work.

First, she would like to express her deep thanks and gratitude to each member of her family, the top management of Directorate of Health and Social Affairs in Ministry of the Interior and her work colleagues in the Purchasing Department and all departments of the directorate that strongly supported her spiritually and physically to accomplish this thesis.

She would also express her appreciation and gratitude to her adviser, Dr. Francisco T. Roma in the College of Administrative and Financial Sciences, at AMA International University in Bahrain, for his advice support, guidance and, endless dedication throughout the course of this research. His time and efforts in guiding her and accompanying her work gave her much encouragement, and is greatly appreciated.

The researcher would also like to express her respect and appreciation for Dr. Venus D. Bunagan for the valuable time during lecturing her and her colleagues at class throughout the course of studying the thesis principles.

She would also like to give her deep thanks for Dr. Romiro G. Bautista for his valuable time during guiding her in the statistical issues.

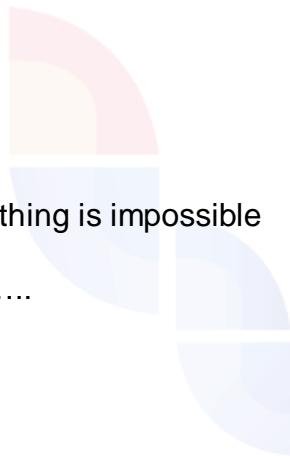
She would also like to thank all her teachers at AMA International University in Bahrain. She is grateful for their support and help and for the opportunity they offered her to participate in rich and constructive discussions throughout the period she spent at the university.

She would also like to express her appreciation and gratitude to the members of the examination committee, Dr. Marilou A. Maderazo, Dr. Lumilyn B. Prado, and Mrs. Adlaa Ali Makki Nasser, for their valuable comments, suggestions and recommendations.



## DEDICATION

To who ever tried to implant in my heart and mind that nothing is impossible  
when the hope and will meet together.....



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## ABSTRACT

**"Operational Efficiency of the Purchasing Department in the Directorate of Health and Social Affairs, Ministry of the Interior, Kingdom of Bahrain"**  
Unpublished Thesis, AMA International University - Bahrain, Manama, Kingdom of Bahrain, May 2011.

This study investigated the operational efficiency of the purchasing department in the Directorate of Health and Social Affairs, Ministry of the Interior, Kingdom of Bahrain by looking into the status of the operation of the purchasing department in terms of current operational procedures and work performance of purchasing staff. Moreover, it looked into the effects of operational procedures to operational efficiency and the effects of work performance to operational efficiency of purchasing department. It endeavored to figure out any significant relationship between the operational procedures and work performance of purchasing staff to the operational efficiency and also any significant relationship between work performance to the operational efficiency and the profile of the respondents.

The descriptive co-relational research was used in this study to describe the data and characteristics about what is being studied. So, it focused on describing and assessing the operational efficiency of purchasing department. The researcher used survey questionnaire as a tool for data gathering from the respondents to fulfill the objective of the study.

After the analysis of data, it was found out that on the status of the operation of the purchasing department the respondents were agreed in terms of current operational procedures that followed by the department, and they were disagreed in terms of staff work performance.

On the other hand, the effects of operational procedures to operational efficiency of purchasing department were agreed, and the effects of work performance to operational efficiency were undecided. Finally, there was no significant relationship between the operational procedures and the work efficiency of the employees, and there was no significant relationship between work performance to the operational efficiency and the profile of the respondents; however, it showed a very weak correlation.

The study concluded that the status of operation of the purchasing department in terms of current operational procedures and work performance of staff were agreed and disagreed respectively, the effects of operational

procedures to operational efficiency and the effects of work performance to operational efficiency were agreed and undecided respectively. Moreover, there was no significant relationship between the operational procedures and work performance of purchasing staff, and the relationship between work performance to the operational efficiency and the profile of the respondents showed a very weak correlation.

Based on the findings, the status of operation of the purchasing department were assessed by the respondents to be agreed to in terms of current operational procedures, disagreed in terms of work performance of purchasing staff. The effects of operational procedures to operational efficiency were agreed by the respondents and undecided to the effects of work performance to operational efficiency. Lastly, there was no significant relationship between the operational procedures and work performance of purchasing staff, and the relationship between work performance to the operational efficiency and the profile of the respondents showed a very weak correlation.

On the basis of the findings and conclusions, it is recommended that the staff of purchasing department should be well-trained to use HIS and FMIS systems effectively and they should update any changes in using them. Moreover, the staff of other departments in the directorate should be aware of the purpose for using the above mentioned systems. The staff of purchasing department should follow the current procedures of the directorate and the ministry properly, and they should always coordinate with the top management in order to solve any encountered problems on time. The staff of purchasing department should be always well-trained to follow any encountered change or development in using HIS and FMIS systems and in order to support their work performance and improve it accordingly. The purchasing department should transmit the requests on time to the Purchasing Directorate of the ministry and follow-up with the suppliers the delivery process of them. The purchasing department should follow the payment procedures with the Financial Affairs Directorate of the ministry to confirm payment to the suppliers on time. The top management should always coordinate with purchasing department to monitor problems and work together to solve them properly. The top management should also try to improve the work performance of purchasing department staff by regularly sending them to training courses, programmes, seminars and conferences related to purchasing management in order to let them know about any new changes or developments related to their field thereby increasing the efficiency of the department.

## CHAPTER I

### INTRODUCTION

Now a day's purchasing management plays an important role in any organization to supply the needed items to the concerned departments. In fact, there is a separate academic study for purchasing management in the universities, academies and institutes. There are proper channels and well-arranged procedures in every organization to run the purchasing process without wasting money, time and efforts. Actually, purchasing management process needs to coordinate with many suppliers and agencies inside and outside the country to know about their procedures and regulations relating to purchasing, pricing, warranty and shipment.

The role and purpose of purchasing department is very important in any organization to develop purchasing procedures and to prepare a district wide plan in agreement with purchasing laws. It also insures that purchases are made in the best interest of the district by distributing all supplies and equipment district wide.

Prior to 1900, there were few separate and distinct purchasing departments in U.S. business. Most pre-twentieth-century purchasing departments existed in the railroad industry. The first book specifically addressing institutionalized purchasing within this industry was *The Handling of Railway Supplies-Their Purchase and Disposition*, written by Marshall M. Kirkman in 1887. Early in the twentieth century, several books on purchasing were published. Discussion of

purchasing practices and concerns were tailored to specific industries in technical trade publications. The year 1915 saw the founding of The National Association of Purchasing Agents. This organization eventually became known as the National Association of Purchasing Management (NAPM) and is still active today under the name "The Institute for Supply Management (ISM)". By the 1990s, the term "supply chain management" had replaced the terms "purchasing," "transportation," and "operations," and purchasing had assumed a position in organizational development and management. In other words, purchasing became responsible for acquiring the right materials, services, and technology from the right source, at the right time, in the right quantity. It is no wonder that purchasing played an increasingly pivotal position in any organization.

Now a day's the system of purchasing which is well developed in most of Eastern and Middle East countries using Internet and e-commerce is drastically changing the way purchasing is done. Certainly, communication needed in competitive bidding, purchase order placement, order tracking, and follow-up are enhanced by the speed and ease afforded by establishing online systems. The manufacturing industries have for many years engaged in global sourcing activities successfully. Purchasing executives are slowly starting to see the advantages of applying global sourcing to services as well. Globalization of the purchasing function will become easier because of continuing improvements in technology, communications and logistics.

In the Arab Gulf countries, there are almost similar roles and systematic procedures followed in purchasing departments of most private and public organizations by using cash purchase, credit purchase and preparing tenders for purchasing bulk quantities. They will also deal with overseas purchase that include; advanced payment, payment on document and letter of credit through bank. In more specific terms, today's purchasing departments are responsible for: coordinating purchase needs with user departments; identifying potential suppliers; conducting market studies for material purchases; proposal analysis; supplier selection; issuing purchase orders; meeting with sales representatives; negotiating; contract administration; resolving purchasing-related problems; maintenance of purchasing records.

Normally, the purchasing department in any organization faces some problems that obstruct the proper channels of purchasing process as in the following; improper purchasing procedures or systems; delay in orders delivery; lack the communication with the suppliers; not paying on time; there is no suitable or enough place for the received inventory; lack of knowledge for the existing procedures in purchasing department by other departments of the same organization; not being able to establish and maintain profitable supplier relationships; confronting the problem of price increases; confronting the problem of ensuring supply quality.

It is for this reason that this study will be conducted to explore and analyze the operational efficiency of purchasing department in the Directorate of Health

and Social Affairs, Ministry of the Interior, Kingdom of Bahrain. It aims to improve the current procedures of purchasing process within the purchasing department and check the weaknesses and problems.

Directorate of Health and Social Affairs is the official name of Public Security Health Centre in the Ministry of Interior that officially opened in 1989 and aims to offer the medical and health services to Ministry's employees "Officers, police, civilian employees". Purchasing Department of this directorate plays an important role in providing the directorate and its peripheral clinics "Hidd Clinic, Jau Clinic, Safra Family Clinic, CID Clinic, RPA Clinic, Safra Clinic" with the needed items such as; medicines, machines, equipments, vaccines, injections...etc. Its main role is to perform the daily purchase requests for medicines and the needed items through FMIS system and according to those requests it receives the LPOs from Purchasing Directorate in the ministry and submits them to the suppliers. On the other hand, it prepares purchasing tenders proposal for equipments needed by the newly opened departments in the directorate as a matter of procedure.

The researcher is working for more than three years and currently Acting Head of Accounting and Purchasing Department in the Directorate of Health and Social Affairs. Her experience and training in the field of operations and management inspire her to conduct thorough research and study in the operation of purchasing department and to improve the efficiency of Directorate of Health and Social Affairs.

The study focuses on the main obstacles and problems that faced by Purchasing Department, and it will try to propose the proper flexible solutions to problems without harming the current procedures and without wasting money, time and efforts. Moreover, the study aims to improve the purchasing management process of this directorate with the objective that supplying the needed items (Equipments and medicines) and delivering them to the directorate is made on time. Given the socio-technological changes that have shaped the country for several decades and the concomitant uncertainties in the process of organization and management, there is a strong need, and imperative one at that, to conduct such a study as the current one.

### **Statement of the Problem**

This study aims to assess the operational efficiency of purchasing department in Directorate of Health and Social Affairs, Ministry of Interior, Kingdom of Bahrain. Specifically, it seeks to answer the following questions:

1. What is the profile of the respondents in terms of:
  - 1.1. Age
  - 1.2. Gender
  - 1.3. Education
  - 1.4. Years of service
  - 1.5. Training courses attended
2. What is the status of the operation of the purchasing department in the Directorate of Health and Social Affairs, Ministry of Interior, in terms of:
  - 2.1. Current operational procedures

## 2.2. Work performance of purchasing staff

3. How do operational procedures and work performance of purchasing staff affect the operational efficiency of the purchasing department in the Directorate of Health and Social Affairs, Ministry of Interior?

4. Is there significant relationship between the operational procedures and work performance of purchasing staff to the operational efficiency of the purchasing department in the Directorate of Health and Social Affairs, Ministry of Interior?

5. Is there significant relationship between work performance to the operational efficiency and the profile of the respondents?

6. What are the problems encountered in the operational procedure of the purchasing department in the Directorate of Health and Social Affairs, Ministry of Interior?

7. What solutions may be recommended to address the problems of the purchasing department on its operational procedure in the Directorate of Health and Social Affairs, Ministry of Interior?

### **Hypotheses**

**HO1.** There is no significant relationship between the operational procedures and work performance of purchasing staff to the operational efficiency of the purchasing department in the Directorate of Health and Social Affairs, Ministry of Interior?

**HO2.** There is no significant relationship between work performance to the operational efficiency and the profile of the respondents?

### **Significance of the study**

This study will benefit the following:

**Management of Directorate of Health and Social Affairs** - to have clear knowledge about the obstacles faced by the current procedures of purchasing process that delay the supplying of the items and also to pay attention to the Health Information System (HIS) and Financial Management Information System (FMIS) by improving current procedures in Purchasing Department and other departments.

**Staff of Purchasing Department** - the study will develop the efficiency of staff by using properly HIS and FMIS systems without wasting time and efforts, and it will also improve their work performance towards purchasing management process.

**Ministry of Interior** - the study will help most of the directorates in the ministry to improve their purchasing procedures and payment process, and it will also support their staff to improve their work performance and use FMIS system effectively.

