

Influence of Tendering Process on Performance of County Governments in Kenya.

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ABSTRACT

Procurement is essential to every organization, serving as a platform for all stakeholders to come together and discuss their needs and goals related to purchasing. The study aimed to explore factors influencing the tendering processes of County Governments in Kenya, focusing specifically on Siaya County Government. The study was guided by three objectives, to examine supplier selection criteria on performance of county Governments in Kenya, to establish the influence of Ethical Practices in Tendering processes on performance of county Governments in Kenya, to investigate the influence of automation processes of Tendering processes on performance of county Governments in Kenya, and to establish moderating effect of government policy on Public procurement And Disposal Act on performance of County Governments in Kenya. The research utilized a Descriptive Research Design approach to gather pertinent information. The study involved Census Sampling in which all 74 participants from different management levels and ad hoc committee members within the department. Questionnaires were used as the main data collection instruments. Data was gathered through the distribution of questionnaires to the chosen participants by means of pick and drop. respondents of 66% were received and were completed accurately, demonstrating an adequate response rate. The statements of the problem mainly focused on major issues facing the tendering procedures and analyzes their influence on organizational performance. The study findings show that Supplier selection criteria Mean of 4.002 and standard Deviation of 0.1428 the highest score amongst the key performance indicators was quality with mean of 4.29 and standard deviation of 0.097 showing highly significant to supplier selection criteria. Ethical practices in Tendering Mean of 4.012 Standard deviation of 0.097, of highest score in key performance indicators was Integrity with mean of 4.468 and standard deviation of 0.097. its shows that highly significant to Ethical practices, Automation of Tendering mean of 4.093 standard deviation of 0.148 highest amongst the key performance indicators was E informing with mean 4.224 and standard deviation 0.147 shows highly significant to Automation. Moderating variable Mean of 4.094 standard deviation of 0.136 highest score amongst key performance indicators of quality 4.306 standard deviation of 0.114 shows highly significant to Moderating variable and all the variables were critical to the performance of County Governments in Kenya. The study recommends that there is need to enormously implement procurement policies which encourage tendering, in order to enhance performance.

Keywords: *Tendering Processes. Supplier selection Criteria, Ethical practices, Automation, Performance of County Governments*

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1.0 INTRODUCTION

1.1 Background of the Study

The tendering process is a vital component of public procurement, encompassing activities related to supplier selection and the acquisition of goods and services. According to Kelly, Marshall, Walker, and Israilidis (2021), the tendering process aligns with the legal framework set out in the Public Procurement and Disposal Act (PPDA) of 2015, which governs public entities' procurement

activities. The PPDA defines public procurement as the acquisition of goods, services, and works by governments and state-owned enterprises, ensuring adherence to legal regulations and public accountability (PPDA, 2015). This study aims to explore the influence of supplier selection criteria, ethical practices, and automation procedures on the performance of County Governments in Kenya.

Research highlights the significance of tender pricing strategies in determining a firm's revenue and profitability. Kissi, Agyekum, Baiden, Reube, and Eshun (2022) emphasize that tender pricing strategies, including competition-based, value-based, and cost-based approaches, play a pivotal role in shaping the financial performance of small and medium-sized construction firms. Similarly, Dosumu (2018) underscores the risks associated with insufficiently addressed tendering processes, which can lead to escalated costs, time delays, and diminished quality. While previous studies have investigated various construction risks, only a few have focused on the pre-commencement impacts of risks during the tendering stages.

Tendering operates within a strict legal framework that must harmonize with the overarching objectives of the government. Kimaro, Ng'elenge, and Kipilimba (2023) argue that while procuring entities may prioritize cost efficiency and timely service provision, they must also consider the broader public interest, particularly regarding quality and service delivery. Research shows that well-maintained facilities and high-quality assets enhance the effectiveness of the tendering process. For instance, Wouters, Sandberg, Pillay, and Kanavos (2019) found that competitive tendering in South Africa resulted in significant price reductions for numerous medicines without adversely affecting market concentration. However, a decline in the number of firms securing contracts over time raises concerns about competition in public procurement.

The global perspective on tendering reveals its critical role in government performance across various regions. For example, Cao and Wang (2022) explored different tendering models worldwide and emphasized that regulatory competition and risk aversion influence the choice of procurement models. Their study suggests that while competitive tendering is prevalent, its overuse in complex Public-Private Partnership (PPP) projects can lead to inefficiencies. In North America, the adoption of electronic procurement (e-procurement) has shown promising results in improving public procurement performance by streamlining processes and enhancing transparency (Boafo, Ahudey, and Darteh, 2020; World Bank, 2011).

Regionally, the tendering process in Africa is becoming increasingly significant, particularly in South Africa and Ghana. Govender (2023) highlights the negative implications of competitive tendering on consulting engineering services, leading to compromises in quality and efficiency. In Ghana, research by Elijah, Frimpong, Boadu, and colleagues (2021, 2022) stresses the need to integrate health and safety considerations into procurement processes, indicating that a lack of prioritization leads to increased risks in public projects.

