



DETERMINANTS OF TENDERING PROCESS EFFICIENCY IN STATE CORPORATIONS IN KENYA: A CASE OF KENYA CIVIL AVIATION AUTHORITY

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ABSTRACT

The purpose of the study was to establish the determinants of tendering process in the state corporations in Kenya. The study was conducted at Kenya Civil Aviation Authority and the 106 respondents were used to provide pertinent information about the research problem. The design of this research was a descriptive research design. The study used a structured self-administered questionnaire to collect data from the managers. Data from questionnaire was coded and logged in the computer using Statistical Package for Social Science (SPSS). It was notable that there exists a relationship between independent variables and dependent variable. The study showed that the independent variables in the study were able to explain 74.90% variation in the tendering process efficiency while the remaining 25.10% was explained by the variables or other aspects outside the model. This implied that these variables were very significant and they therefore needed to be considered in any effort to boost tendering process efficiency in the state corporations. The study recommended that the organization need to identify the most appropriate procurement methods to enhance tendering process efficiency. There is need to have an open tendering to increase the needed experience and qualified tenderers, lead to fairness and transparency in the tendering process. The organization should ensure that that the single sourcing of suppliers leads to reduction of procurement costs in the tendering process and enhance timely delivery of goods and services. In order to enhance tendering process efficiency in the state corporations, there is need to have sufficient and qualified procurement personnel with enough training assessment methods to enhance compliance with the rules and regulations. The study recommended that there should be sufficient and qualified financial management personnel to enhance tendering procurement efficiency in the state corporations. There should be adequate financial training and provision of competitive wages and benefits for procurement personnel. There is need to enhance records management to boost tendering process efficiency in the state corporations in Kenya. There is need that the records are created by authorized officers, referenced and copies filed in relevant files to enhance tendering process efficiency in the state corporations in Kenya.

Key Words: Procurement Methods, Financial Resources, Staff Competency, Records Management, Tendering Process Efficiency

INTRODUCTION

Tendering process efficiency systems are central to the effectiveness of development expenditure. Budgets get translated into services largely through the governments' purchases of goods, services and works. It is estimated that 18.42% of the world's Gross Domestic Product (GDP) is spent through public procurement (Mahmood, 2010). Tendering process efficiency management is the process of planning, implementing, evaluating, and controlling strategic and operating purchasing decisions for directing all activities of the purchasing function toward opportunities consistent with the firm's capabilities to achieve its long term goals, Delivering economically sound solutions and Good business practice with an aim of attaining value for money (Eyaa & Oluka, 2011).

In order to maximize Tendering process efficiency, an organization needs to adjust its structure and management processes to the changes in the outside competitive environment and also to facilitate the necessary cooperation between various parts within the company. The issue of structural design becomes especially relevant as purchasing is a part of a company that lies in the meeting point of those environments. As such, it has to meet both external as well as internal communication requirements (Telgen, 2011).

Tendering Process efficiency is concerned with how public sector organizations spend taxpayers' money on goods and services (Hall 2009). Public procurement is guided by principles of transparency, accountability, and achieving value for money for citizens and taxpayers. Globally, in many developed nations, public sector expenditure is substantial. Government organizations across the world tend to spend between 8 per cent and 25 per cent of GDP on goods and services (OECD 2006). In the UK, public procurement expenditure is approximately £150 billion (DEFRA 2007). Government is often the single biggest customer within a country, and governments can potentially use this purchasing power to influence the behavior of private sector organizations

(Charles 2007). In particular, it has been noted that public procurement can be a lever to deliver broader government objectives, such as stimulating innovation in supply markets, using public money to support environmental or social objectives, and for supporting domestic markets (McCrudden, 2008).

In Africa, many public sector organizations view effective procurement as an add-on or an approach that costs more. Truly, sustainable solutions can often cost less over the whole life of the purchase. Some key benefits include: value for money, protection and enhancement of the environment, more efficient use of resources, greater social inclusion, fair and ethical trade, support for innovation, better risk management, lower whole-life costs improved supplier relationships, a diverse and flexible supply chain and a competitive edge in your industry (Talluri 2008). Effective implementation of procurement practices procurement policies and practices are critical for good public financial management and effective budget implementation (Zuzana 2012). In many African countries, public procurement accounts for a substantial part of fiscal expenditures, making sound procurement methods central not only for sound public financial management but also for inclusive growth (Zuzana 2012).

Tendering Process efficiency is an important function in the development of Kenya and is governed by an act of parliament, the Public Procurement and disposal Act (2015). The act defines procurement as the acquisition by purchase, lease, hire purchase, rent or any other legal means of goods, services including livestock (PPDA, 2015). Procurement must meet the objective of purchasing of goods and services in the right quality, from the right source and the right price to meet a specific need. This Act does not directly seek to regulate the private sector, though it does regulate its interaction with public entities. The PPDA was established in order to; maximize economy and efficiency, promote competition and ensure that competitors are treated fairly, promote

the integrity and fairness of procurement procedures, increase transparency and accountability in those procedures, increase public confidence in those procedures, facilitate the promotion of local industry and economic development (Mathew, 2009). To achieve these objectives, the Act establishes procurement and disposal procedures, and sets up the necessary structures to ensure that the procedures are followed and there is provision of oversight and compliance.