**Suppliers** - this research would be useful to suppliers in order to get valuable information about the purchasing system of the department. Suppliers can have the overall view of the department's purchasing system.

**Academe** - the research aims to enlighten the Kingdom current population of undergraduates and postgraduates in management studies on the purchasing process and its effects.

**MBA Students** - through this study, students studying MBA will also be benefited. They will get more ideas on how the purchasing is done and how the ministry system works. They can use this research to check purchasing process of any organization in Kingdom of Bahrain.

**Further Researchers** - this study will add to literature on management of the purchasing which a future researcher could use.

### **Scope and Limitations of the Study**

This study focuses on determination of operational efficiency of Purchasing Department as an organization in Directorate of Health and Social Affairs, Ministry of Interior, Kingdom of Bahrain, to examine the procedures of purchasing process and its effects on operational efficiency of the department and its productivity and also check the methods of work process that ensure the delivery of requests on time to save money, time and effort. This study covers the calendar year of 2010 because many requests and some purchasing tenders performed during this year by using HIS and FMIS systems and the researcher is going to examine their use to ease the process of purchasing requests. So, the respondents of the study will be the staff of purchasing department and special concerned departments of the same directorate such as; Pharmacy, Laboratory, X-rays, Physiotherapy, Dental, Infection Control, Daily Care Unit and Stores because they are directly engaged in using HIS and FMIS systems to make their

requests and another tasks as well other than the other departments that do not use these systems like; Medical Records, Social Working, Public Relationships and Human Resources.

### **Definition of Terms**

The terms used in this study are defined operationally and conceptually. These are the following:

**Criminal Investigation Directorate (CID) Clinic** - is a small peripheral clinic attached to Directorate of Health and Social Affairs that opened in CID extending the medical services to the detainees.

**Current Operational Procedures** - are the followed procedures by purchasing department in the Directorate of Health and Social Affairs to provide the requested items using FMIS and HIS systems.

**Financial Management Information System (FMIS)** - is a program installed by Ministry of Finance to control the financial operations of most of the ministries in Kingdom of Bahrain. Purchasing Department's staff use this system to send the requests to Purchasing Directorate in the ministry after being approved by the director through the same system.

**Health Information System (HIS)** - is a program designed by Al Moayyed Group to help the users of Directorate of Health and Social Affairs in facilitating their work easily and do all the tasks electronically as per their specializations. It is designed for doctors to register the names of their patients and issue the prescriptions, pharmacists to register the required medicines to Purchasing Department, storekeepers to register the items and medicines and make codes

for them then the purchasing department can do the request through (FMIS), receptionists to register the patients' names and send them to the doctors' system.

**Local Purchase Order (LPO)** - is a requisition sheet printed with different colours and issued by Purchasing Directorate in Ministry of Interior with being signed by its director to be forwarded to several suppliers for the needed items.

**Ministry of Interior** - is an organization responsible for providing the protection, security and safety for the entire Bahraini community and its fort is located in the centre of Manama.

**Royal Police Academy (RPA) Clinic** - is a peripheral clinic in RPA attached to Directorate of Health and Social Affairs and is opened to all officers and police cadets "Students" for medical treatment.

**Work Performance of Purchasing Staff** - is the daily act of purchasing staff to fulfill the required tasks effectively on time by using HIS and FMIS systems.

## CHAPTER II

### REVIEW OF RELATED LITERATURE AND STUDY

The review of related literature presents concepts, articles, essays and studies on the efficiency of purchasing process and the most flexible and easiest channels to supply the requests on time and save money, time and efforts. The literature mentioned consists of new ideas of easing the purchasing process in the organizations by using technological methods and techniques drawn from different published books, existing international periodicals, and articles written by internationally known authors on the subject matter of purchasing process. The theoretical and conceptual frameworks are presented on the last part of this chapter for a clear understanding of the study.

#### **Foreign literature**

**THE Journal, (2002) originally issued by The King County Directors' Association (KCDA)** stated that the purchasing function is changing as many districts decentralize the process, using site-based management to purchase at different levels (e.g., annually, monthly, daily) as needed. One way vendors have responded to this is through the introduction of e-commerce. Unfortunately, many e-commerce solutions have proven inadequate, unworkable or overly complicated. The King County Directors' Association (KCDA) was aware of this checkered record when it began exploring e-commerce solutions. KCDA is a nonprofit purchasing cooperative founded in 1938 by a group of school board

members in Washington State. Its purpose is to save money through volume purchasing; meet full bid law requirements; manage centralized receiving and distribution; as well as offer a single source for school supplies, furniture and equipment requested by its owner-members. KCDA's management realized that e-commerce could help school districts work faster and more efficiently while saving them money. Therefore, it functioned e-commerce system to include: 1. An online catalog with illustrations, descriptions and prices of all items currently available, 2. User profiles to establish purchasing authorities and determine what information individuals can access, 3. Approval limits, 4. A workflow function to accelerate the approval process, reduce paperwork and improve productivity, 5. Multilingual support, 6. A security program that assigns each user an encrypted password.

**Dominick, (2010)** explained in a well performed essay the common purchasing mistakes that may be faced by a purchasing department in any organization with suggestions and solutions like the following situations: 1. Assuming that a small order doesn't warrant much time. A purchase doesn't have to involve a large monetary expenditure to represent a big risk to the organization if it isn't fulfilled at the right time with the right quality item or service. So, evaluate the criticality of each order and invest an appropriate amount of time based on the degree of criticality; 2. Assuming that supplier offerings are equal except for price. Most suppliers strive to differentiate their products or services. You should seek to understand those differences, what value those differences have to your organization, and which offering is the best overall fit for your organization, price

and other factors considered; 3. Failing to allow suppliers to suggest alternatives. Suppliers may know a better or cheaper way to accomplish your goals. Restricting them to your requirements without giving them the chance to suggest other options may result in forgoing profit improvement opportunities; 4. Failing to qualify a new supplier. You should select a supplier because that supplier is the best fit for your organization, not because the supplier was the best proposal writer. Always qualify new suppliers in a way that is appropriate for the value and criticality of the purchase. This may even mean "dating the supplier before marrying the supplier"; 5. Agreeing to things that the organization can't support. When purchasing agents focus solely on price, there may be temptation to do anything to achieve savings. But being able to trade concessions for lower prices means knowing your organization's limits. For example, don't agree to pay a supplier in 10 days if you haven't confirmed that your organization can actually do those things.

**Dominick, (2010)** clarified that there are few things that cause purchasing professionals to worry more than the topic of ethics and this is understandable. Even when cross-functional teams are formed to ensure organizational buy-in of sourcing decisions, some internal customers end up unhappy with supplier selections. This unhappiness sometimes motivates the most bitter of them to - correctly or incorrectly - question the ethics of the purchasing department. The following circumstances can serve as reasons why internal customers may make accusations that the purchasing department has behaved unethically: 1. A purchasing team member accepted a gift - perhaps even a low-value item like a

pen - from a supplier, 2. A purchasing team member has a personal or financial relationship with a supplier or an employee of a supplier, 3. A purchasing team member mixes business and entertainment with a supplier, for example discussing business over a meal or a round of golf, 4. In a competitive bidding situation, the purchasing team provided certain information to one supplier that was not provided to other suppliers, 5. The supplier selection criteria used was different than the criteria noted in the purchase order/tender. Now, that is not to say that all of these circumstances are inherently unethical. However, it is important to understand how these circumstances look "through the eyes of the customer." So, you should evaluate whether any of these circumstances occur in your organization. If they do, you need to either eliminate and prevent these circumstances or educate your internal customers as to how the circumstances can exist without ethical standards being violated.

Whether your purchasing department consists of one person or a team of dozens, the top three objectives are likely the same: 1. Cost management. A well-developed plan should include strategies to control costs, both externally and internally; 2. Inventory management. Decide which approach is best for your business just-in-time or stockpiling; 3. Risk management. Include strategies for preventing employee fraud, theft and mismanagement. One of the biggest challenges facing many businesses is how to reconcile costs and inventory management. Your vision for the company and your customers' needs will drive your decisions. For example, stockpiling raw materials, inventory or other supplies guarantees that they're available when needed and you aren't exposed

to potential price increases. You also need to determine a level of quality that is acceptable to you and your customers before settling on a supplier. Saving money on purchases may not benefit you in the long run if quality suffers and

your customers complain or defect to competitors. Once you've determined your purchasing priorities, it's time to select vendors and set up procedures. Ask for competitive bids and references. Be sure to review any purchasing contracts, and negotiate favorable payment terms. Decide how to manage purchases internally. For example, for a large purchase it may make sense to get several bids, produce a purchase order, reconcile the purchase order with the vendor's invoice and pay on the negotiated terms. But the internal costs of such a procedure can be prohibitive for small purchases as emphasized in **International Journal of Operations & Production Management, (2005)**.

Purchasing process varies from one company to another but there are some key stages the purchase should go through. The task of purchasing officer that manages the process is to make sure each stage reduces risks and costs, and creates an added value for the person or department that makes the purchase request. The structure of a typical purchasing process includes the following stages: 1. Requisitioning: At requisition stage purchasing officer should receive an accurate description of the goods or service required; 2. Financial Approval: At financial approval stage purchasing officer must be given the approval from a responsible person; 3. Market Assessment: At market assessment stage purchasing officer receives an approved requisition and starts market research; 4. Purchase Decision: At purchase decision stage, after

purchasing officer completed the market assessment and determined the method of purchase, he decides on the supplier or suppliers; 5. Ordering: At ordering stage the main instrument purchasing officer works with is an order form. The order form is an official, numbered document which details the purchase requirements and authorizes the supplier to deliver the goods or services to the company; 6. Delivery: At delivery stage purchasing officer controls the method, terms and time of delivery established when ordering; 7. Receipting and Accounting: At receipting and accounting stage purchasing officer should check if the quality and quantity of delivered goods or services are relevant to ones in the purchase order; 8. Payment: At payment stage purchasing officer makes sure that payments are made on the dates they are due, because maintaining good supplier relations is very important as stated on website [www.taskmanagementsoft.com/solutions/departments/](http://www.taskmanagementsoft.com/solutions/departments/), (2010).

Organizations need to consider not only the physical places where selection, purchase and delivery take place, but also the means by which they can be made more convenient to the customer- hence the changing of Place to Convenience is the marketing mix. The time span between each activity is important. The longer the time between selection and purchase and purchase and delivery, the more likely a form 'buyer's target' (as it is termed in the USA) will occur. Buyer's regret is the phenomenon, well known in sales activities, whereby a keen and interested customer becomes less and less interested in completing the purchase by taking delivery as time goes by. The longer the time before delivery, the more likely it is that the customer will cancel. Stringent

penalty clauses can force delivery, but the customer will then have a negative image of the organization and is unlikely to provide repeat business as clarified by **Cartwright, (2002)**.

**Kolter, (2003)** explained in his book “Marketing Management” that the business buyer faces many decisions in making a purchase. The number of decisions on the buying situation and there are three types of buying situations:

1. Straight rebuy: The straight rebuy is a buying situation in which the purchasing department reorders on a routine basis (e.g. office suppliers, bulk chemicals). The buyer chooses from suppliers on an “approved list”. These suppliers make an effort to maintain product and service quality;
2. Modified rebuy: The modified rebuy is a situation in which the buyer wants to modify product specifications, prices, delivery requirements, or other terms. The modified rebuy usually involves additional decision participants on both sides;
3. New task: The new task is a buying situation in which a purchaser buys a product or service for the first time (e.g. office building, new security system). The greater the cost or risk, the larger the number of decision participants and greater their information gathering and therefore the longer the time to decision completion. The business buyer makes the fewest decisions in the straight-rebuy situation and the most in the new-task situation. In the new-task situation, the buyer has to determine product specifications, price limits, delivery terms and times, service terms, payment terms, order quantities, acceptable suppliers, and the selected supplier. Different decision participants influence each decision, and the order in which these decisions are made varies.

What is the relationship between age and job performance? The average age of people in the workforce is getting higher, with increasing numbers of middle-aged and older workers employed in many different jobs. Thus, it is important to know whether job performance is higher or lower for older workers in comparison with younger workers. Most reviews of empirical research on this issue have concluded that although individual studies differ, averaging across available studies reveals virtually no relationship between age and job performance. The fact that there is no observable relationship is interesting to many people because it is known that age-related declines can occur in important mental and physical abilities. If abilities that are important for performing work do decline with age, but job performance is not lower for older workers, this seems paradoxical. Most research so far indicates that the age of a person, by itself, has little real meaning in explaining job performance. However, other than the possibility that there may truly be no relationship between age and performance, there are several other possible reasons why there is no observed relationship between age and performance in research. It is also important to note that age is only a number that is very loosely associated with many other more meaningful (and potentially job-relevant) changes and differences in people as stated on website <http://medicine.jrank.org/pages/946/Job-Performance.html>, (2010).