In Kenya, tendering is crucial for ensuring transparency, accountability, and efficiency in the public sector. A study by Andika (2021) found that competitive tendering enhances the effectiveness of devolved government systems by attracting a diverse range of suppliers and fostering public confidence in accountability. However, challenges such as corruption, lack of transparency, and inefficiencies persist, necessitating stronger governance structures and the wider adoption of e-procurement systems. By addressing these challenges and integrating sustainability into procurement decisions, the Kenyan government can enhance public performance and contribute to broader development goals (Hamisi, 2022; Akinyi and Odeny, 2020).

1.2 Statement of the Problem

Procurement is a critical function in any organization, serving as a collaborative platform for stakeholders to align their needs and objectives related to purchasing. In Kenya, the public procurement process is essential for enhancing organizational performance, particularly within

Research Bridge Publisher, International Journal of Social Science and Humanities Research, Vol. 2, Issue 3, pp: (200-217), Month: September – December 2024, Available at: <https://researchbridgepublisher.com/> county governments. A tender document is a comprehensive set of materials issued by a client to prospective contractors, detailing the scope, specifications, and terms aimed at securing a contract. Kibet and Ayuma (2017) emphasize the vital role of procurement in organizational success, specifically highlighting how tendering procedures significantly impact performance metrics within county governments.

Despite the importance of these procedures, there has been a noticeable decline in the quality of tender documents, leading to a perception among contractors that accurate project pricing is increasingly difficult. According to Whang et al. (2022), this deterioration adversely affects contractors' bidding strategies and ultimately hinders effective project delivery. Recent studies indicate a significant relationship between tendering processes and organizational performance; however, the existing literature lacks a thorough examination of how these processes can be optimized to enhance efficiency and effectiveness in public procurement.

Challenges such as insufficient supplier selection criteria, ethical dilemmas in tendering, and the need for automation further complicate this landscape. Jefferies and Nawaz (2020) argue that the complexities and high costs associated with the tendering process can undermine competition and value for money (VfM) in Kenya's procurement systems. Moreover, issues such as lack of transparency and unequal opportunities for marginalized groups exacerbate the situation, creating barriers within the procurement cycle.

Research supports that establishing clear supplier selection criteria is vital for fostering effective communication with suppliers (Koc et al., 2023). Ethical practices in tendering are also crucial for ensuring a transparent and equitable competitive environment (Olupot, 2023). Furthermore, automation of tendering procedures through e-tendering systems can enhance accountability and improve service delivery by facilitating better documentation and coordination among government departments (Chan & Owusu, 2022).

Despite these insights, there remains a significant gap in the literature regarding the specific influence of tendering processes on the performance of county governments, particularly in Siaya County. This study aims to fill this gap by exploring how the implementation of effective tendering practices can mitigate existing challenges and enhance procurement outcomes in Kenyan county governments. The potential benefits of improved tendering processes are numerous and can significantly reduce negative impacts on performance.

1.3 Objectives of the study

1.3.1 General Objective of the Study

This study sought to establish the influence of tendering process on the performance of County Governments in Kenya.

1.3.2 Specific Objective of the Study

- i. To examine the influence of Supplier selection criteria on the performance of County Governments in Kenya.
- ii. To establish the influence of ethical practices in Tendering on the performance of County Government in Kenya
- iii. To investigate the influence of automation of Tendering processes, on the performance of County Governments in Kenya.
- iv. To establish the moderating effect of government policy on procurement and disposal on tendering process and the performance of County Governments in Kenya.

1.4. Research Questions of the study

- i. What is the influence of supplier selection criteria on the performance of County Governments in Kenya?
- ii. How do ethical practices impact the performance of County Governments in Kenya?
- iii. What is the effect of automation processes on the performance of County Governments in

- iv. What is the moderating effect of government policy on tendering process and the performance of County Governments in Kenya?

1.5 Scope of the Study

This study focused on the influence of the tendering process on the performance of County Governments in Kenya, specifically targeting Siaya County. Given the recent developments highlighted by the Ethics and Anti-Corruption Commission (EACC), which included allegations of embezzlement, conflicts of interest, and irregular procurement practices, this research was both timely and relevant. The EACC's Third Quarter report, released on December 9, 2023, noted ongoing investigations into corruption involving several county officials, further underscoring the need for scrutiny in procurement practices. The specific objectives of the study were to examine the influence of supplier selection criteria, ethical practices in tendering, and the automation of tendering processes on performance. Additionally, it sought to explore the moderating effect of government policy on procurement and disposal regarding tendering processes and performance. The research questions addressed these areas in detail, focusing on their respective impacts on county governance. Despite the gravity of these issues, there had been limited research on the tendering process in Siaya County, particularly in light of the ongoing investigations. This study aimed to fill that gap, emphasizing the importance of continuous research to evaluate the implications of these practices on governance and procurement efficiency in the county.