Statement of the Problem

According to Juma (2010), tendering in the public sector is the backbone of a firm's success since it contributes to competitive purchase and acquisition of quality goods that puts its products or services in the competitive edge in the market. However, poor procurement performance has caused financial loss due to delivery of poor quality work materials, loss of value for money and inflated prices and thus has also contributed to decrease of profitability (Juma, 2010). Similar studies by Migai (2010), found poor procurement efficiency is a major hindrance to organizations growth since it causes the delay of delivery, increase of defects, delivery of low quality goods or non-delivery at all.

It is estimated that weaknesses in public procurement, including vulnerability to corruption, are a global problem with approximately \$400 billion (Kshs 34.9 trillion) reported as being lost to bribery and corruption in procurement globally (Transparency International, 2014). In Kenya, the Public Procurement and Disposal Act seeks among other things to promote competition, promote the integrity and fairness of procurement and disposal procedures, increase transparency and accountability the tendering process, and increase public confidence in those procedures (Public Procurement Oversight Authority, 2009). However, in 2009 the Public Procurement Oversight Authority (PPOA) estimated that procuring entities were buying at an average of 60% above the prevailing market price, an indicator that public procurement

in Kenya does not receive the benefit of competitive procurement (PPOA,2009). This is in agreement with Transparency International Kenya report (2014) that the procurement processes have either been marred by huge variations between the price announced at opening of the tender and the price at which the tender was awarded or failure to ensure due diligence in the tendering process.

In Kenya, the central government spends about Kshs. 234 billion per year on procurement. However on annual bases, the government losses close to Ksh. 121 billion about 17 per cent of the national budget due to inflated procurement quotations (KISM 2010). According to Public Procurement Oversight Authority (PPOA 2014), most of the tendered products/services in many government parastatals have a mark-up of 60 per cent on the market prices. The inefficiency and ineptness of overall procurement efficiency in many government parastatals contributes to loss of over Ksh.50 million annually (Tom 2009). According to Victor (2012), procurement expenditure could be minimized through proper implementation of procurement performance practices. A relatively well-developed body of research by Daniel (2010), Victor (2012) and Tom (2009) explored implementation of procurement practices in public sector organizations, Njeru (2015) examined factors affecting effective implementation of procurement practices in government parastatals, in general and left a major knowledge gap on determinants of tendering process in state corporations. It's hence against this background the study was undertaken to examine the determinants of tendering process efficiency in the state corporations in Kenya.

Objectives of the Study

The general purpose of the study was to establish the determinants of tendering process efficiency in the state corporations in Kenya. The specific objectives were:-

- To establish how procurement methods influence tendering process efficiency in the state corporations in Kenya

- To determine how financial resources influence tendering process efficiency in the state corporations in Kenya
- To examine how staff competency influence tendering process efficiency in the state corporations in Kenya
- To find out how records management influence tendering process efficiency in the state corporations in Kenya

LITERATURE REVIEW

Theoretical Review

Auction Theory

This theory guided the study in investigating the relationship between procurement methods and tendering process efficiency in the state corporations in Kenya. According to Gunnar Alexandersso and Staffan Hultén (2006) open tendering when contracting out public services is similar to performing common value auctions with a sealed-bid procedure. However, the price of the bidders may not be the only factor (although often the most important) to take into account. The procuring public authority typically evaluates the competing bids regarding both price and quality once the bidding process has ended. He argues that, competitive tenders combine traits, advantages, disadvantages and risks, of both auctions and beauty contests.

Hultkrantz and Nilsson (2011) claim that a pure auction is better than a beauty contest because it offers a more market-oriented, objective and transparent method for awarding licenses. Their strongest argument in favour of open tendering is that firms in the auction process, by means of offering more and more money, reveal information about their estimation of the value of the good. Hultkrantz and Nilsson (2011) point out several disadvantages with beauty contests: the process is slow and cumbersome, in particular if the final decision is challenged in court, it is difficult to achieve transparency, and many criteria are not objective or difficult to quantify. They further

suggest that, even when social concerns are important, an open tendering is a better alternative since it can also include minimum requirements and can allow both positive bids in attractive regions and negative bids in unattractive regions. This helps in supply chain performance because the best supplier or bidder depending on the criterion that will be selected.