The effects of age and gender on work performance and outcomes human resource management policies, strategies and practices are fundamental tools for any organization. The most important asset for any organization is its human resource and therefore all issues affecting

the workforce will be affecting the organizational performance directly.

Organizational performance in any organization determines the social, cultural and financial success of an organization. The success of an organization relies heavily on the management's related policies, values, mission, visions and its expected goals.

Many scholars in the globally have come up with a belief that the society is usually made of an unfair patriarchy that is found to be oppressing women not only in the organizations but in the whole society.

According to research, we find that women are regarded as the weaker sex. This issue has brought about many arguments regarding the inequalities among the members of the society. Many theorists argue that this inequality is found to be caused by poverty and un-even socio-economic status, and is also enforced by social attitudes of the society manifesting itself across all sectors of development in the country. These differences are determined by social, cultural, economically and politically enhanced forces resulting to variation in the position of women in different organizations.

Research indicates that women are found to be disadvantaged in the sharing of income and its utilization in many organizations this comes up as a result of gender inequality, where the share of the national income shows that there is inequality between women and men in the society. In this case we find that many women are considerably subjected to earn low salaries or wages than men. In many organizations survey

reveals that men always require to be given a higher priority in their duties. While women are forced by men particularly male managers to take the roles regarded to be of low class. For all such reasons therefore we find that women rights are being dishonored or violated as stated on website [www.mightystudents.com/essay/Effects.Age.Gender.89003/](http://www.mightystudents.com/essay/Effects.Age.Gender.89003/), (2008).

The educational backgrounds of human resources, training, and labor relations managers and specialists vary considerably, reflecting the diversity of duties and levels of responsibility. In filling entry-level jobs, many employers seek college graduates who have majored in human resources, human resources administration, or industrial and labor relations. Other employers look for college graduates with a technical or business background or a well-rounded liberal arts education. Although a bachelor's degree is a typical path of entry into these occupations, many colleges and universities do not offer degree programs in personnel administration, human resources, or labor relations until the graduate degree level. However, many offer individual courses in these subjects at the undergraduate level in addition to concentrations in human resources administration or human resources management, training and development, organizational development, and compensation and benefits. Because an interdisciplinary background is appropriate in this field, a combination of courses in the social sciences, business administration, and behavioral sciences is useful. Some jobs may require more technical or specialized backgrounds in engineering, science, finance, or law. Most prospective human resources specialists should take courses in principles of management, organizational

structure, and industrial psychology; however, courses in accounting or finance are becoming increasingly important. Courses in labor law, collective bargaining, labor economics, and labor history also provide a valuable background for the prospective labor relations specialist. As in many other fields, knowledge of computers and information systems is useful as stated on website [www.bls.gov/oco/ocos021.htm](http://www.bls.gov/oco/ocos021.htm), (2009).

Every year pupils of year10 leave school for two weeks to experience working in an adult environment. There are different views on the benefits and disadvantages of these two weeks. There are advantages for the students as they learn to make conversation with adults and learn basic skills. Students are also given freedom which is not found in a school environment, and they may be given tasks which include leaving the premises. This is also a chance for students to meet new people outside of school. By the end of the two weeks, many students find they have made new friends with different interests and lives to their other friends. Work experience however can also be viewed as unbeneficial. The student wont be given jobs of the particular career as they do

not have they qualities such as a degree to perform it, instead they will be given 'small jobs' such as cleaning shelves and making drinks for the staff; jobs that do not give a good insight into the career. Work experience can in some cases be a burden for the employer and in others are extremely useful. The employer will either benefit from the student or trainee doing the 'small jobs' that the other staff are not paid for, or have a limited amount of jobs available that the student is capable of carrying out. Work experience holds both benefits and burdens. The

view is that nothing is perfect and most good things always have their burdens, and that work experience has proved to be a beneficial and enjoyable experience to the majority of students as stated on website [hotessays.blogspot.com/.../essay-how-beneficial-is-work-experience.html](http://hotessays.blogspot.com/.../essay-how-beneficial-is-work-experience.html), (2010).

Training involves an expert, working with learners to transfer to them certain areas of knowledge or skills to improve themselves in their current jobs. Development is a broad, ongoing multi-faceted set of activities (training activities among them) to bring someone or an organization up to another threshold of performance, often to perform some job or new role in the future. Employee training and development initiatives can transform organizations with providing extra skills to your employees to not only increase safety and productivity but training leads to higher job satisfaction, which shows up in better corporate performance. Valuable training also includes situational training that provides personnel the skill sets that allow them to make timely, knowledgeable decisions that benefit both the customer and the company as stated on website [university-essays.tripod.com/employee\\_training\\_and\\_development.html](http://university-essays.tripod.com/employee_training_and_development.html), (2010).

First, John P. Campbell defines performance as behavior. It is something done by the employee. This concept differentiates performance from outcomes. Outcomes are the result of an individual's performance, but they are also the result of other influences. In other words, there are more factors that determine outcomes than just an employee's behaviors and actions. Campbell allows for exceptions when defining performance as behavior. For instance, he clarifies that performance does not have to be directly observable actions of an individual. It can consist of mental productions such as answers

or decisions. However, performance needs to be under the individual's control, regardless of whether the performance of interest is mental or behavioral. Another closely related construct is productivity. This can be thought of as a comparison of the amount of effectiveness that results from a certain level of cost associated with that effectiveness. In other words, effectiveness is the ratio of outputs to inputs those inputs being effort, monetary costs, resources, etc as stated on website [www.work-life-balance-tips.com/work-performance.html](http://www.work-life-balance-tips.com/work-performance.html), (2007).

John P. Campbell allows for exceptions when defining performance as behavior. For instance, he clarifies that performance does not have to be directly observable actions of an individual. It can consist of mental productions such as answers or decisions. However, performance needs to be under the individual's control, regardless of whether the performance of interest is mental or behavioral. The difference between individual controlled action and outcomes is best conveyed through an example. On a sales job, a favorable outcome is a certain level of revenue generated through the sale of something (merchandise, some service, insurance). Revenue can be generated or not, depending on the behavior of employees. When the employee performs this sales job well, she is able to move more merchandise. However, certain factors other than employees' behavior influence revenue generated. For example, sales might slump due to economic conditions, changes in customer preferences, production bottlenecks, etc. In these conditions, employee performance can be adequate, yet sales can still be low. The first is performance and the second is the effectiveness of that performance. These two can be

decoupled because performance is not the same as effectiveness as stated on website [www.work-life-balance-tips.com/work-performance.html/](http://www.work-life-balance-tips.com/work-performance.html/), (2007).

What are some common problems with the establishment of a Purchase Order Management system? As obvious as it may seem, the purchase orders themselves can sometimes prove problematic. Whether you're creating your purchase orders by hand, or instead using purchase order templates, it's initially important that those orders accurately and consistently provide your suppliers with the necessary information. It's not merely about what you want and how much of it you want; you'll want to include shipment dates, shipment providers and precise receipt instructions, among other necessary pieces of information. Some other common problems you should avoid:

- Poor integration: Purchase order management isn't just a communication chain between you and your suppliers; it's also a chain within your business itself. Particularly within mid-sized or larger businesses, the sheer volume of purchase orders and received goods requires a high level of integration between the ordering, shipping and accounting departments of a business. Assuming, for example, that you have in place a procedure for reporting vendor order acknowledgements, is there also a procedure that ensures that the right people in your business are made aware of those acknowledgements?
- Poor communication: As important as intra-business communication is in a purchase order management system, communication between your business and your vendors is equally important. Obviously the communication of the purchase orders themselves and procedures for the tracking and prompt receipt of those orders is important, but your

purchase order management system won't help your business if it doesn't include provisions for some form of fast and reliable interplay between your business, your vendors and your customers. You need not only to effectively communicate your purchase orders, but also to posses a system that enhances your ability to stop or change orders as necessary as clarified on website

## مذکور در مقالہ میں Police Media Center

In more recent years, the purchasing function has been given more attention as it has come to play a bigger role in improving and maintaining company performance. One of the underlying reasons for this could be the trend of increased outsourcing which implies that costs that used to be internal in form of wages and production costs are now external in the form of purchased items. This development therefore enhances the strategic importance of purchasing and the need for managing the relations with external sources. The purpose of this paper is to investigate what measures can be taken to improve the purchasing function in medium sized manufacturing companies. The main obstacles to improve purchasing performance in medium sized companies are cooperation, information and costs. By improving organizational coordination and knowledge about internal processes, medium sized manufacturing companies could also have a better ability to identify separate issues specific to their company that is causing ineffectiveness in the purchasing function. Information about costs and complete cost calculations are also of essence for being able to correctly evaluated alternatives and to make well informed choices. **Lind, (2009).**

Companies operate in a changing world with rapid technological development. Automation of the purchasing process in companies by means of electronic solutions is in line with this development. Companies constantly demand new concepts and electronic solutions in order to make the purchasing process more efficient, known as E-procurement management. The purpose of this thesis is to analyze how a purchasing process can be automated in strategic relationships in the automotive industry, thereto taking product and supplier type

into consideration concerning electronic solutions. We will also study the possible effect on the buyer-supplier relationship of automation. The authors have drawn the conclusion that companies should not rush into things such as an automation. Much attention should be paid to the question what degree of an automation that can be allowed before it will have a negative effect on the relationship. Moreover, they should thoroughly study on what electronic solution is most suitable, there to with consideration to what type of product and supplier one is dealing with as clarified by **Larsson and Strand, (2006)**.

### **Related Studies**

#### **Foreign Studies**

It emphasized Improving the efficiency of the purchasing process provides important opportunities to increase a firm's profitability. In this paper we introduce a mathematical programming model that uses total cost of ownership information to simultaneously select suppliers and determine order quantities over a multi-period time horizon. The total cost of ownership quantifies all costs associated with the purchasing process and is based on the activities and cost drivers determined by an activity based costing system. **Degraeve and Roodhooft, (2000)**.

This thesis investigates the role of purchasing managers and departments in supplier relationships (SRs) and assesses the impact of their role on SRs' performance. Driven by the importance of outsourcing in organizations, there is an intense interest in academia in the study of SRs and an increased awareness that purchasing has an important role to play in their management. The aim of

this thesis is to push theory forward by exploring this role in a systematic way and to investigate whether and how it varies across SRs that involve the exchange of products/services with certain structural characteristics. In that way it generates insights about how the purchasing function can be leveraged to better manage SRs. The managers' negative impact in such SRs was also observed to have implications for the dyadic relationship of the purchasing department with the internal (customer) departments, which under certain conditions can create problems of coordination in the organizations. From this, guidance about the types of situation in which certain activities may be more important than others will provide a useful guide to how purchasing departments may be involved in an effective and efficient way. Academically, this thesis utilizes an innovative conceptual method in evaluating SRs by incorporating two major theoretical frameworks and provides with insights in delineating the actual role of the purchasing function in SRs. Finally, the thesis contributes to the ongoing debate of the establishment of a contiguous Supply Chain Management discipline, by investigating its problem domain **Giannakis and Mihalis, (2004)**.

### **Local Studies**

Health purchasing has been defined as "buying the best value for money services to achieve the maximum health gain for those most in need. It includes numerous arrangements used by purchasers of health care services to pay medical care providers. The idea of a provider purchaser split is based on, among other things: a wish to clarify roles, i.e. political funding role, purchaser and the provider role, and the idea that it will enhance provider efficiency. The

purchaser-provider relationship rest on what economic literature refer to as agency theory. The theory suggest that the perfect contract does not exist, but that the best possible deal will be found if the principal generates incentives such that the agent's best choice is to align his goals with the principal's as much as possible. In historical budgets model in Ministry of Health often allocate budget to public providers, the decisions regarding the services to be financed are made de facto at the provider level as stated by **Regional Office for the Eastern Mediterranean related to World Health Organization, (2008)**.