2.0 LITERATURE REVIEW

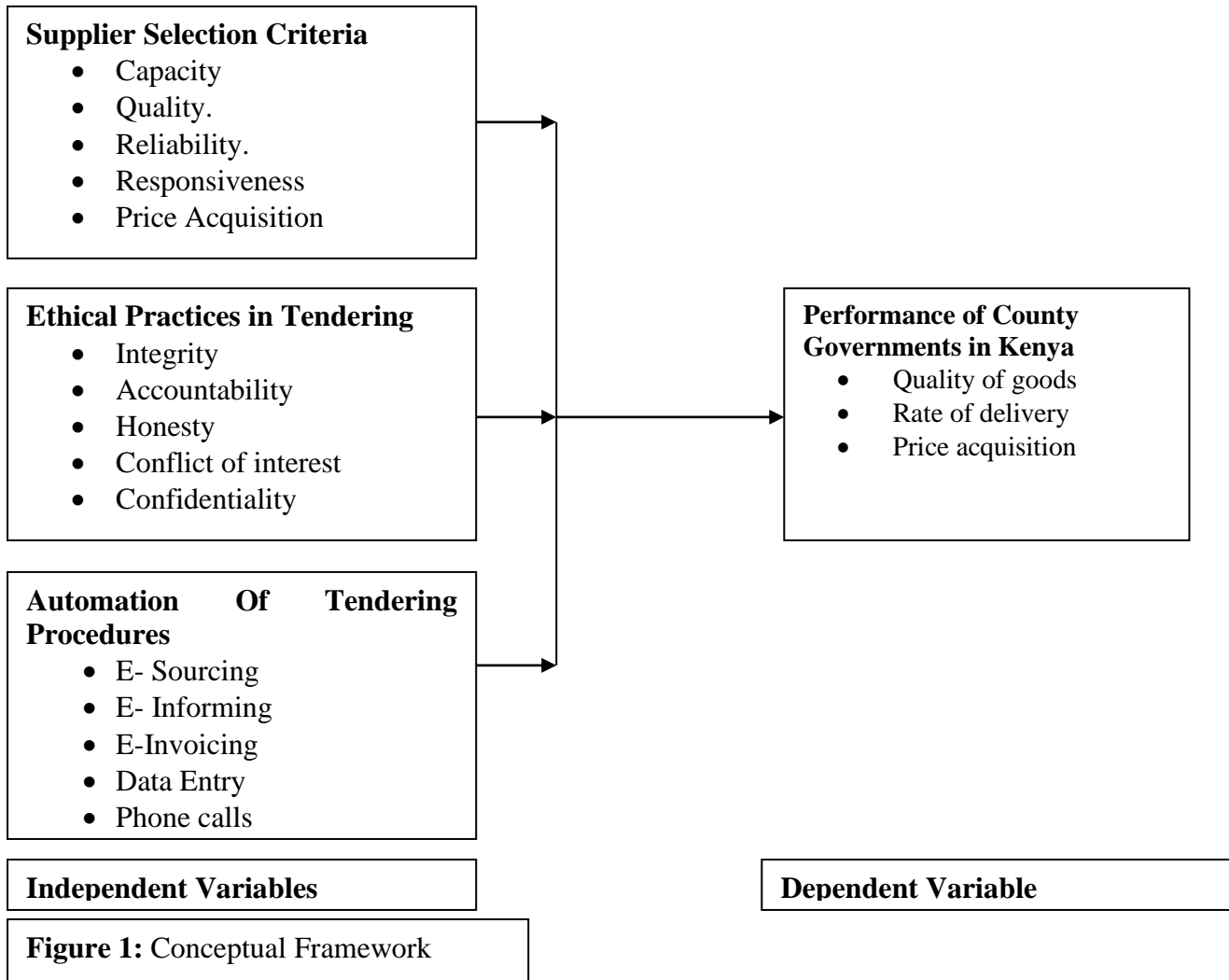
2.1 Theoretical Framework

The study utilized Transaction Cost Theory, Utilitarianism Theory, and Innovation Diffusion Theory to explore the relationships among the study variables and to assess the influence of supplier selection criteria, ethical practices, and automation processes on the performance of County Governments in Kenya. Transaction Cost Theory, proposed by Williamson in 1986, stated that the optimal organizational structure achieved economic efficiency by minimizing exchange costs. According to this theory, each type of transaction incurred coordination costs, including monitoring, controlling, and managing, which underscored the importance of transactions in markets. The frequent global transactions resulted in substantial daily expenditures on transaction costs. In the context of supplier selection criteria, transaction costs were conceptualized through three dimensions: the awarding procedure, the institutional framework, and the impact of learning and innovation (Williamson, 1986). These dimensions played a crucial role in shaping transaction costs and ultimately influenced the efficiency and effectiveness of procurement processes. Utilitarianism Theory, established by Jeremy Bentham in 1832, advocated that actions should be evaluated based on their capacity to enhance or diminish human well-being, referred to as "utility." Bentham's framework became a significant approach to normative ethics, with Savulescu, Persson, and Wilkinson (2020) asserting that goodness and badness could be quantified, emphasizing the importance of considering the consequences of actions to prevent significant harm. Ethical practices in tendering reflected utilitarian principles by guiding choices that maximized benefits for the greatest number. Additionally, Innovation Diffusion Theory, introduced by Rogers in 1962, revolutionized the understanding of innovation as a dynamic process driving economic progress. Dillette and Ponting (2021) noted that this theory encompassed four fundamental elements: the innovation itself, the communication process, time, and the social system. The theory also outlined five groups of innovation adopters, illustrating the various stages of adopting innovations. The automation of tendering, therefore, not only represented an innovative idea but also served as a catalyst for improving procurement processes in County Governments.