Competency Theory

To investigate the influence of staff competency on tendering process efficiency in the state corporations in Kenya, the study was based on competency theory. The work of McClelland & McBer in the 1980s established the competence theory. The authors defined competency as the underlying characteristic of an individual that is causally related to criterion-referenced effective and/or superior performance in a job or situation. Since then a number of competency frameworks have been developed by different procurement performance in various organizations, Crawford (as cited in Boyatzis, 1982 & Spencer, 1993), puts a model of competence that integrates knowledge, skills, demonstrable performance, and core personality characteristics, noting the last, personality characteristics, as challenging to develop and assess through training. She argues that two of the most influential procurement management standards established, are addressed only the knowledge aspect of competence while a third, Australia's National Competency Standards, draws from knowledge but focuses only on demonstrable performance. Crawford, (2010) study found out that procurement managers "do not necessarily have the required supply chain management competence perform the full activities required to promote and implement the changes that they are leading as part of their organizations. Interest in procurement management competence stems from the very reasonable and widely held assumption that if people who manage and work on organizations are competent in procurement, they will perform effectively and that this will lead to

successful procurement and successful organizations (Beer, 1990; Smith, 1976).

Competence is generally accepted, however, as encompassing knowledge, skills, attitudes and behaviors that are causally related to superior job performance. Crawford (as cited in Boyatzis, 1982 & Spencer, 1993), stated that professional competence in procurement management is attained by combination of knowledge acquired from training and its subsequent application and other skills developed in the course of work. Previous management studies have investigated the impact of competency on procurement performance. Dainty (2004) have argued for a competency based performance model for supply chain managers where managerial behavior input is appraised and nine performance indicators for PM competency are developed to comprise team building, leadership, decision-making, mutuality and approachability, honesty and integrity, communication, learning, understanding and application, self-efficacy, and maintenance of external relations. In the context of public procurement policy compliance it is assumed that if the procurement manager and the supply chain management team have all the required procurement competence, will influence tendering process efficiency in the state corporations in Kenya.

Resource Based View Theory

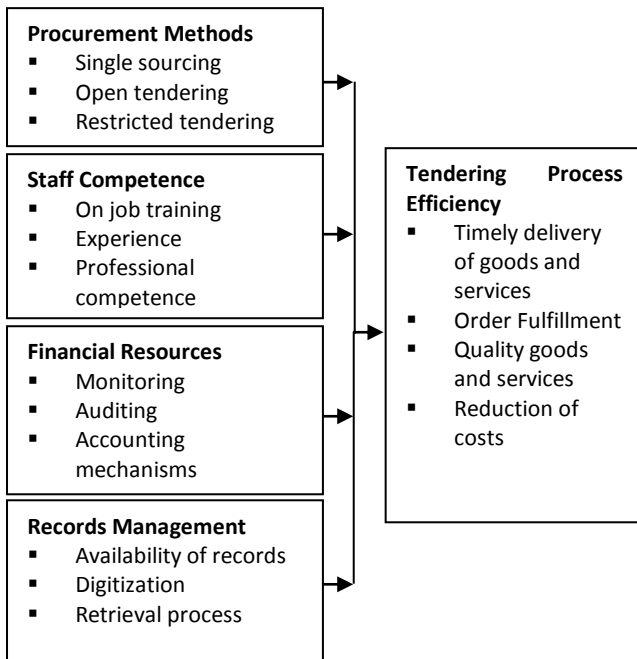
The resource-based view (RBV) as a basis for the competitive advantage of a firm lies primarily in the application of a bundle of valuable tangible or intangible resources at the firm's disposal. To transform a short-run competitive advantage into a sustained competitive advantage requires that these resources are heterogeneous in nature and not perfectly mobile. Effectively, this translates into valuable resources that are neither perfectly imitable nor substitutable without great effort. If these conditions hold, the bundle of resources can sustain the firm's above average returns (Crook *et al.*, 2008).

Resources are the inputs or the factors available to a company which helps to perform its operations or carry out its activities (Black and Boal 2008, Grant 2008 cited by Ordaz *et al.* 2012). Also, these authors state that resources, if considered as isolated factors do not result in productivity; hence, coordination of resources is important. The ways a firm can create a barrier to imitation are known as "isolating mechanisms", and are reflected in the aspects of corporate culture, managerial capabilities, information asymmetries and property rights (Hooley & Greenlay 2011). Further, they mention that except for legislative restrictions created through property rights, the other three aspects are direct or indirect results of managerial practices.

King (2010) mentions inter-firm causal ambiguity may results in sustainable competitive advantage for some firms. Causal ambiguity is the continuum that describes the degree to which decision makers understand the relationship between organizational inputs and outputs. Their argument is that inability of competitors to understand what causes the superior performance of another, helps to reach a sustainable competitive advantage for the one who is presently performing at a superior level. Holley & Greenley (2008) state that social context of certain resource conditions act as an element to create isolating mechanisms and quote edition does not exist. According to the characteristics of the RBV, rival firms may not perform at a level that could be identified as considerable competition for the incumbents of the market, since they do not possess the required resources to perform at a level that creates a threat and competition. Through barriers to imitation, incumbents ensure that rival firms do not reach a level at which they may perform in a similar manner to the former. In other words, the sustainability of the winning edge is determined by the strength of not letting other firms compete at the same level. The moment competition becomes active, competitive advantage becomes ineffective, since two or more firms begin to perform at a superior level, evading

the (Ethiraj *et al.*, 2008). RBV underpins financial resources variable in the present study. In this case the state corporation is expected to leverage its financial resources to enhance its tendering process efficiency in deliveries. To this, end, timely payment by the client and conflict minimization on the same should be observed.