Bahrain Petroleum Company (BAPCO) is set to roll out e-procurement and e-tendering systems across its supply chain, to improve efficiency and reduce costs. The Bahrain state-owned oil producer has signed up electronic marketplace provider Quadrem for the first phase of its e-procurement project. Once the first phase of the implementation is complete, BAPCO will issue tenders and purchase orders through the electronic system to certain selected suppliers; these suppliers will then respond electronically. According to BAPCO and Quadrem, this will produce efficiencies and cost savings for both the oil producer and its suppliers. BAPCO's long-term plan is to introduce e-procurement across its whole global supply chain. This will allow it to streamline its procurement process significantly, by eliminating the risks of mislaid communications such as faxes, and ensuring larger numbers of suppliers receive requests. On the other hand, producers from across the Middle East, including in Oman and Qatar, have adopted e-procurement systems, but many have limited

adoption to tendering and are not processing payments and more complex contracts electronically as clarified by **Beer, (2007)**.

## Synthesis

From the review of literature, several concepts are found related to the present study. The literature of the International Journal of Operations & Production Management (2005) that called Effective Purchasing Procedures is related to the present study in the subject of determining the proper and flexible purchasing procedures in terms of cost management, inventory management and risk management.

In addition, the literature of Kolter (2003) that mentions Buying Behaviour can support the present study by clarifying that the business buyer faces many decisions in making a purchase, and it also highlights the number of decisions on the buying situation to be carried out through the department or organization in order to perform the entire process effectively.

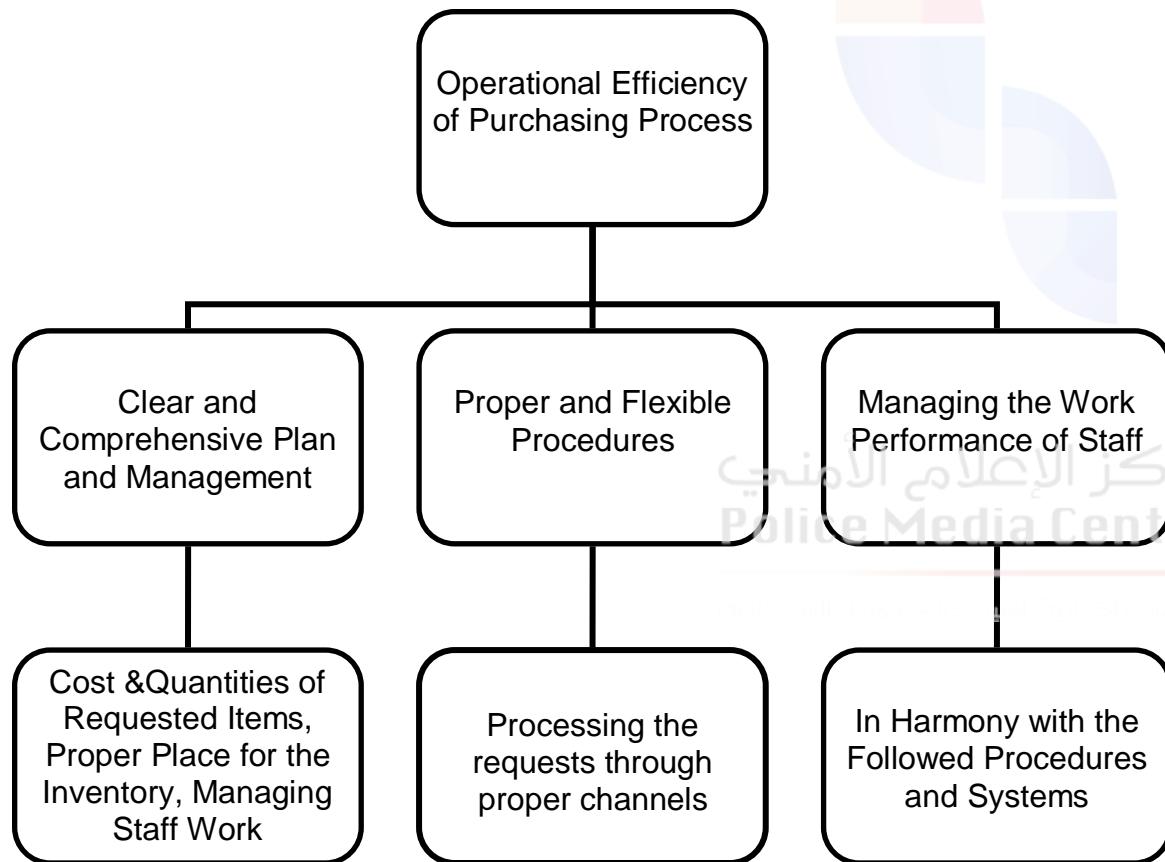
Also, the study of Larsson and Strand (2006) Automation of Purchasing Process can benefit the present study by proposing a suggestion to use E-procurement management in purchasing process in order to ease and fast the whole operation and save money, time and efforts, but at the same time it draws the attention to the bad effect of using E-procurement and the problems that it may cause to the organization.

On the other hand, the literature of Cartwright (2002) that focused on distribution channels and its importance to the organization's fame among the

customers it does not support the present study as it does not pay much attention to the physical places where the items should be well stored and located. The inventory management should be taken into highly consideration by the management of the organization as it also related to the purchasing process in terms of receiving and placing the items properly on time.

The study of Regional Office for the Eastern Mediterranean related to World Health Organization, (2008) that explains the purchaser - provider relations does not also support the present study in terms of not arranging clear contract between the purchaser and provider for supplying the items on time with the required quality and specifications in order to avoid any kind of delay or problems.

## **Theoretical Framework**



**Figure 2.1 Theoretical Framework of the Study**

The theoretical framework of the study is based on the theory from the “International Journal of Operations & Production Management”, (2005)

otherwise known as Effective Purchasing Procedures. It aims at finding out proper flexible procedures to ease the process of purchasing that should be in harmony with the staff work performance and without affecting the operational efficiency of the department as shown in figure 2.1. So, whether the purchasing department consists of one person or a team of dozens, the top three objectives are likely the same: 1. Cost management - A well-developed plan should include strategies to control costs, both externally and internally; 2. Inventory management - Decide which approach is best for your business - just-in-time or stockpiling; 3. Risk management - Include strategies for preventing employee fraud, theft and mismanagement.

The procedures of purchasing process should be precise and flexible that include all the aspects to smoothen the delivery of requests without affecting the operational efficiency of the department. Therefore, there should be clear and comprehensive plan and management for defining the cost of the requests and their quantities, arranging proper place and location to put these requested items in a proper perspective after being received from the suppliers.

## Conceptual Framework

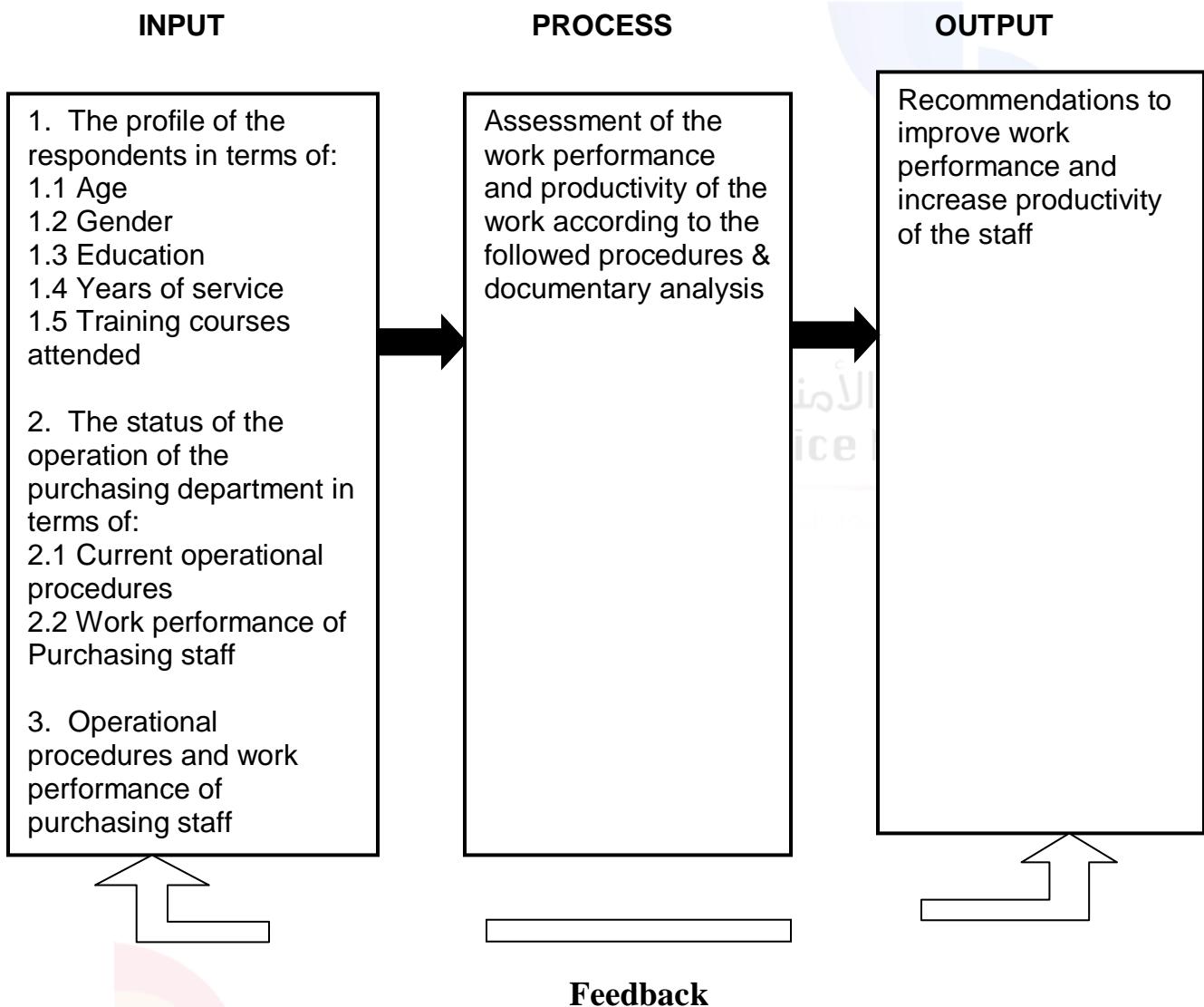


Figure 2.2 Conceptual Framework of the Study

Figure 2.2 shows the conceptual paradigm of the study. The present study will investigate the operational efficiency of purchasing department in the Directorate of Health and Social Affairs, Ministry of Interior in terms of current operational procedures and work performance of purchasing staff. The input will be the independent variables that present the profile of the respondents in terms of their; age, gender, education, years of service and training courses attended, and it will also include the status of the operation of the purchasing department in terms of current operational procedures and work performance of purchasing staff. Moreover, the input will present the operational procedures and work performance of purchasing staff. On the other side, the output will be the dependent variables that are influenced by the independent variables and are going to be assessed and documentary analyzed through stages of process to give good recommendations for improving the work performance thereby increasing the productivity of the staff.

## RESEARCH METHODOLOGY

This chapter presents an overview of the methodological perspective of the research. It also describes the research design, respondents of the study, research instrument, and validity of the instrument, data gathering procedures, data processing and statistical treatment.

### Research Design

The descriptive co relational research is used in this study. Paul Newbold, William L. Carlson and Betty Thorne, authors of Statistics for Business and Economics (2007) pointed out that descriptive statistics include graphical and numerical procedures that are used to summarize and process data and to transform data into information of a manageable size. The main goal of this type of research is to describe the data and characteristics about what is being studied. So, it will focus on describing and assessing the operational efficiency of purchasing department in Directorate of Health and Social Affairs, Ministry of Interior, Kingdom of Bahrain and whether the current operational procedures and staff work performance affect the efficiency of the department or not. Moreover, it will focus on the main encountered problems in purchasing department and what are the suitable solutions to solve them effectively. Descriptive research is mainly done when a researcher wants to gain a better understanding of a topic.

It is used to obtain information concerning the current status of the phenomena to describe "what exists" with respect to variables or conditions in a situation. The result of the study will be the basis for proposing smooth and

flexible procedures to be followed in purchasing department in order to deliver the needed requests on time. The study will use the questionnaire instrument to gather the needed data.