2.2 Conceptual Framework

The conceptual framework of this study, presents the dependent and independent variables and

Research Bridge Publisher, International Journal of Social Science and Humanities Research, Vol. 2, Issue 3, pp: (200-217), Month: September – December 2024, Available at: <https://researchbridgepublisher.com/> illustrates the influence of tendering process on performance of county governments in Kenya.



2.3 Empirical Review

2.3.1 Supplier Selection Criteria

Supplier selection criteria are crucial in supply chain management, significantly influencing performance, productivity, satisfaction, flexibility, and system efficiency, particularly during lockdowns (Hailing, Khokhar, Islam & Sharma, 2023). Choosing the right supplier involves evaluating multiple factors beyond mere price comparisons, such as value for money, quality, reliability, and service levels, which vary depending on a business's strategic objectives (Ko, Ekmekcioglu & Isik, 2023). The significance of these criteria is underscored by Koc et al. (2023), who argue that effective supplier selection is integral to operations, particularly in the manufacturing sector. This meticulous process is essential for ensuring that businesses partner with suppliers that align with their specific needs and goals.

2.3.2 Ethical Practices in Tendering

The procurement process is rife with opportunities for ethical misconduct, necessitating proactive management practices that identify and address potential ethical pitfalls (Trevino & Nelson, 2021). A primary ethical issue in tendering is conflicts of interest, which can arise when employees engage with vendors with whom they have personal connections, exposing organizations to fraud risks. Maintaining ethical standards in procurement is vital for recruiting and retaining talent, as

Research Bridge Publisher, International Journal of Social Science and Humanities Research, Vol. 2, Issue 3, pp: (200-217), Month: September – December 2024, Available at: <https://researchbridgepublisher.com/> well as for preserving public trust (Aston, Godwin & Kayoe, 2023). Organizations must foster an environment of honesty, transparency, and accountability in their procurement practices. Kickbacks and discriminatory practices in vendor selection present additional ethical challenges (Olupot, 2023). The Public Procurement Oversight Authority (PPOA) enforces a code of ethics that is essential for maintaining ethical standards in procurement within county governments, ensuring efficiency and transparency.

2.3.3 Automation of Tendering Processes

Technology enhances government procurement processes through e-procurement systems, which improve transparency and accountability while lowering transaction costs (Mackey & Cuomo, 2020). By minimizing non-value-added activities, these systems expedite procurement cycle times and foster competitiveness. E-tendering incorporates technology across various procurement management aspects, including planning, supplier engagement, and contract management (Singhal et al., 2023). As Chan and Owusu (2022) note, e-tendering streamlines information flow, reducing inefficiencies associated with manual processes. The adoption of automated systems is increasingly recognized for improving efficiency and effectiveness in procurement processes, particularly for county governments in Kenya (Qusef et al., 2019). Implementing AI in tendering can automate processes, enhancing overall efficiency in public tendering while mitigating risks associated with traditional methods (Sunmola & Shehu, 2020).

2.3.4 Performance of County Governments in Kenya

Performance indicators for Kenyan county governments emphasize resource utilization and the execution of core functions (Ahmed, Omar & Kosgei, 2023). Quality assurance in procurement is vital, as accountability and reliability among suppliers are critical to maintaining standards (Rasmussen, 2021; Tirkolaei et al., 2020). The resiliency and responsiveness of suppliers provide significant benefits, aligning with organizational objectives (Sharma & Joshi, 2023). Pricing strategies must also be optimized to reduce lead times and logistics costs, contributing to better procurement outcomes (Ferreira & Silva, 2022). Overall, the integration of effective supplier selection criteria and ethical practices significantly influences the performance of county governments in Kenya, promoting transparency and accountability in procurement processes..