Conceptual Framework



Independent Variables Dependent variable
Figure 1: Conceptual Framework

Procurement Methods

Ngaro (2012) defines procurement methods and procedures as the guidelines for or means of acquisition of appropriate goods and/or services at the best possible cost to meet the needs of the organization in terms of quality, quantity, time, and location. Thus, procurement methods and procedures must be appropriate to circumstances. According to Rice (2011), every organization that purchases goods or services must have effective standard procurement procedures, the methods they use to acquire those things required for an organization to provide goods/services to its clients. These procedures should cover all aspects of the procurement cycle, including the selection of the supplier, contract negotiations, order placement

and payment and should ensure appropriate service delivery.

Staff Competency

According to the Public Procurement and Disposal Act 2015 section (7) procurement shall be staffed with procurement professionals whose qualifications have been recognized by the authority. The authority shall facilitate the establishment of an examination body for procurement professionals and shall ensure support for their professional association. These means that learning is knowledge and knowledge is power (Ayoti, 2012). There is need for agencies to train their staff and to enhance the effectiveness of tendering process. The training offered must be of quality to ensure effective implementation of tendering process. If this is lacking then the tendering process will be adversely affected (Husband & Bolles 2007).

Financial Resources

According to Leni *et al.* (2012), there is a growing recognition that, despite significant increases in resources, public service delivery is still falling in many developing countries. Financial management, in service organizations has been a constraint and an obstacle to other functions that contribute to service delivery. There is a need to distinguish “good costs” that improves organizational capabilities and quality service delivery from “bad costs” that increase bureaucracy hence becoming obstacles to service delivery (Sun & Shibo, 2015). Financial accountability using monitoring, auditing and accounting mechanisms defined by the country legal and institutional framework is a prerequisite to ensure that allocated funds are used for the intended purposes (Oliveira-Cruz, *et al.*, 2011).

Records Management

The procurement management of a public entity and organization heavily depends on the records in decision making on the procurement issues. Every day procurement team in the state corporations in

Kenya, as indeed in other countries rely on records to make these decisions. When the records are disorganized, when some of these records are missing or lost, this is likely to lead to poor decisions, and sometimes delayed decisions and the citizens will be denied quality decisions thus the efficient services (Kombo & Tromp, 2011).

Tendering Process Efficiency

Many firms look to continuously improve their operations to enhance core competitiveness using supply chain measurement (Gunasekaran, et al. 2004). The key to successfully improving tendering process performance is to focus on those areas that are not only under-performing but, also, those that area aligned with the overall supply chain strategy (Aronovich et al, 2010). It is a continuous process that requires both an analytical performance measurement system, and a mechanism to initiate steps for realizing key performance indicators (KPI) goals.

To measure supply chain performance, there are a set of variables that capture the impact of actual working of supply chains on revenues and costs of the whole system. Some of the metrics for measuring supply chain performance include; profitability, revenue, market share, time to market, stock availability, stock turnover, efficiency, savings, order cycle times, on time delivery in full, customer satisfaction and employee motivation (CIPS, 2013).

Empirical Review

Procurement Methods

Mithamo, Iravo and Mbithi (2011) pointed out that open tendering allows for fairness and transparency. Fairness is seen in terms of equal opportunities given to any organization to submit a tender. Chimwani, Iravo and Tirimba (2014) note that the function of transparency is crucial in procurement as it refers to openness. Transparency in the public sector ensures accountability and reduces corruption. Wanjiru (2016) argues that at

the second stage, negotiations may become adversarial or there be a risk of price escalation thus negatively influencing the ability of SMC to generate revenue from costs. Restricted tendering method by the county government has effects on price because competition is lost once a firm is selected for negotiations (Rotich, 2011). The selected firm may take advantage of this scenario to hike prices of their goods, services or works. Manyega and Okibo (2015) note that single sourcing is only relevant when there is urgency and time may not allow for other methods to be used. According to Section (74), a procuring firm may use single sourcing on the following grounds: there is no reasonable alternative, there is urgency (property and life threatened), there is only one supplier who can meet the requirement and when it is impractical to use other procurement methods.

Staff Competency

Ayoti (2012) study sought to investigate the factors influencing effectiveness in tendering process in the Public sector the case of Nyeri county Kenya. The study specifically focused on Kenya Urban Roads Authority, Kenya Highway Roads Authority and Kenya Rural Roads Authority in Central Region Nyeri County. The study findings indicated that there was practice of favoritism, tribalism and nepotism in the tendering process in public sector in Nyeri County. The lack of a strong procurement profession and inadequate training of staff has led to failure to employ good practices in procurement, creating inefficiencies and high costs in the tendering process in the county.