### **Respondents of the Study**

**Table 3.1**

#### **Distribution of Respondents**

<b>Respondents of the Study</b>	<b>Number</b>	<b>%</b>
Purchasing Department	6	11.11
Stores Department	3	5.56
Infection Control Department	4	7.41
Pharmacy Department	7	12.96
Laboratory Department	5	9.26
X-rays Department	6	11.11
Dental Department	7	12.96
Physiotherapy Department	6	11.11
Daily Care Unit	10	18.52
<b>Total</b>	<b>54</b>	<b>100</b>

The respondents of this study were the employees of the Purchasing Department in the Directorate of Health and Social Affairs, Ministry of Interior, Kingdom of Bahrain dealt with the purchasing department closely and regularly in terms of requiring requests for their departments and sections. It included the heads of departments as well as their staff to examine their opinions about the

current operational procedures, the level of staff work performance and the quick deliver of the required requests. However, due to unavailable circumstance, there were only (36) respondents who responded to the questionnaire given.

### **Research Instruments**

The survey questionnaire was the primary method for data gathering from the respondents. The questionnaire consisted of six parts to be employed accurately by the respondents in order to get clear results. So, part I covered the profile of the respondents, part II covered the status of current operational procedures that followed in Purchasing Department of Directorate of Health and Social Affairs, Ministry of the Interior, Kingdom of Bahrain and its affect on staff work performance, part III covered the status of delivering the required requests through Purchasing Department of Directorate of Health and Social Affairs, Ministry of the Interior, Kingdom of Bahrain, part IV covered the effects of work performance to operational efficiency of purchasing department, part V covered the problems encountered in dealing with Purchasing Department of Directorate of Health and Social Affairs, Ministry of the Interior, Kingdom of Bahrain and the final part VI covered the recommended solutions for the encountered problems in purchasing department.

The questionnaire was validated by the **Director of Directorate of Health and Social Affairs.**

### **Validity of the Instrument**

For ensuring the confidentiality of the work with maintaining the reliability and validity of the questionnaire, the director of Directorate of Health and Social Affairs examined the questionnaire's questions and validated them officially in order to be distributed among the respondents of the directorate, which was adopted by the members of the panel.

### **Data Gathering Procedure**

First of all, the researcher explained to the respondents in each concerned department the purpose for this research clarifying to them that there was already an official approval from the director for performing that questionnaire. The copies of the questionnaire were distributed personally by the researcher to the respondents in each concerned department. Before the respondents started to answer the questionnaire, the researcher explained to them the way of answering the questions in each part with also answering their inquiries immediately. Specification of a questionnaire is shown in table 3.2.

**Table 3.2**

## Specification of a Questionnaire

Problem Number	Part in the Questionnaire
Question 1	Part I- items 1 to 5
Question 2	Part II- items 1 to 5
Question 3	Part III- items 1 to 5
Question 4	Part IV- items 1 to 5
Question 5	Part V- items 1 to 5
Question 6	Part VI- items 1 to 5

## Data Processing and Statistical Treatment

The data of this research were gathered, organized and coded by using Statistical tools such as; R-correlation, mean, percentage, frequency and rank distributions were used to answer questions.

## CHAPTER IV

## PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

This chapter presents the analysis and interpretation of results regarding the profile of the respondents, the status of operation of the Purchasing Department in Directorate of Health and Social affairs, Ministry of the Interior, Kingdom of Bahrain in terms of current operational procedures and its effect on staff work performance and also in terms of the work performance of purchasing staff, the effects of operational procedures to operational efficiency and also the effects of work performance to operational efficiency. Moreover, the analysis includes the problems encountered in dealing with Purchasing Department and the recommended solutions.

Table 4.1 presents the age group of the staff in the Directorate of Health and Social Affairs.

**Table 4.1  
Profile of the Respondents in Terms of Age**

Age	Frequency	%
21 – 31	14	38.9
32 – 42	15	41.7
43 or older	7	19.4
<b>Total</b>	<b>36</b>	<b>100</b>

As reflected in table 4.1 the profile of the respondents in the Directorate of Health and Social Affairs in terms of age clarifies that the frequency number fifteen (15) and the rate of forty-one point seven percent (41.7%) is the highest in

age between thirty-two to forty-two (32 to 42) as the staff of those ages are well trained, experienced and strongly willing to work and develop. On the other side, the frequency number fourteen (14) and the rate of thirty-eight point nine percent (38.9%) of staff fell in ages between twenty-one to thirty-one (21-31) is also high because the management of this directorate encourages the recruitment of young and new graduated staff because they are fresh and enthusiastic to work with the senior and experienced staff in different departments. The frequency number seven (7) and the rate of nineteen point four percent (19.4%) of staff of forty three or older (43 or older) is limited in this directorate because most of them are heads of departments, senior and well experienced staff.

The implication of this is that the average age of people in the workforce is getting higher, with increasing numbers of middle-aged and older workers employed in many different jobs. Thus, it is important to know whether job performance is higher or lower for older workers in comparison with younger workers. Most reviews of empirical research on this issue have concluded that although individual studies differ, averaging across available studies reveals virtually no relationship between age and job performance. The fact that there is no observable relationship between age and job performance is interesting to many people because it is known that age-related declines can occur in important mental and physical abilities as stated on website <http://medicine.jrank.org/pages/946/Job-Performance.html>, (2010).

Table 4.2 presents the gender of the staff in the Directorate of Health and

Social Affairs.

**Table 4.2**  
**Profile of the Respondents in Terms of Gender**

Gender	Frequency	%
Female	19	52.8
Male	17	47.2
<b>Total</b>	<b>36</b>	<b>100</b>

As reflected in table 4.2 the profile of the respondents in the Directorate of Health and Social Affairs in terms of gender clarifies that the frequency number of female staff nineteen (19) and the rate of fifty-two point eight percent (52.8%) is higher than the male staff's frequency number seventeen (17) with the rate of forty-seven point two percent (47.2%). The reason for that increase is the different kinds of qualifications and specializations the females hold is more than the males do which support their immediate recruitment in the directorate with good salary and allowances, even though the frequency numbers of both gender are close and there is no clear difference between them. But still the number of female staff is the highest in the directorate.

The most important asset in any organization is its human resource. Consequently, all issues affecting the workforce will definitely have a direct effect also on the organizational performance. Organizational performance in any organization determines the social, cultural and financial success of an organization. Many scholars in globe have come up with a belief that the society is usually made of an unfair patriarchy that is found to be

oppressing women not only in the organizations but also in the whole society. According to research, a study conducted, women are regarded as the weaker sex compared to men. Women are found to be in disadvantageous position in the sharing of income and its utilization in many organizations. This is the result of gender inequality between women and men in the society. Many women are considerably subjected to earn low salaries or wages than men. In many organizations, survey reveals that men always required to be given a higher priority in their duties, while women are forced by men particularly male managers to take the roles regarded to be of low class as emphasized in web site [www.mightystudents.com/essay/Effects.Age.Gender.89003/](http://www.mightystudents.com/essay/Effects.Age.Gender.89003/), (2008).

Table 4.3 presents the educational attainment of the staff in the Directorate of Health and Social Affairs.

**Table 4.3  
Profile of the Respondents in Terms of Educational Attainment**

<b>Educational Attainment</b>	<b>Frequency</b>	<b>%</b>
High school or equivalent	1	2.8
Some colleges	2	5.6
Diploma's degree	14	38.9
Bachelor's degree	16	44.4
Master's degree	3	8.3
<b>Total</b>	<b>36</b>	<b>100</b>

As reflected in table 4.3 the profile of the respondents in the Directorate of Health and Social Affairs in terms of educational attainment shows that the highest frequency number of educational attainment is the holder of bachelor's degree that scores the frequency number sixteen (16) with the rate of forty-four point four percent (44.4%), this implies that most of the staff in the directorate are well qualified in different types of specializations. This is the reason that they can easily work cooperatively with their senior colleagues and heads of departments. The other high frequency number shown in the holders of diploma's degree that scores the frequency number fourteen (14) and the rate of thirty-nine point eight percent (38.9%) which clarifies that there are much technician staff in different departments work together with their colleagues of different qualifications and specializations and most of those diploma's holders are senior, well trained and experienced staff. Most holders of master's degree that scores the frequency number three (3) and the rate of eight point three percent (8.3%) are heads of departments and they are very professional staff

that linked directly with the management. The other holders of high school or equivalent and some colleges are very few in this directorate, they score the frequency numbers one and two (1 and 2) and the rates of two point eight percent (2.8%) and five point six percent (5.6%) as shown in table 4.3 and figure 4.3 and they work as clerks, data technicians, receptionists or telephone operators in different departments with other high holders of degrees but they are well trained to their fields of work.

The educational backgrounds of human resources, training, and labor relations managers and specialists vary considerably, reflecting the diversity of duties and levels of responsibility. In filling entry-level jobs, many employers seek college graduates who have majored in human resources, human resources administration, or industrial and labor relations. Other employers look for college graduates with a technical or business background or a well-rounded liberal arts education as issued on website [www.bls.gov/oco/ocos021.htm](http://www.bls.gov/oco/ocos021.htm), (2009).

Table 4.4 presents the number of years of service of the staff in the Directorate of Health and Social Affairs.

**Table 4.4**  
**Profile of the Respondents in Terms of Number of Years of Service**

Number of Years of Service	Frequency	%
0-5	17	47.2
6-10	8	22.2
11-15	2	5.6
16-20	5	13.9
21-25	4	11.1
<b>Total</b>	<b>36</b>	<b>100</b>

As reflected in table 4.4 the profile of the respondents in the Directorate of Health and Social Affairs in terms of the number of their years of service shows that the highest frequency number of service of year is seventeen (17) and the rate of forty-seven point two percent (47.2%) which falls between zero to five (0-5). The reason is the recruitment of a large number of new and fresh graduated staff of different specializations and qualifications to work in every department in the directorate in order to develop the proposed service and achieve its vision and mission. The second frequency number is eight (8) and the rate of twenty-two point two percent (22.2%) that falls in years between six to ten (6-10) and the staff who work between these years are senior and well experienced in their fields of work. The other frequency numbers of five and four (5 and 4) and the rate of thirteen point nine percent (13.9%) and eleven point one percent (11.1%) are close and the staff who work between these periods sixteen to twenty years (16-20) and twenty-one to twenty-five years (21-25) are senior, heads of department and some of them retired or about to retire. The remaining lowest

frequency number is two (2) and the rate of five point six percent (5.6) which falls between eleven to fifteen years (11-15) and this indicates the few numbers of staff that work between these years in the directorate.

Work experience can in some cases be a burden for the employer and in others are extremely useful. The employer will either benefit from the student or trainee doing the 'small jobs' that the other staff are not paid for, or have a limited amount of jobs available that the student is capable of carrying out. Work experience holds both benefits and burdens. The view is that nothing is perfect and most good things always have their burdens, and that work experience has proved to be a beneficial and enjoyable experience to the majority of students as issued on website [hotessays.blogspot.com/.../essay-how-beneficial-is-work-experience.html](http://hotessays.blogspot.com/.../essay-how-beneficial-is-work-experience.html), (2010).

Table 4.5 presents the number of training courses attended by the staff in the Directorate of Health and Social Affairs.

**Table 4.5**  
**Profile of the Respondents in Terms of Number of Training Courses Attended**

Training Courses Attended	Frequency	%
Local	23	63.9
Regional	13	36.1
<b>Total</b>	<b>36</b>	<b>100</b>

As reflected in table 4.5 the profile of the respondents in the Directorate of Health and Social Affairs in terms of the number of training courses attended shows that the highest frequency number focuses on the local training courses than the regional ones as they scores frequency number twenty-three (23) and the rate of sixty-three point nine percent (63.9%) while the regional training courses scores frequency number thirteen (13) and the rate of thirty-six point one percent (36.1%). This statistic implies that most of staff in the Directorate of Health and Social Affairs attend local training courses in Kingdom of Bahrain which includes short training courses related to their fields of work, seminars, workshops, meetings, programmes, activities...etc. They share their experiences and ideas with other visitors to develop the work and projects. Moreover, some of the staff in the directorate get the chance to attend external courses, meetings, conferences and seminars in Gulf and Arab countries and they meet different kinds of visitors, experts, professionals from other countries and discuss with them different subjects and ideas to develop the work's environment.

Employee training and development initiatives can transform organizations with providing extra skills to your employees to not only increase safety and productivity but training leads to higher job satisfaction, which shows up in better

corporate performance. Valuable training also includes situational training that provides personnel the skill sets that allow them to make timely, knowledgeable decisions that benefit the customer and the company as stated on website [universityessays.tripod.com/employee\\_training\\_and\\_development.html](http://universityessays.tripod.com/employee_training_and_development.html), (2010).

### **The Status of Current Operational Procedures**

This part describes the status of current operational procedures used in the Purchasing Department in the Directorate of Health and Social Affairs as perceived by purchasing's staff and the respondents of some concerned departments in the directorate that directly deal with purchasing department.