3.0 RESEARCH METHODOLOGY

This study utilized a descriptive research design, recognized for its straightforward approach, allowing researchers to examine and illustrate the distribution of specific variables without exploring causal relationships (Cutler, Halcomb, & Sim, 2021). This design served as a framework detailing the study's structure, data collection processes, and interpretation methods. The choice of descriptive design was aimed at highlighting variable distribution, specifically within the context of Siaya County governments, ensuring an unbiased approach. Primary data was collected through questionnaires employing a Likert scale to measure respondents' ratings on a 1-5 scale, reflecting how given statements applied to their work environments. This method enhances reliability as it encourages comprehensive responses (Longo, Sollazzo, Cellura, & Celauro, 2020). The census sampling method was employed, gathering information from every unit within the population, which is crucial when accurate data from numerous subdivisions is necessary (Australian Bureau of Statistics, 2023). The research aimed to include 79 participants from various management tiers within procurement committees, ensuring comprehensive demographic data collection. The participants comprised 31 from the Procurement Committee, 22 from the Tender Evaluation Committee, and 26 from the Evaluation Committee. This structured approach allows for a meticulous examination of the entire population, leading to reliable and accurate data collection (Franzitta et al., 2020). Data analysis utilized visual aids such as bar graphs and pie charts to interpret the relationships among the variables of Organization Performance, Supplier Selection

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Criteria, Ethical Practices in Tendering, and Automation of Tendering Processes. To ensure the accuracy of the collected data, the study underwent pilot testing for reliability and validity, confirming the tool's effectiveness (Whitehead et al., 2016; Sekaran & Bougie, 2016; Erford, Bradley, & Danica, 2018). The data analysis procedure involved systematic editing, formatting, and organization of the data collected, aiming to derive meaningful insights from the results (Galpin & Gomez, 2023).

4.0 RESEARCH FINDINGS

4.1 Response Rate

Out of 74 questionnaires distributed, only 66% of respondents completed and accurately filled them out, indicating a sufficient response rate for the study to generalize its findings. According to Best & Khan (2007) a response rate of 50 percent is considered adequate, 60 percent good and above 70 percent very good. Therefore, in view of this, the response rate was considered accepted and exceeded the threshold as postulated by Best and Khan (2007). On the basis of this, the researcher went ahead to analyse data as presented in the following sections.

Table 1: Response Rate for the Administered Questionnaires

	Frequency	Percentages
Responded	49	66%
Not responded	25	34%
Total	74	100%

Source: Author (2024)

4.2 Descriptive Findings

This section provided an overview of the study variables, Supplier Selection criteria, Ethical practices in Tendering, Automation of Tendering procedures and the performance of County Governments in Kenya.

4.2.1 Descriptive statistics for Supplier selection criteria on the performance of County Governments in Kenya.

The tendering process is a crucial aspect of procurement within county governments in Kenya, influencing the overall performance of the counties. Supplier selection criteria, particularly in areas such as quality, capacity, reliability, pricing, and responsiveness to market changes, play a significant role in determining the efficiency and effectiveness of the procurement process.

The study found that 40.82% of respondents strongly agreed (SA), and 46.94% agreed (A) that the selection of suppliers based on the quality of goods is a key determinant in the tendering process. This resulted in a mean score of 4.29 with a standard deviation of 0.097. These findings align with previous literature emphasizing the significance of quality in supplier selection. According to Gordon, Kennedy, and Ong-a-Kwie, (2020)., ensuring that suppliers provide quality goods is essential to maintaining operational performance and reducing costs associated with rework or product failures. Quality management, therefore, remains a core consideration in procurement decisions.

The capacity of suppliers, measured through indicators like past performance, was another critical factor, with 48.98% of respondents strongly agreeing and 32.65% agreeing. The mean score of 4.22 and a standard deviation of 0.134 suggest that county governments prioritize suppliers who have demonstrated their capability in previous contracts. Research by Cohen, and Li, (2017). Highlights that assessing supplier capacity, particularly in terms of past performance, enables procurement managers to mitigate risks associated with supplier failure. Capacity-based selection is particularly important in large-scale government projects, where the failure of a supplier can lead to significant delays and cost overruns.

Reliability is another essential criterion, with 28.57% of respondents strongly agreeing and 32.65%

agreeing that it plays a vital role in the tendering process. The mean score of 3.64 and a standard deviation of 0.179 suggest a moderate level of importance assigned to reliability. However, reliability remains a crucial factor, as supported by research from Baz, and Ruel (2021) who found that reliable suppliers contribute to the stability of supply chains, reducing disruptions and ensuring the timely delivery of goods and services. The variability in responses may reflect different interpretations of what constitutes reliability or varying experiences with supplier performance.

The pricing of goods and services emerged as a significant factor in supplier selection, with 38.78% of respondents strongly agreeing and 42.86% agreeing. The mean score of 4.06 and a standard deviation of 0.153 indicate that competitive pricing is a major consideration in the tendering process. Literature on procurement emphasizes the importance of balancing cost with quality and reliability. According to Anderson (2020), while lower prices can offer immediate cost savings, they should not come at the expense of quality or long-term value. Thus, procurement managers need to evaluate pricing within the context of overall value for money.

Responsiveness to market changes and client demand was another important criterion, with 28.57% of respondents strongly agreeing and 36.73% agreeing. The mean score of 3.80 and a standard deviation of 0.151 reflect the importance of flexibility in supplier relationships. In a rapidly changing market environment, suppliers who can adapt to new demands or market conditions are highly valued. According to Ng and Ahmed, (2024), responsiveness is critical in dynamic industries where customer preferences and external factors can shift rapidly. Procurement managers, therefore, prioritize suppliers who can quickly adjust to new requirements.