Financial Resources

A study by Davis (2014), "Procurement Practices Influencing Service Delivery: A Case of Kenya Power," established that not always should allocations emphasizes be on the role of financial aspects of procurement performance. In particular, perceptions of the financial viability of influencing procurement management are expected to play a crucial role in shaping the degree to which regulations are acted upon since socially responsible methods are often perceived of as

being inherently more expensive than other methods. Given the tight budget constraints and countervailing objectives faced by most public sector organizations, perceptions regarding the cost-effectiveness due to better management are expected to play a particularly important role. Organizations are likely to pursue allocations in sectors of urgency and greater benefits in contexts where they perceive of win-win situations with the directives to maintain quality and deliver value for money.

Records Management

Kendo and Getuno (2016) sought to establish the factors affecting tendering process in Kenyan state corporations with focus to Kenya Literature Bureau (KLB). The study found out that records management affected the tendering process in KLB to a great extent. The tendering process in KLB was found to be fair and efficient and the company ensured that whatever was ordered was delivered to the required level of quality, quantity and performance due to proper records management. The study concludes that records management affect procurement and tendering process in Kenyan state corporations.

Chimwani, Iravo and Tirimba (2014) conducted a study on the factors influencing procurement performance in the Kenyan public sector. The objective was to assess the extent to which records management systems influence procurement performance. The target population was 60 State Law Office (SLO) staff in 7 departments. Both descriptive and inferential data analysis methods were used. The study revealed that records management was the most significant driver in procurement performance.

METHODOLOGY

A research design constitutes the blue print for the collection, measurement and analysis of data (Yin, 2013). A descriptive design was employed to collect data from the target population. The target population in this study was 106 employees; the

study targeted each directorate that was involved in the procurement process at the Kenya Civil Aviation Authority head offices. The study used questionnaires to collect primary data from the respondents as research tools (Kothari, 2005). The pilot study involved pre-testing the questionnaires on 10 respondents of the population. The Multiple Regression model that aided the analysis of the variable relationships was as follows: $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$,

Where;

Y= Tendering process efficiency in state corporations (dependent variable);

β_0 = constant (coefficient of intercept);

X_1 = Procurement Methods (independent variable);

X_2 = Financial resources (independent variable);

X_3 = Staff Competency (independent variable);

X_4 = Records management (independent variable);

ϵ = Error term;

$\beta_1 \dots \beta_4$ = regression coefficient of four variables.

$$\beta_1 = [Y - \beta_0 - \beta_2 X_2 - \beta_3 X_3 - \beta_4 X_4 - \epsilon] / X_1$$

$$\beta_2 = [Y - \beta_0 - \beta_1 X_1 - \beta_3 X_3 - \beta_4 X_4 - \epsilon] / X_2$$

$$\beta_3 = [Y - \beta_0 - \beta_1 X_1 - \beta_2 X_2 - \beta_4 X_4 - \epsilon] / X_3$$

$$\beta_4 = [Y - \beta_0 - \beta_1 X_1 - \beta_2 X_2 - \beta_3 X_3 - \epsilon] / X_4$$

FINDINGS AND DISCUSSIONS

Findings were presented to statements posed in this regard with responses given on a five-point Likert scale (where 1 = strongly disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5= Strongly Agree). The scores of 'strongly disagree' and 'disagree' were taken to represent a statement not agreed upon, equivalent to mean score of 0 to 2.5. The score of 'Neutral' was taken to represent a statement equivalent to a mean score of 2.6 to 3.4. The score of 'agree' and 'strongly agree' have been taken to represent a statement highly agreed upon equivalent to a mean score of 3.5 to 5.0.

Procurement Methods

The study sought to assess the influence of procurement methods on tendering process efficiency in the organization. As tabulated, a majority of respondents were found that the

organization ensured that there was open tendering to increase the needed experience from the tenderers (3.345); The organization offers the open tendering to encourage applications from the qualified tenderers (3.908); The organization ensured that open tendering lead to fairness and transparency in the tendering process (3.248); The organization ensured that the single sourcing of suppliers led to reduction of procurement costs in the tendering process (3.882); The organization ensured that the single sourcing of suppliers enhanced timely delivery of goods and services (3.909). The organization ensured that the request for quotations from suppliers led to reduction of procurement costs in the tendering (4.212); The organization ensured that the single sourcing of suppliers enhanced timely delivery of goods and services (4.008); The organization ensured that the request for quotations from suppliers led to reduction of procurement costs in the tendering process (3.982); The organization offered the request for quotations from supplier to encourage applications from the qualified tenderers (4.332).The study findings indicated that that procurement methods influenced tendering process in the organization.