Table 4.6 presents the status of operation of the Purchasing Department in the Directorate of Health and Social Affairs in terms of current operational procedures and its effects on staff work performance.

**Table 4.6**  
**The Status of Current Operational Procedures of the Purchasing Department in the Directorate of Health and Social Affairs, Ministry of the Interior, Kingdom of Bahrain**

Criteria	Mean	Verbal Interpretation
1. Current operational procedures that followed in purchasing department is outstanding and flexible procedures that help in delivering the required requests quickly	3.56	Agree
2. Using FMIS & HIS systems ease the flow of current operational procedures	3.75	Agree
3. The installation of FMIS & HIS systems is a good solution to ease the flow of current procedures	4.03	Agree
4. FMIS & HIS systems help in improving the staff work performance	3.86	Agree
5. FMIS & HIS systems are not suitable systems to ease the current operational procedures	2.50	Undecided
<b>Weighted Mean</b>	<b>3.54</b>	<b>Agree</b>

As reflected in table 4.6 the status of current operational procedures of the Purchasing Department in the Directorate of Health and Social Affairs shows an agreed practice as indicated by average value rating of 3.54.

The table reveals a good impression about the status of current operational procedures and its effects on staff work performance, so the item number three scores the highest average value rating 4.03 which indicates that most of the respondents agree that the installation of FMIS & HIS systems is a good solution to ease the flow of current procedures by noticing the quickness of completing the work and delivering the required requests. Item number four

scores also a good average value rating 3.86, and it implies that some of the respondents agree that FMIS & HIS systems help in improving the staff work performance because the users for these two systems are well trained and observed by the supervisors and trainers of Al Moayyed Company and Ministry of Finance and they perform their work electronically. Also, item number two scores an average value rating 3.75 which reveals that some of the respondents agree and are convinced that using FMIS & HIS systems ease the flow of current operational procedures as they are used electronically and easily connect the purchasing department of Directorate of Health and Social Affairs with Purchasing Directorate and Financial Affairs Directorate in the ministry. Item number one scores an average value rating 3.56 which reveals that some of the staff agree that the current operational procedures followed in purchasing department is outstanding and flexible procedures that help in delivering the required requests quickly. They notice this development when they receive their required items on time with the same quality and specifications. It is also noticed that item number five gets the lowest average value rating 2.50 which indicates an undecided point of view from the respondents regarding that FMIS & HIS systems which are not suitable systems to ease the current operational procedures. This clarifies that these respondents may not familiar with the use of the two systems or they do not understand the accurate purpose for using them.

Any purchasing department needs to take into consideration the top three objectives: a well-developed plan should include strategies to control costs, both externally and internally, decide which approach is best for your business just-in-

time or stockpiling, include strategies for preventing employee fraud, theft and mismanagement. One of the biggest challenges facing many businesses is how to reconcile costs and inventory management. Your vision for the company and your customers' needs will drive your decisions. You also need to determine a level of quality that is acceptable to you and your customers before settling on a supplier. Once you've determined your purchasing priorities, it's time to select vendors and set up procedures. Ask for competitive bids and references. Be sure to review any purchasing contracts, and negotiate favorable payment terms as emphasized in **International Journal of Operations & Production Management**, (2005).

### **The Status of Work Performance of Purchasing Staff**

This part describes the status of work performance of purchasing staff as perceived by the respondents of some concerned departments in the directorate that directly deal with purchasing department.

Table 4.7 presents the status of work performance of purchasing staff.

**Table 4.7  
The Status of Staff Work Performance of Purchasing Department in the Directorate of Health and Social Affairs, Ministry of the Interior, Kingdom of Bahrain**

Criteria	Mean	Verbal Interpretation
1. The staff work performance of purchasing department is generally weak	2.50	Undecided
2. The staff of purchasing department are not well trained in using FMIS & HIS system	2.11	Disagree
3. They lack the control of following the flow of current operational procedures	2.53	Undecided
4. They are not punctual on performing their responsibilities and the required tasks	2.36	Disagree
5. They lack the techniques of communication with other departments of the same directorate	2.61	Undecided
<b>Weighted Mean</b>	<b>2.422</b>	<b>Disagree</b>

As reflected in table 4.7 the status of work performance of purchasing staff shows a disagreed practice as indicated by average value rating of 2.422.

The table reveals an acceptable total result about the work performance of purchasing staff. The three items number five, three and one get undecided results according to their averages value rating 2.61, 2.53 and 2.50 and this implies that some of the respondents do not directly contact with the purchasing department and they do not know much about the nature of work there. Therefore, they can not asses the work performance of purchasing staff and their use for FMIS and HIS systems. On the other hand, the other remaining items number four and two get disagreed results according to their averages value rating 2.36 and 2.11 and this shows that some of the respondents are in harmony

with purchasing staff and they accept the level of their work performance and punctuality in doing their tasks and responsibilities and sending the orders.

The performance is something done by the employee. This concept differentiates performance from outcomes. Outcomes are the result of an individual's performance, but they are also the result of other influences. In other words, there are more factors that determine outcomes than just an employee's behaviors and actions. The performance does not have to be directly observable actions of an individual. It can consist of mental productions such as answers or decisions. However, performance needs to be under the individual's control, regardless of whether the performance of interest is mental or behavioral as issued on website [www.work-life-balance-tips.com/work-performance.html/-](http://www.work-life-balance-tips.com/work-performance.html/-), (2007).

### **The Effects of Operational Procedures to Operational Efficiency**

This part describes the effects of operational procedures to operational efficiency of purchasing department in the Directorate of Health and Social Affairs as perceived by the respondents of purchasing department and the respondents of some concerned departments in the directorate.

Table 4.8 presents the effects of operational procedures to operational efficiency.

**Table 4.8  
The Effects of Operational Procedures to Operational Efficiency of Purchasing Department in the Directorate of Health and Social Affairs, Ministry of the Interior, Kingdom of Bahrain**

Criteria	Mean	Verbal Interpretation
1. Not effectively and efficiently implemented FMIS and HIS systems/ procedures	2.61	Undecided
2. Operationally problems surfaced because of complicated FMIS and HIS systems	2.44	Disagree
3. Necessitate alternatives ways to ease out the flow of current operational procedures	3.00	Agree
4. FMIS and HIS smoothen the current operational procedures	3.42	Agree
5. They increase the productivity of purchasing department's staff	3.53	Agree
<b>Weighted Mean</b>	<b>3.00</b>	<b>Agree</b>

As reflected in table 4.8 the effects of operational procedures to operational efficiency of purchasing department shows an agreed practice as indicated by average value rating of 3.00.

The table reveals a good total result about the effects of operational procedures to operational efficiency of purchasing department. The three items number five, four and three get agreed results according to their average value rating 3.53, 3.42 and 3.00. This implies that the respondents accept the performance of FMIS and HIS systems by noticing a clear increase in the staff's productivity. They also clarify that the role of both systems is necessary to take care of smoothing the current procedures and find flexible ways to ease the

flow of processing them. Item number one gets an undecided result according to its average value rating 2.61, and it seems that some of the respondents are not familiar with the purpose for using FMIS and HIS systems. On the other side, item number two gets a disagree result which is an acceptable one shown by the respondents towards the using of FMIS and HIS systems that indicates they are easy and not complicated.

Purchasing process varies from one company to another but there are some key stages the purchase should go through. The task of purchasing officer that manages the process is to make sure each stage reduces risks and costs, and creates an added value for the person or department that makes the purchase request. The structure of a typical purchasing process includes the following stages: requisitioning: at this stage the purchasing officer should receive an accurate description of the goods or service required, financial approval: at this stage the purchasing officer must be given the approval from a responsible person, purchase decision: after purchasing officer completed the market assessment and determined the method of purchase, he decides on the supplier or suppliers, Ordering: ordering the required orders by filling an official form. Delivery: at delivery stage purchasing officer controls the method, terms and time of delivery established when ordering, receipting and accounting: at receipting and accounting stage purchasing officer should check if the quality and quantity of delivered goods or services are relevant to ones in the purchase orders, payment: to pay the invoices after confirming the delivery of the requested items as stated on website

## The Effects of Work Performance to Operational Efficiency

This part describes the effects of work performance to operational efficiency of purchasing department in the Directorate of Health and Social Affairs as perceived by the respondents of some concerned departments in the directorate.

Table 4.9 presents the effects of work performance to operational efficiency.

**Table 4.9  
The Effects of Work Performance to Operational Efficiency of Purchasing Department in the Directorate of Health and Social Affairs, Ministry of the Interior, Kingdom of Bahrain**

Criteria	Mean	Verbal Interpretation
1. The staff of purchasing department do not have clear knowledge and understanding about the current procedures of purchasing process	2.36	Disagree
2. They do not work smoothly when using FMIS & HIS systems	2.50	Undecided
3. They do not know how to solve any problem encountered when using FMIS & HIS systems	2.75	Undecided
4. They do not follow the process of the ordered requests by contacting with the suppliers or Purchasing Directorate of the ministry	2.64	Undecided
5. They do not follow the receiving process for the required items by contacting with stores department of the same directorate	2.58	Undecided
<b>Weighted Mean</b>	<b>2.566</b>	<b>Undecided</b>

As reflected in table 4.9 the effects of work performance to operational efficiency of purchasing department shows an undecided practice as indicated by average value rating of 2.566.

The table reveals an unclear and undecided total result about the effects of work performance to operational efficiency of purchasing department. The four

items numbers three, four, five and two as they are classified from the highest to the lowest average value rating 2.75, 2.64, 2.58 and 2.50 shows undecided results from the respondents. This implies that some of the respondents from different department do not have clear knowledge about the work's system in the purchasing department and the role of its staff. On the other side, the item number one gets an acceptable result according to its average value rating 2.36, and this shows that the respondents accept the level of purchasing staff's performance and appreciate their accuracy of knowledge and skills for following the current procedures properly.

The performance needs to be under the individual's control, regardless of whether the performance of interest is mental or behavioral. The difference between individual controlled action and outcomes is best conveyed through an example. On a sales job, a favorable outcome is a certain level of revenue generated through the sale of something (merchandise, some service, insurance). Revenue can be generated or not, depending on the behavior of employees. The first is performance and the second is the effectiveness of that performance. These two can be decoupled because performance is not the same as effectiveness as explained on website [www.work-life-balance-tips.com/work-performance.html/-](http://www.work-life-balance-tips.com/work-performance.html/), (2007).

## The Relationship between the Current Operational Procedures and the Work Performance

This part describes the relationship between the current operational procedures and the work performance of the purchasing department in the Directorate of Health and Social Affairs.

Table 4.10 presents the relationship between the current operational procedures and the work performance of the purchasing department.

**Table 4.10**  
**Relationship between Current Operational Procedures and Work Performance of Purchasing Department of the Directorate of Health and Social Affairs, Ministry of the Interior, Kingdom of Bahrain**

Variables		The work performance of purchasing department is generally weak	The staff of purchasing department are not well trained in using FMIS & HIS system	They lack the control of following the flow of current operational procedures	They are not punctual on performing their responsibilities and the required tasks	They lack the techniques of communication with other departments of the same directorate
Current operational procedures that followed in purchasing department is outstanding and flexible procedures that help in delivering the required requests quickly	Pearson Correlation Sig. (2-tailed) N	.063	.191	-.061	-.102	-.035
		.717	.264	.723	.554	.842
		36	36	36	36	36
Using FMIS & HIS systems ease the flow of current operational procedures	Pearson Correlation Sig. (2-tailed) N	-.159	-.096	-.185	-.172	-.102
		.355	.578	.281	.316	.553
		36	36	36	36	36
The installation of FMIS & HIS systems is a good solution to ease the flow of current procedures	Pearson Correlation Sig. (2-tailed) N	.029	-.191	.180	.096	-.189
		.866	.264	.293	.577	.269
		36	36	36	36	36
FMIS & HIS systems help in improving the staff work performance	Pearson Correlation Sig. (2-tailed) N	-.194	-.248	-.128	-.183	-.076
		.257	.145	.458	.286	.661
		36	36	36	36	36
FMIS & HIS systems are not suitable systems to ease the current operational procedures	Pearson Correlation Sig. (2-tailed) N	.136	.144	-.188	.069	-.025
		.429	.403	.273	.691	.887
		36	36	36	36	36

As presented in the table shown above, it shows that all the p-values of the tests done using Pearson Correlation at 0.05 level of significance are all higher than the  $\alpha$ -level. However, if the r-value is to be analyzed, it shows that there is a very weak correlation in all of the variables. This implies that there is no significant relationship between the operational procedures and the work efficiency of the employees in the purchasing department of the Directorate of Health and Social Affairs, Ministry of Interior. Hence, the null hypothesis is accepted.