The overall mean score for supplier selection criteria was 4.002, with a standard deviation of 0.1428, indicating that the respondents generally placed a high level of importance on these criteria. This suggests that county governments in Kenya recognize the critical role that supplier selection plays in enhancing procurement performance. The consistency in high mean scores across different criteria also points to a balanced approach in supplier evaluation, where factors like quality, capacity, reliability, pricing, and responsiveness are all considered in tandem.

Table 2: Descriptive statistics for Supplier selection criteria on the performance of County Governments in Kenya.

Statements	S.A (5)	A(4)	N (3)	D(2)	S.D(1)	M1	ST.D
	F,%	F,%	F,%	F,%	F,%		
Supplier Selection on Quality goods	20, 40.82%	23, 46.94%	6, 12.24%	0	0	4.29	0.097
Supplier Selection Capacity on capacity e.g past performance)	24, 48.98%	16, 32.65%	5, 10.2%	4, 8.16%	0	4.22	0.134
Supplier Selection on Reliability of the tenderer	14, 28.57%	16, 32.65%	11, 22.45%	3, 6.12%	5, 10.20%	3.64	0.179
Supplier Selection e.g pricing of goods/services	19, 38.78%	21, 42.86%	5, 10.20%	1, 2.04%	3, 6.12%	4.06	0.153
Supplier Selection (responsiveness to changes in the market/client demand)	14, 28.57%	18, 36.73%	12, 24.49%	3, 6.12%	2, 4.08%	3.80	0.151
Overall mean						4.002	0.1428

4.2.2 Descriptive statistics for ethical practices on the performance of County Governments in Kenya.

The second objective sought to assess the influence of ethical practices on performance of county governments in Kenya. Ethical practices play a crucial role in enhancing the performance of

county governments, especially in the procurement process. This study examines how integrity, accountability, honesty, conflict of interest avoidance, and confidentiality in tendering influence the performance of county governments in Kenya. By connecting these ethical practices to performance, this study interprets the study's findings through the lens of relevant literature.

The study found that integrity in tendering is highly valued, with 55.10% of respondents strongly agreeing and 38.78% agreeing that it positively influences performance. The mean score of 4.469 and a standard deviation of 0.097 indicate a strong consensus on the importance of integrity. Literature supports this view, with scholars like Agu, Nkwo, and Eneiga, (2024). Emphasizing that integrity in procurement processes builds trust and transparency, which are essential for effective governance. Integrity ensures that the tendering process is conducted fairly, reducing opportunities for corruption and fraud, which in turn enhances performance.

Accountability in tendering emerged as another critical factor, with 32.65% of respondents strongly agreeing and 48.98% agreeing that it influences performance. The mean score of 4.041 and a standard deviation of 0.134 suggest that accountability is a key aspect of ethical tendering practices. Accountability connects the actions of procurement officials to the outcomes of the tendering process, ensuring that decisions are made responsibly and that there is a clear trail of responsibility. According to De Araújo et al. (2017), accountability mechanisms in public procurement prevent malpractices and promote efficiency by holding individuals answerable for their actions.

Honesty in tendering was also highlighted as an important ethical practice, with 30.61% of respondents strongly agreeing and 40.82% agreeing. The mean score of 3.939 and a standard deviation of 0.135 indicate that honesty is seen as a significant contributor to the success of the tendering process. Honest practices ensure that all parties involved in the procurement process are transparent about their intentions and actions, reducing the likelihood of deception or manipulation links Maile, and Doorgapersad, (2022). honesty to better decision-making in public procurement, as it fosters a culture of openness and reduces the risks associated with unethical behavior.

In addition, avoiding conflicts of interest is another vital ethical consideration, with 32.65% of respondents strongly agreeing and 36.73% agreeing that it influences performance. The mean score of 3.837 and a standard deviation of 0.161 suggest that while this factor is important, there is some variation in how it is perceived. Avoiding conflicts of interest ensures that procurement decisions are made impartially, without favoritism or personal gain. According to Martinez (2021) preventing conflicts of interest in procurement is essential to maintaining the integrity of the tendering process and ensuring that contracts are awarded based on merit rather than personal connections.

Nevertheless, Confidentiality in tendering is also important, with 24.49% of respondents strongly agreeing and 40.82% agreeing. The mean score of 3.776 and a standard deviation of 0.141 indicate that confidentiality is seen as a key ethical practice, though its importance may vary depending on the context. Confidentiality ensures that sensitive information related to the tendering process is protected, preventing leaks that could undermine fairness. Gad ,Loulakis, and Gransberg, (2020). notes that maintaining confidentiality in procurement processes protects the integrity of the process and ensures that all bidders have a fair chance, ultimately contributing to better performance.

Lastly, the overall mean score for the influence of ethical practices on the performance of county governments was 4.012, with a standard deviation of 0.133, indicating that ethical practices are generally perceived as having a positive influence on performance. These findings are consistent with existing literature, which emphasizes the role of ethics in promoting good governance and improving outcomes in public procurement. Ethical practices such as integrity, accountability, honesty, conflict of interest avoidance, and confidentiality are interconnected and work together to

Tables 3: Descriptive statistics for Ethical Practices on the Performance of County Governments In Kenya.