The study findings were in agreement with literature review by Bahaidar (2014) who

established that price influenced timely delivery of goods and services at the county government. The findings showed that open tender system influences SCP in that it ensured competitive prices and was a flexible system as it reduces the cost of business and overstocking expenses. The study results were in tandem with literature review by Ngari(2012) who stated that request for quotations should adhere to the government policy to enhance timely delivery of goods/services in the devolved governments. It was clear that there was need to adhere to government policy and considerable effort needs to be put into defining strategies on how to make request for quotations in public procurement in the public sector. The request for quotation method was a non-competitive procurement method (Karani, 2014). Request for quotation influenced the supply chain in several ways. It reduces procurement lead-time and therefore the county has no need to prepare solicitation documents or advertise requirements as in the case of open tendering. However, Kiage (2013) notes that request for quotations does not allow for competition in the county's procurement department. Request for quotations involves the entity lending itself to irregularities because the procuring entity selects the suppliers, service providers or contractors that it wants to send a request for quotations.

Table 1: Influence of Procurement Methods on Tendering Process Efficiency

Procurement Methods	Mean	Std. Dev
The organization ensures that there is open tendering to increase the needed experience from the tenderer	3.345	1.237
The organization offers the open tendering to encourage applications from the qualified tenderers	3.908	1.379
The organization ensures that open tendering lead to fairness and transparency in the tendering process	3.248	1.908
The organization ensures that the single sourcing of suppliers leads to reduction of procurement costs in the tendering process	3.882	1.114
The organization ensures that the single sourcing of suppliers enhance timely delivery of goods and services	3.909	1.238
The organization ensures that the request for quotations fromf suppliers leads to reduction of procurement costs in the tendering process	4.212	1.908
The organization offers the request for quotations from supplier to encourage applications from the qualified tenderers	4.322	1.238

Staff Competency

The study sought to assess the influence of staff competency on tendering process efficiency in the organization. As tabulated, a majority of respondents were found to highly agree the workforce needed external guidance with regard to the tendering process efficiency in the public sector (3.897); procurement teams were well acquitted with the procurement act 2015 (3.219); the procurement requirements were such that call for procurement tasks demand professionals with high level strategic , tactical as well as operational skills to improve order fulfillment (4.218); the organization staff has been trained on the concept of tendering process efficiency in the public sector (3.290); there is need for additional skills and competencies on tendering process efficiency in the public sector (3.872). The organization comprehensively and adequately train staff on tendering process efficiency in the public sector (3.890); employees receive induction training on procurement processes (4.210); The organization has the capacity to enhance further training

(regular update of skills) on tendering process efficiency in the public sector (4.008); The staff have the skills to enforce tendering process efficiency s in the public sector (3.982); the organization has initiated and developed programs specifically for organization to develop knowledge on tendering process efficiency in the public sector (3.884).The study findings imply that staff competency influence tendering process in the organization. This finding supports Moncka (2012) who argues that in an effort to attain these demands, organizations constantly look for employees who have skills necessary to deal with the wide variety of tasks faced by purchasing professionals. Procurement professionals need a set of flexible skills due to changing local government contexts. No single skill can be adequate to manage the procurement portfolio of great complexity in local government systems. Procurement tasks demand professionals with high-level strategic, tactical as well as operational skills. These skills should potentially take a broader supply chain multi-disciplinary and integrative approach.

Table 2: Influence of Staff Competency on Tendering Process Efficiency

Staff Competency	Mean	Std. Dev
The workforce needs external guidance with regard to the tendering process efficiency	3.897	1.226
Procurement teams are well acquitted with the procurement act 2015	3.219	1.120
The procurement requirements are such that call for procurement tasks demand professionals with high level strategic , tactical as well as operational skills to improve order fulfillment	4.218	1.569
The organization staff has been trained on the concept of tendering process efficiency in the public sector	3.290	1.902
There is need for additional skills and competencies on tendering process efficiency in the public sector	3.872	1.325
The organization comprehensively and adequately train staff on tendering process efficiency in the public sector	3.890	1.532
Employees receive induction training on procurement processes	4.210	1.568
The organization has the capacity to enhance further training (regular update of skills) on tendering process efficiency	4.008	1.008
The staff have the skills to enforce tendering process efficiency in the public sector	3.982	1.228
The organization has initiated and developed programs specifically for public universities to develop knowledge on tendering process efficiency in the public sector	3.884	1.528

Financial Resources

The study sought to assess the influence of financial resources on tendering process efficiency in the organization. As tabulated, a majority of respondents were found to highly agree that there was provision of competitive wages and benefits for procurement personnel (3.678); there was adequate funding for procurement processes (3.890); all activities were captured in the planned budget (3.864); Fund disbursement for procurement processes was timely (2.998); the organization used IT in the Procurement process (3.880). The firm ensured that orders processing was in time to enhance customer satisfaction (2.876); there was timely processing of payment to suppliers (3.909). Most bidders had adequate capital to undertake contracts they bid for (4.215); most bidders had capital resources to finance

contract if awarded (3.432); the organization timely paid for tenders performed (3.998). It was deduced from the study findings that financial resources influence tendering process efficiency in the organization. The study results were in tandem with the findings by Bedey (2008) who asserts that overall, enterprises employing organized procedures, resources and systems to consistently employ and align all procurement strategies in a consistent and integrated method outperformed peers in cost savings, expenditure under management, compliance, supplier integration, and greater contribution to enterprise value. Simms (2008) adds that most of the public entities lack clear accountability on how the financial resources provided impact on their performance therefore going against the fundamental principles of public procurement.