This is supported by **THE Journal, (2002) originally issued by The King County Directors' Association (KCDA)** which stated that the purchasing function is changing as many districts decentralize the process, using site-based management to purchase at different levels (e.g., annually, monthly, daily) as needed. One way vendors have responded to this is through the introduction of e-commerce. Unfortunately, many e-commerce solutions have proven inadequate, unworkable or overly complicated.

### **The Relationship between Work Performance to the Operational Efficiency and the Profile of the Respondents**

This part describes the relationship between work performance to the operational efficiency and the profile of the respondents of the purchasing department in the Directorate of Health and Social Affairs.

**Table 4.11**  
**Relationship between Work Performance to the Operational Efficiency and the Profile of the Respondents of Purchasing Department of the Directorate of Health and Social Affairs, Ministry of the Interior, Kingdom of Bahrain**

Variables		The staff of purchasing department do not have clear knowledge and understanding about the current procedures of purchasing process	They do not work smoothly when using FMIS & HIS systems	They do not know how to solve any problem encountered when using FMIS & HIS systems	They do not follow the process of the ordered requests by contacting with the suppliers or Purchasing Directorate of the ministry	They do not follow the receiving process for the required items by contacting with stores department of the same directorate
The staff work performance of purchasing department is generally weak	Pearson Correlation Sig. (2-tailed) N	.442 ** .007 36	.485 ** .003 36	.549 ** .001 36	.526 ** .001 36	.369 * .027 36
The staff of purchasing department are not well trained in using FMIS & HIS system	Pearson Correlation Sig. (2-tailed) N	.434 ** .008 36	.128 .457 36	.531 ** .001 36	.267 .115 36	-.090 .603 36
They lack the control of following the flow of current operational procedures	Pearson Correlation Sig. (2-tailed) N	.457 ** .005 36	.551 ** .000 36	.660 ** .000 36	.462 ** .005 36	.540 ** .001 36
They are not punctual on performing their responsibilities and the required tasks	Pearson Correlation Sig. (2-tailed) N	.440 ** .007 36	.567 ** .000 36	.516 ** .001 36	.470 ** .004 36	.577 ** .000 36
They lack the techniques of communication with other departments of the same directorate	Pearson Correlation Sig. (2-tailed) N	.592 ** .000 36	.437 ** .008 36	.524 ** .001 36	.519 ** .001 36	.096 .579 36

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

Table 4.11 presents the relationship between work performance to the operational efficiency and the profile of the respondents of the purchasing department.

The table shown above indicates the correlation values between work performance and the operational efficiency of the purchasing department of the Directorate of Health and Social Affairs, Ministry of Interior. It shows that majority of the indicators are significantly to highly significantly related to each other while only two (2) from the work performance indicators show no significant relationship; however, it shows a very weak correlation. The result shows that the work performances of the employees are directly correlated with their operational efficiency. This means that the more that they improve in their work performances the more that they improve in their operational efficiency since that the r-values are all positive. Hence, the null hypothesis is rejected.

This is supported by **Larsson and Strand, (2006)** in their thesis that explained an automation of the purchasing process in companies by means of electronic solutions is in line with this development. Companies constantly demand new concepts and electronic solutions in order to make the purchasing process more efficient, known as E-procurement management. The purpose of this thesis is to analyze how a purchasing process can be automated in strategic relationships in the automotive industry, thereto taking product and supplier type into consideration concerning electronic solutions.

## **The Problems Encountered in Dealing with Purchasing Department**

This part describes the problems encountered in dealing with purchasing department of the Directorate of Health and Social Affairs as perceived by the respondents of some concerned departments in the directorate.

Table 4.12 presents the problems encountered in dealing with purchasing department.

**Table 4.12  
Problems Encountered in Dealing With Purchasing Department of Directorate of Health and Social Affairs, Ministry of the Interior, Kingdom of Bahrain**

<b>Problems Encountered</b>	<b>Frequency</b>	<b>Rank</b>
1. The staff of purchasing department are not available in the office	12	2.5
2. The staff of purchasing department are not cooperative and professional in performing their task	12	2.5
3. They do not answer the office's telephone	9	4.5
4. They do not send the requests on time	9	4.5
5. They try to solve any encountered problem with the concerned department in the directorate smoothly	19	1

As reflected in table 4.12 the item number five gets the highest frequency number by the respondents ( $F=19$ ) and it is ranked the first one and this indicates that the purchasing's staff are cooperative in dealing with other departments and caring of solving their encountered problems on time. The items numbers one and two get a similar frequency number ( $F=12$ ) and they ranked as the second ones (2.5). The results of both items are against the purchasing staff's performance and punctuality and some of the respondents do not accept them.

On the other side, the remaining two items numbers three and four get the lowest frequency number (F=9) and they ranked as the third ones (4.5), and this shows that a few number of the respondents do not accept the performance of purchasing's staff.

As obvious as it may seem, the purchase orders themselves can sometimes prove problematic. Whether you're creating your purchase orders by hand, or instead using purchase order templates, it's initially important that those orders accurately and consistently provide your suppliers with the necessary information. It's not merely about what you want and how much of it you want; you'll want to include shipment dates, shipment providers and precise receipt instructions, among other necessary pieces of information. Some other common problems you should avoid are poor integration and poor communication as explained on website <http://www.beginnersguide.com/accounting/purchase-order-management/what-are-some-common-problems-with-the-establishment-of-a-purchase-order-management-system.php>, (2010).

## The Recommended Solutions for the Problems Encountered in Purchasing Department

This part describes the recommended solutions for the problems encountered in purchasing department of the Directorate of Health and Social Affairs as perceived by the respondents of some concerned departments in the directorate.

Table 4.13 presents the recommended solutions for the problems encountered in purchasing department.

**Table 4.13  
Recommended Solutions for the Encountered Problems in Purchasing Department of the Directorate of Health and Social Affairs, Ministry of the Interior, Kingdom of Bahrain**

Recommended Solutions	Frequency	Rank
1. Try to follow the current procedures properly and update any change done to them	16	4
2. Send the requests regularly on time to avoid any pending or delay in delivery	21	1
3. Contact regularly with the suppliers to deliver the requested items on time	18	3
4. Always contact with Purchasing Directorate of the ministry to follow the procedures of purchasing and supplying the items on time	12	5
5. Cooperate with the management to solve any encountered problem properly	19	2

As reflected in table 4.13 the item number two is ranked as the first recommended solution because it gets the highest frequency number ( $F=21$ ) by the respondents in order to ease the purchasing process. The item number five gets ( $F=19$ ) and ranked as the second recommended solution because it is important to cooperate with the management to easily solve any problem and to

let the management plays its role to undertake proper solutions. Item number three gets a close frequency number to item number five ( $F=18$ ) and this shows the necessity for following the delivery of the orders with the suppliers to get them on time. The item number one gets ( $F=16$ ) and ranked as the forth recommended solution by the respondents which shows that following the proper current procedures properly is an important step to guarantee perform the tasks correctly. On the other side, the item number four gets the lowest frequency number ( $F=12$ ) among the others and this implies that few numbers of the respondents recommend this solution for contacting with Purchasing Directorate of the ministry to follow the procedures of purchasing and supply the items on time.

**Dominick, (2010)** explained in a well performed essay the common purchasing mistakes that may be faced by a purchasing department in any organization with suggesting proper suggestions and solutions to pass them effectively like the following situations: A purchase doesn't have to involve a large monetary expenditure to represent a big risk to the organization if it isn't fulfilled at the right time with the right quality item or service, assuming that supplier offerings are equal except for price. Most suppliers strive to differentiate their products or services. You should seek to understand those differences, what value those differences have to your organization, and which offering is the best overall fit for your organization, price and other factors considered. Restricting the suppliers to your requirements without giving them the chance to suggest other options may result in forgoing profit improvement opportunities. You should

select a supplier because that supplier is the best fit for your organization, not because the supplier was the best proposal writer. Always qualify new suppliers in a way that is appropriate for the value and criticality of the purchase and be able to trade concessions for lower prices means knowing your organization's limits. For example, don't agree to pay a supplier in 10 days if you haven't confirmed that your organization can actually do those things.

## CHAPTER V

### SUMMARY, FINDING, CONCLUSIONS, AND RECOMMENDATIONS

This chapter presents the summary of findings, the conclusion drawn from these findings and the recommendations of the study.

#### Summary

This study aims to assess the operational efficiency of purchasing department in Directorate of Health and Social Affairs, Ministry of Interior, Kingdom of Bahrain. Specifically, it seeks to answer the following questions:

1. What is the profile of the respondents in terms of:
  - 1.1. Age
  - 1.2. Gender
  - 1.3. Education
  - 1.4. Years of service
  - 1.5. Training courses attended
2. What is the status of the operation of the purchasing department in the Directorate of Health and Social Affairs, Ministry of Interior, in terms of:
  - 2.1. Current operational procedures
  - 2.2. Work performance of purchasing staff
3. How do operational procedures and work performance of purchasing staff affect the operational efficiency of the purchasing department in the Directorate of Health and Social Affairs, Ministry of Interior?

4. Is there significant relationship between the operational procedures and work performance of purchasing staff to the operational efficiency of the purchasing department in the Directorate of Health and Social Affairs, Ministry of Interior?

5. Is there significant relationship between work performance to the operational efficiency and the profile of the respondents?

6. What are the problems encountered in the operational procedure of the purchasing department in the Directorate of Health and Social Affairs, Ministry of Interior?

7. What solutions may be recommended to address the problems of the purchasing department on its operational procedure in the Directorate of Health and Social Affairs, Ministry of Interior?

## **Findings**

The following were the major findings of the study:

1. The following assessments were made on the profile of the respondents as to:

1.1. In terms of age, the rate of forty-one point seven percent (41.7%) of staff aged between thirty-two to forty-two (32-42) years old, the proportion of thirty-eight point nine percent (38.9%) of staff aged between twenty-one to thirty-one (21-31) years old and the proportion of nineteen point four percent (19.4%) of staff aged forty-three or older (43 or older) years.

1.2. In terms of gender, the rate of forty-seven point two percent (47.2%) of the staff is male, and the proportion of fifty-two point eight percent (52.8%) of the staff is female.

1.3. In terms of education attainment, the rate of two point eight percent (2.8%) of the staff have high school, the proportion of five point six percent (5.6%) of the staff have degrees from some colleges, the proportion of thirty-eight point nine percent (38.9%) of the staff have diploma's degree, the proportion of forty-four point four percent (44.4%) of the staff have bachelor's degree and the proportion of eight point three percent (8.3%) of staff have master's degree.

1.4. In terms of number of years in service, the rate of forty-seven point two percent (47.2%) of the staff work in service from zero to five years (0-5), the proportion of twenty-two point two percent (22.2%) of the staff work in service from six to ten years (6-10), the proportion of five point six percent (5.6%) of the staff work in service from eleven to fifteen years (11-15), the proportion of thirteen point nine percent (13.9%) of the staff work in service from sixteen to twenty years (16-20) and the proportion of eleven point one percent (11.1%) of the staff work in service from twenty-one to twenty-five years (21-25).

1.5. In terms of number of training courses attended the rate of sixty-three point nine percent (63.9%) of local training courses attended, and the proportion of thirty-six point one percent (36.1%) of regional training courses attended.

1. The following assessments were made on the status of operation of the purchasing department:

- 1.1. In terms of current operational procedures, the respondents agreed to.
- 1.2. In terms of work performance of purchasing staff, the respondents disagreed to.

2. The effects of operational procedures to operational efficiency show the respondents agreed to.
3. The effects of work performance to operational efficiency show the respondents undecided to.
4. As regards the relationship between the operational procedures and work performance of purchasing staff to the operational efficiency of the purchasing department as perceived by the respondents, there is no significant relationship between the operational procedures and work performance of purchasing staff because all the p-values of the test done using Pearson Correlation at 0.05 level of significance are all higher than the  $\alpha$ -level. On the other hand, the r-values show that there is a very weak correlation in all of the variables.
5. On the relationship between work performance to the operational efficiency and the profile of the respondents as perceived by the respondents, the majority of the indicators are significantly to highly significantly related to each other while only two (2) from the work performance indicators show no significant relationship; however, it shows a very weak correlation. The result shows that the work performances of the employees are directly correlated with their operational efficiency.
6. The problems encountered in dealing with purchasing department were as follows: availability of staff in the office ( $F = 12$ ); cooperation of staff and their professionalism in performing the tasks ( $F = 12$ ); answering the office's telephone ( $F = 9$ ); sending the requests on time ( $f = 9$ ); solving the

encountered problems with the concerned department in the directorate smoothly (F = 19).