Statements	S.A (5)	A(4)	N (3)	D(2)	S.D(1)	M1	ST.D
	F,%	F,%	F,%	F,%	F,%		
Ethics(Integrity in tendering)	27, 55.10%	19, 38.78%	2, 4.08%	1 , 2.04%	0	4.469	0.097
Accountability in tendering	16, 32.65%	24, 48.98%	5, 10.2%	3, 6.12%	1, 2.04%	4.041	0.134
Honesty in tendering	15, 30.61%	20, 40.82%	11, 22.45%	2, 4.08%	1, 2 .04%	3.939	0.135
Avoiding Conflict of interest	16 , 32.65%	18, 36.73%	8, 16.33%	5, 10.20%	2, 4.08%	3.837	0.161
Confidentiality in tendering	12, 24.49%	20, 40.82%	12, 24.49%	4, 8.16%	1, 2.04%	3.776	0.141
Overall mean						4.012	0.133

4.2.3 Descriptive statistics for automation processes on the performance of County Governments in Kenya.

The third objective sought to assess the influence of automation processes on performance of county governments in Kenya. Automation processes play a significant role in enhancing the performance of county governments in Kenya by streamlining procurement processes. This study explores the influence of key automation processes such as e-sourcing, e-invoicing, e-informing, data entry, and the use of phone calls on performance. By connecting the findings with relevant literature, this essay interprets how these automation processes contribute to improved efficiency and accountability in county governments. The study reveals that e-sourcing positively impacts county government performance, with 40.82% of respondents strongly agreeing and 32.65% agreeing. The mean score of 3.959 and a standard deviation of 0.167 suggest that e-sourcing helps in streamlining procurement activities by enabling faster processing and better decision-making. Literature on e-sourcing highlights its ability to reduce administrative costs and enhance transparency in procurement, thus leading to better performance outcomes Pattanayak, and Panyatoya, (2020)..

Secondly, E-invoicing emerged as a vital factor in improving the performance of county governments, with 40.82% of respondents strongly agreeing and 38.78% agreeing. The mean score of 4.163 and a standard deviation of 0.121 indicate that e-invoicing facilitates efficiency by automating invoice management, reducing errors, and ensuring timely payments. According to Gunasekaran et al. (2017), e-invoicing contributes to better financial management and accountability in public sector procurement.

Thirdly, E-informing plays a critical role in the procurement process, with 53.06% of respondents strongly agreeing and 26.53% agreeing. The mean score of 4.224 and a standard deviation of 0.147 demonstrate that e-informing enhances communication and coordination during procurement, enabling timely and accurate information sharing. Literature supports the notion that e-informing promotes transparency and reduces delays in procurement activities, leading to improved performance Marcellinus, (2023)

In addition, Data entry and phone calls also emerged as important automation processes that positively influence performance. Both had mean scores of 4.061, with data entry having a standard deviation of 0.150 and phone calls having a standard deviation of 0.158. These procedures contribute to accurate record-keeping and facilitate effective communication, which are

Research Bridge Publisher, International Journal of Social Science and Humanities Research, Vol. 2, Issue 3, pp: (200-217), Month: September – December 2024, Available at: <https://researchbridgepublisher.com/> critical in managing procurement processes. According to Dekker *et al.* (2016), accurate data entry and reliable communication support decision-making and enhance operational efficiency.

Table 4. Descriptive statistics for automation processes on the performance of County Governments in Kenya.

Statements	S.A (5)	A(4)	N (3)	D(2)	S.D(1)	M1	ST.D
	F,%	F,%	F,%	F,%	F,%		
E- Sourcing e.g. contracts, quotations, proposals	20, 40.82%	16, 32.65%	7, 14.29%	3, 6.12%	3, 6.12%	3.959	0.167
E- invoicing e.g. invoice	20, 40.82%	19, 38.78%	8, 16.33%	2, 4.08%	0	4.163	0.121
E- Informing e.g. creating procurement documents, bid submission, bid evaluation, and contract awarding	26, 53.06%	13, 26.53%	6, 12.24%	3, 6.12%	1, 2.04%	4.224	0.147
Use of data entry	21, 42.86%	16, 32.65%	7, 14.29%	4, 8.16%	1, 2.04%	4.061	0.150
Use of phone calls	21, 42.86%	18, 36.73%	4, 8.16%	4, 8.16%	2, 4.08%	4.061	0.158
Overall Mean						4.093	0.148

4.3 Inferential Statistics

The Regression summary model summary provided valuable insights into the strength and predictive power of these variables. In the first model, the predictors automation processes, supplier selection criteria, and ethical practices collectively showed a strong relationship with performance. The correlation coefficient (R) was .820, indicating a high degree of association. The R Square value of .672 suggested that these three variables explained 67.2% of the variance in performance. The adjusted R Square, which accounted for the number of predictors, was slightly lower at 0.650, but still demonstrated substantial predictive power. The standard error of the estimate was .37348, indicating a reasonable level of accuracy in the predictions made by the model. These findings were consistent with previous research, which highlighted the importance of automation in streamlining operations, the role of stringent supplier selection criteria in ensuring quality inputs, and the impact of ethical practices on organizational reputation and success Johnson and Smith, (2017). The Durbin-Watson statistic of 2.158 suggested no significant autocorrelation, confirming the reliability of the model.