Table 3: Influence of Financial Resources on Tendering Process Efficiency

Financial Resources	Mean	Std. Dev
There is sufficient and qualified procurement personnel	3.678	1.653
There is adequate training and simulation for key stakeholders	3.890	1.907
There is provision of competitive wages and benefits for procurement personnel	3.864	1.238
There is adequate funding for procurement processes	2.998	1.753
All activities are captured in the planned budget	3.880	1.168
Fund disbursement for procurement processes is timely	2.876	1.330
The organization uses IT in our Procurement process	3.909	1.994
There is timely Delivery of goods and services	4.215	1.004
There is timely processing of payment to contractors	3.998	1.852

Records Management

The study sought to assess the influence of records management on tendering process efficiency in the organization. As tabulated, a majority of respondents were found to agree that records were created by authorized officers, referenced and copies filed in relevant files (3.678); All received documents/mails were entered in a register, stamped, and classified and taken to action officers who initial receipt (3.228); All records were classified as either Top secret, Secret, Confidential, Restricted or Open to regulate access (3.888); Records were accessed only by authorized personnel (4.210). All personnel in the department have been vetted and therefore cannot manipulate

records (3.980). All records are created by authorized officers, referenced and copies filed in relevant files (4.010); All received documents/mails were entered in a register, stamped, and classified and taken to action officers who initial receipt (3.890); All personnel in the department had been vetted and therefore cannot manipulate records (4.228). The documentation of records was creative as there was systematic managing creation of records (3.908).The use and disposal of current records such as registers and logs (4.330) It was deduced from the study results that records management influence tendering process efficiency in the organization.

The study findings were in consistent with literature review by Kombo and Tromp, (2011). The procurement management of a public entity and organization heavily depends on the records in decision making on the procurement issues. Every day procurement team in the state corporations in Kenya, as indeed in other countries rely on records to make these decisions. When the records are disorganized, when some of these records are missing or lost, this is Likely to lead to poor decisions, and sometimes delayed decisions and the citizens will be denied quality decisions thus the efficient services. According to Ayoti (2012) the

government cannot achieve good governance without efficient record keeping systems and services. Relationship between efficient records keeping and administration of justice as everybody knows, efficient court services provide one of the strongest foundations for good governance. In turn, an efficient court system must of necessity be based on effective record keeping systems and services. Proper record management is necessary for effective tendering. Poor record management creates confusion and problems in future referencing.

Table 4: Influence of Records Management on Tendering Process Efficiency

Records Management	Mean	Std. Dev
All records are created by authorized officers, referenced and copies filed in relevant files	3.228	1.238
All received documents/mails are entered in a register, stamped, and classified and taken to action officers who initial receipt.	3.888	1.280
All records are classified as either Top secret, Secret, Confidential, Restricted or Open to regulate access.	4.210	1.378
Records are accessed only by authorized personnel	3.980	1.286
All personnel in the department have been vetted and therefore cannot manipulate records	4.010	1.228
All records are created by authorized officers, referenced and copies filed in relevant files	3.890	1.884
All received documents/mails are entered in a register, stamped, and classified and taken to action officers who initial receipt.	4.228	1.908
The documentation of records is creative as there is systematic managing creation of records.	3.908	1.368
The use and disposal of current records such as registers and logs	4.330	1.990

Tendering Process Efficiency

On the extent to which tendering process efficiency in the organization, respondents were asked to indicate the extent to which the factors determined the tendering process efficiency. The data was collected from the different indicators of the variable tendering process efficiency which was ordinal categorical. The data was therefore presented in frequency tables with the mode being used as the appropriate measure of central tendency. The first indicator for the dependent variable required to know what the organizations level tendering process efficiency was compliance with procurement regulations was, 0% of the

respondents had 0-20%, 3% had 20-30%, 11% had 30-40%, 17% had 40-50%, 69% had had over 50%. The modal class is of the respondents who had over 50% compliance. The median was found to be 5 which implied that on average the organizations level of compliance with procurement regulations was over 50%.