7. The recommended solutions for the problems encountered in purchasing department were as follows: trying to follow the current procedures properly and updating any change done to them (F = 16); sending the requests regularly on time to avoid any pending or delay in delivery (F = 21); contacting regularly with the suppliers to deliver the requested items on time (F = 18); always contacting with Purchasing Directorate of the ministry to follow the procedures of purchasing and supplying the items on time; cooperating with the management to solve any problem encountered properly (F = 19).

## **Conclusions**

The following conclusions were drawn based on the findings of the study:

1. Regarding the profile of the respondents in the Directorate of Health and Social Affairs in terms of age, gender, educational attainment, number of training courses attended and number of years in service, most of the respondents are in the age group between thirty-two to forty-two (32-42) years, fifty-two point eight percent (52.8%) of the staff are female, all the staff are qualified and they have different academic degrees such as: high school, some colleges, diploma, bachelor, and master degree, the rate of forty-seven point two percent (47.2%) of the staff have from zero to five years (0-5) in service and the rest have between six to ten years (6-10), eleven to fifteen years (11-15), sixteen to twenty years (16-20) and twenty-one to twenty-five

years (21-25) in service. All the staff has good experience in the directorate, and most of them attended to training courses in local and regional.

2. The status of operation of the purchasing department in terms of current operational procedures and work performance of staff were agreed and disagreed, respectively.
3. The effects of operational procedures to operational efficiency and the effects of work performance to operational efficiency were agreed and undecided, respectively.
4. There is no significant relationship between the operational procedures and work performance of purchasing staff as perceived by the respondents because all the p-values of the test done using Pearson Correlation at 0.05 level of significance are all higher than the  $\alpha$ -level. On the other hand, the r-values show that there is a very weak correlation in all of the variables.
5. The relationship between work performance to the operational efficiency and the profile of the respondents as perceived by the respondents shows a very weak correlation since the majority of the indicators are significantly to highly significantly related to each other while only two (2) from the work performance indicators show no significant relationship. This means that the more that the staff improve in their work performances the more that they improve in their operational efficiency since that the r-values are all positive.
6. The problems encountered in dealing with purchasing department were as follows: the first ranked item and the most frequent one which is accepted by most of the respondents is the trying to solve any encountered problem with

the concerned department in the directorate smoothly and it seems there is no problem of solving any encountered problem with other department; the other encountered problems with the same level and frequent number are; the staff of purchasing department are not available in the office and they are not cooperative and professional in performing their task. The remaining two problems get also the same frequent number and they are; the staff do not answer the office's telephone, and they do not send the requests on time.

7. The recommended solutions for the problems encountered in purchasing department were as follows: sending the requests regularly on time to avoid any pending or delay in delivery is the most frequent solution and the first ranked one; cooperating with the management to solve any encountered problem properly is the second ranked solution; contacting regularly with the suppliers to deliver the requested items on time is the third ranked solution; trying to follow the current procedures properly and updating any change done to them is the forth ranked solution and the last ranked solution is the Always contacting with Purchasing Directorate of the ministry to follow the procedures of purchasing and supplying the items on time.

## **Recommendations**

On the basis of the findings and conclusions, the following recommendations were deduced:

1. The staff of purchasing department should be well-trained to use HIS and FMIS systems effectively and they should update any changes in using them.

Moreover, the staff of other departments in the directorate should be aware of the purpose for using the above mentioned systems.

2. The staff of purchasing department should follow the current procedures of the directorate and the ministry properly, and they should always coordinate with the top management in order to solve any encountered problems on time.
3. The staff of purchasing department should be always well-trained to follow any encountered change or development in using HIS and FMIS systems and in order to support their work performance and improve it accordingly.
4. The purchasing department should transmit the requests on time to the Purchasing Directorate of the ministry and follow-up with the suppliers the delivery process of them.
5. The purchasing department should follow the payment procedures with the Financial Affairs Directorate of the ministry to confirm payment to the suppliers on time.
6. The top management should always coordinate with purchasing department to monitor problems and work together to solve them properly.
7. The top management should also try to improve the work performance of purchasing department staff by regularly sending them to training courses, programmes, seminars and conferences related to purchasing management in order to let them know about any new changes or developments related to their field and thereby increasing the efficiency of the department.

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## APPENDIX A

### LETTER TO RESPONDENTS

Dear Respondents

Firstly, I would like to thank you for taking the time to complete this questionnaire. The purpose of this questionnaire is to improve the current procedures of purchasing process within the purchasing department and check the weaknesses and problems as a part of my thesis for my MBA specialization in Management that I am currently studying for at AMA International University in the Kingdom of Bahrain. The driving force behind this research is to find the weaknesses and obstacles that affect the flow of purchasing process and the operational efficiency of purchasing department.

Rest assured all information submitted will remain anonymous, be used purely for the purpose of this thesis and will not be passed on to any third party.

If you have any further questions or improvements for this questionnaire please do not hesitate to contact me on the contact details below. May I further re-iterate my appreciation for you taking the time to complete this questionnaire?

Sincerely

**Manal Abdul Aziz Mohammed Haji Hussain**

E-mail: [manal-821@hotmail.com](mailto:manal-821@hotmail.com)

**KINGDOM OF BAHRAIN  
MINISTRY OF INTERIOR  
DIRECTORATE OF HEALTH AND SOCIAL AFFAIRS**

**QUESTIONNAIRE**

**TOPIC: OPERATIONAL PROCEDURES OF PURCHASING DEPARTMENT IN  
DIRECTORATE OF HEALTH AND SOCIAL AFFAIRS**

**PART I. PROFILE OF RESPONDENTS**

1. What is your age?

20 and below       21-31       32-42       43 or older

2. What is your gender?

Female       Male

3. What is the highest level of education have you completed?

High school or equivalent       Some colleges       Diploma's degree  
 Bachelor's degree       Master's degree       Doctoral degree       Other

4. How many years of service have you worked in your department?

0-5       6- 10       11-15       16-20       20-25       26 or above

5. How many training courses have you already attended in your field?

Local       Regional

**PART II. STATUS OF OPERATION OF THE PURCHASING DEPARTMENT IN  
DIRECTORATE OF HEALTH AND SOCIAL AFFAIRS, MINISTRY OF THE  
INTERIOR, KINGDOM OF BAHRAIN**

**A. Current Operational Procedures**

Instruction: Based on the items presented on each variable, please assess the status of current operational procedures and its effect on staff work performance by putting check mark on the appropriate column of your chosen scale using the following:

6. Strongly Agree; 4. Agree; 3. Undecided; 2. Disagree; 1. Strongly Disagree

	ITEM	5	4	3	2	1
1.	Current operational procedures that followed in purchasing department is outstanding and flexible procedures that help in delivering the required requests quickly					
2.	Using FMIS & HIS systems ease the flow of current operational procedures					
3.	The installation of FMIS & HIS systems is a good solution to ease the flow of current procedures					
4.	FMIS & HIS systems help in improving the staff work performance					
5.	FMIS & HIS systems are not suitable systems to ease the current operational procedures					

## B. Work Performance of Purchasing Staff

Instruction: Based on the items presented on each variable, please assess the work performance of purchasing department staff of this directorate by putting check mark on the appropriate column of your chosen scale using the following:

5. Strongly Agree; 4. Agree; 3. Undecided; 2. Disagree; 1. Strongly Disagree

	ITEM	5	4	3	2	1
1.	The staff work performance of purchasing department is generally weak					
2.	The staff of purchasing department are not well trained in using FMIS & HIS system					
3.	They lack the control of following the flow of current operational procedures					
4.	They are not punctual on performing their responsibilities and the required tasks					
5.	They lack the techniques of communication with other departments of the same directorate					

## PART III. EFFECTS OF OPERATIONAL PROCEDURES TO OPERATIONAL EFFICIENCY

Instruction: Based on the items presented on each variable, please assess the effects of operational procedures to operational efficiency of purchasing department of this directorate by putting check mark on the appropriate column of your chosen scale using the following:

5. Strongly Agree; 4. Agree; 3. Undecided; 2. Disagree; 1. Strongly Disagree

	ITEM	5	4	3	2	1
1.	Not effectively and efficiently implemented FMIS and HIS systems/ procedures					
2.	Operationally problems surfaced because of complicated FMIS and HIS systems					
3.	Necessitate alternatives ways to ease out the flow of current operational procedures					
4.	FMIS and HIS smoothen the current operational procedures					
5.	They increase the productivity of purchasing department's staff					

#### PART IV: EFFECTS OF WORK PERFORMANCE TO OPERATIONAL EFFICIENCY

Instruction: Based on the items presented on each variable, please assess the effects of work performance to operational efficiency of purchasing department of this directorate by putting check mark on the appropriate column of your chosen scale using the following:

5. Strongly Agree; 4. Agree; 3. Undecided; 2. Disagree; 1. Strongly Disagree

	ITEM	5	4	3	2	1
1.	The staff of purchasing department do not have clear knowledge and understanding about the current procedures of purchasing process					
2.	They do not work smoothly when using FMIS & HIS systems					
3.	They do not know how to solve any problem encountered when using FMIS & HIS systems					
4.	They do not follow the process of the ordered requests by contacting with the suppliers or Purchasing Directorate of the ministry					
5.	They do not follow the receiving process for the required items by contacting with stores department of the same directorate					

## **PART V. PROBLEMS ENCOUNTERED IN DEALING WITH PURCHASING DEPARTMENT OF DIRECTORATE OF HEALTH AND SOCIAL AFFAIRS, MINISTRY OF THE INTERIOR, KINGDOM OF BAHRAIN**

Instruction: Based on the items presented on each variable, please rank the problems encountered in dealing with purchasing department of this directorate as **5** being always encountered, **4** being usually encountered, **3** being sometimes encountered, **2** being rarely encountered and **1** being never encountered:

	<b>ITEM</b>	<b>Rank</b>
<b>1.</b>	The staff of purchasing department are not available in the office	
<b>2.</b>	The staff of purchasing department are not cooperative and professional in performing their task	
<b>3.</b>	They do not answer the office's telephone	
<b>4.</b>	They do not send the requests on time	
<b>5.</b>	They try to solve any encountered problem with the concerned department in the directorate smoothly	

## **PART VI. SOLUTIONS RECOMMENDED**

Instruction: Based on the items presented on each variable, please assess the recommended solutions for the encountered problems in purchasing department of this directorate by putting check mark on the appropriate column of your choice

	<b>ITEM</b>	
<b>1.</b>	Try to follow the current procedures properly and update any change done to them	
<b>2.</b>	Send the requests regularly on time to avoid any pending or delay in delivery	
<b>3.</b>	Contact regularly with the suppliers to deliver the requested items on time	
<b>4.</b>	Always contact with Purchasing Directorate of the ministry to follow the procedures of purchasing and supplying the items on time	
<b>5.</b>	Cooperate with the management to solve any encountered problem properly	

# APPENDICES

## BIBLIOGRAPHICAL SKETCH

**Name:** Manal Abdul Aziz Mohammed Haji Hussain

**Office:** 17-230-700 **Ext:** 231

**E-mail:** manal-821@hotmail.com

**Date of Birth:** January, 29<sup>th</sup>, 1982

**Nationality:** Bahraini

### Personal Profile

Started Master Business Administration specialization in Management on April, 26<sup>th</sup>, 2009 at AMA International University in the Kingdom of Bahrain.

### Education and Qualifications

#### 2004

Bachelor in English language literature minor in translation from College of Arts at University of Bahrain.

#### 1999

High school from Hidd Intermediate and Secondary Girls School in Kingdom of Bahrain, specialization in Arts.

### Work Experience

#### 2006 - 2011

Direktorate of Health and Social Affairs in Ministry of the Interior, Kingdom of Bahrain as a translator to the administration and A.g Head of Purchasing Department.

### Skills

Arabic and English language

Microsoft Applications (Word, Excel, PowerPoint)

Communication skills.

## Interests and Activities

- Meeting with people in social visits
- Reading newspapers and magazines to improve my knowledge
- Doing sport exercises to become healthy and get good physical fitness