Table 4.13: Model Summary for Influence of Tendering Process on Performance of County Governments in Kenya

Model Summary ^c					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.820 ^a	.672	.650	.37348	2.158
a. Predictors: (Constant), Automation processes, Supplier selection criteria, Ethical practices					
b. Dependent Variable: performance					

In this study, ANOVA was used to evaluate the influence of automation processes, supplier selection criteria, ethical practices, and government policy on organizational performance. The first model, which included automation processes, supplier selection criteria, and ethical practices as predictors, revealed a significant impact on performance. The regression sum of squares was 12.865, indicating that these predictors explained a substantial portion of the total variance in performance. The mean square of 4.288 and F-statistic of 30.745 ($p < .001$) confirmed that the

model was highly significant. However, the residual sum of squares was 6.277, meaning that a portion of the variance remained unexplained, which might have been influenced by other factors. These results were consistent with existing literature that emphasized the importance of automation in improving operational efficiency, the role of supplier selection in ensuring quality, and the contribution of ethical practices to organizational success Doe and Lee, (2018).

Table 4.14: ANOVA^a for Influence of Tendering Process on Performance of County Governments in Kenya

ANOVA ^a						
	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	12.865	3	4.288	30.745	.000 ^b
	Residual	6.277	45	.139		
	Total	19.142	48			

a. Dependent Variable: performance

b. Predictors: (Constant), Automation processes, Supplier selection criteria, Ethical practices

The study sought to examine the influence of supplier selection criteria, ethical practices, and automation processes on influence of tendering process on performance of county government as the in Kenya. The researcher adopted linear regression model of each variable

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon, \text{ Where;}$$

Y is the Organization Performance which is the dependent variable,

β_0 =The Regression constant term, β_1 , β_2 , β_3 and represent the Coefficients Independent Variables

X_1 selection criteria,

X_2 = ethical practices,

X_3 = automation processes, independent variable

In the first model, the constant term had a significant effect on performance with a t-value of 2.304 and a p-value of .026, suggesting that even without the predictors, some level of performance could be expected. Supplier selection criteria positively influenced performance with a beta value of .360, a t-value of 2.560, and a p-value of .014, indicating that better supplier selection improved organizational outcomes. Ethical practices, however, showed a negative relationship with performance, with a beta value of -.390 and a significant t-value of -2.293 ($p = .027$). This finding contradicted previous literature that emphasized the importance of ethical practices in enhancing performance Johnson and Lee, (2018). Automation processes had the most substantial positive impact, with a beta value of .832, a t-value of 4.793, and $p < .001$, aligning with studies that demonstrated the role of automation in improving efficiency and productivity Smith and Cooper, (2017).

Performance of County Governments=1.004+0.402*Supplier selection criteria-0.464* Ethical practices+0.804* Automation processes

Table 4.15: Coefficients for Influence of Tendering Process on Performance of County Governments in Kenya

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.004	.436		2.304	.026		
	Supplier selection criteria	.402	.157	.360	2.560	.014	.368	2.716
	Ethical practices	-.464	.202	-.390	-2.293	.027	.253	3.960
	Automation processes	.804	.168	.832	4.793	.000	.242	4.136



5.0 CONCLUSION AND RECOMMENDATIONS

In conclusion, this study achieved a commendable response rate of 66%, surpassing the acceptable threshold set by Best and Khan (2007) for generalizing findings regarding the impact of supplier selection criteria, ethical practices, and automation processes on the performance of county governments in Kenya. The results revealed that the quality, capacity, reliability, pricing, and responsiveness of suppliers are integral to procurement efficiency, with quality being the most emphasized criterion. Furthermore, ethical practices such as integrity, accountability, honesty, conflict of interest avoidance, and confidentiality were shown to significantly enhance performance by fostering a transparent and fair tendering environment. Additionally, automation processes, including e-sourcing and e-invoicing, were found to streamline operations and improve overall accountability. Based on these findings, it is recommended that county governments prioritize establishing comprehensive supplier evaluation frameworks that incorporate these key criteria, alongside reinforcing ethical standards in procurement processes to bolster governance and performance outcomes. Furthermore, the adoption of advanced automation technologies should be accelerated to enhance efficiency and reduce operational delays. Areas for further study may include exploring the long-term impacts of automation on supplier relationships and performance metrics, as well as conducting comparative studies across different counties to identify best practices and innovative approaches to procurement that align with the unique contexts and challenges faced by various county governments in Kenya. This multifaceted approach to future research will enrich the understanding of procurement dynamics in the public sector, ultimately contributing to improved governance and service delivery.

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