The next indicator required the respondents to state the level of minimization of procurement expenditure in the organization, 3% of the respondents had 0-20%, 3% had 20-30%, 14% had 30-40%, 26% had 40-50%, 49% had over 50%. The modal class is of the respondents who had over

50%. The mode was found to be 5 which implied that on average firm's levels of minimization of procurement expenditure was by over 50%. When the respondents were asked what the level of transparency and accountability of procurement funds was, 0% of the respondents 0-20%, 3% had 20-30%, 3% had 30-40%, 34% had 40-50%, 60% had over 50%. The modal class of the respondents who had over 50% transparency. The mode was found to be 5 which implied that on average the level of transparency and accountability of procurement

funds in organizations was over 50%. Finally, the respondents were asked what the level of Quality of procured goods and services offered was, 0% of the respondents 0-20%, 3% had 20-30%, 20% had 30-40%, 43% had 40-50%, 34% had over 50% The modal class of the respondents who had between 40-50% quality level. The mode was found to be 4 which implied that on average the level of Quality of procured goods and services offered is between 40-50%.

Table 5: Tendering Process Efficiency

Statement	0%- 20%	10%- 20%	20%- 30%	31%- 40%	40%- 50%	Over 50%	Mode
What is the level of order fulfillment in your organization?	0	0	3	11	17	69	5
What is the level of compliance with procurement regulations?	3	3	3	14	26	49	5
What is the level of minimization of procurement expenditure?	0	0	3	3	34	60	5
What is the level of transparency and accountability of procurement funds	0	0	3	20	43	34	4
What is the level of quality of procured goods and services offered?	2	2	4	20	34	40	5

CONCLUSION

Based on the study findings, the study concluded that tendering process efficiency in state corporations in Kenya is affected by financial resources, procurement methods, staff competency and records management t as the major factors that mostly influence tendering process efficiency in the state corporations in Kenya.

The study concluded that procurement methods are the first important factor which influences tendering process efficiency in state corporations in Kenya. The regression coefficients of the study show that procurement methods have a significant influence on tendering process efficiency in state corporations in Kenya. This implies that increasing levels of procurement methods would increase the levels of tendering process efficiency in state corporations in Kenya.

The study concluded that staff competency is the second important factor which influences tendering

process efficiency in state corporations in Kenya. The regression coefficients of the study show that staff competency has a significant influence on tendering process efficiency in state corporations in Kenya. This implies that increasing levels of staff competency would increase the levels of tendering process efficiency in state corporations in Kenya.

Further, study concluded that financial resources are third important factor which influences tendering process efficiency in state corporations in Kenya. The regression coefficients of the study show that financial resources have a significant influence on tendering process efficiency in state corporations in Kenya. This implies that increasing levels of financial resources would increase the levels of tendering process efficiency in state corporations in Kenya.

Finally, study concluded that records management is the fourth important factor which influences tendering process efficiency in state corporations in Kenya. The regression coefficients of the study

show that records management has a significant influence on tendering process efficiency in state corporations in Kenya. This implies that increasing levels of records management would increase the levels of tendering process efficiency in state corporations in Kenya.

Recommendations of the Study

The study recommended that the organization need to identify the most appropriate procurement methods to enhance tendering process efficiency. There is need to have an open tendering to increase the needed experience and qualified tenderers, lead to fairness and transparency in the tendering process. The organization should ensure that that the single sourcing of suppliers leads to reduction of procurement costs in the tendering process and enhance timely delivery of goods and services.

To enhance tendering process efficiency in the state corporations, there is need to have sufficient and qualified procurement personnel with enough training assessment methods to enhance compliance with the rules and regulations. There should be adequate training and simulation for key stakeholders especially the procurement staff qualifications to promote reduction of procurement costs. Organization should offer professional skills related to procurement and employ staff with the professional skills to boost .

The study recommended that there should be sufficient and qualified financial management personnel to enhance tendering procurement efficiency in the state corporations. There should be adequate financial training and provision of competitive wages and benefits for procurement personnel. There is need for adequate funding for procurement processes. All activities should get

captured in the planned budget. They participate in material order negotiations through the purchasing department, quality control department, manufacturing department, representative team. There should be fund disbursement for procurement processes timely and payment to contractors to enhance procurement performance in the firms.

There is need to enhance records management to boost tendering process efficiency in the state corporations in Kenya. There is need that the records are created by authorized officers, referenced and copies filed in relevant files. All personnel in the department should be vetted and therefore cannot manipulate records. The documentation of records should be creative as there is need to have a systematic managing creation of records.

Areas for Further Research

The study is a milestone for further research in the field of procurement performance in state corporations in Africa and particularly in Kenya. The findings demonstrated the important factors to enhancement of tendering process efficiency to include; procurement methods, staff competency, financial resources and records management. The current study should therefore be expanded further in future in order to determine the effect of procurement legal framework on procurement efficiency in government parastatals. Existing literature indicates that as a future avenue of research, there is need to undertake similar research in other government institutions and public sector organizations in Kenya and other countries in order to establish whether the explored factors can be generalized to affect procurement efficiency in the public sector.

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