



COMPETITIVE TENDERING PROCESS AND SERVICE DELIVERY IN TURKANA COUNTY GOVERNMENT, KENYA

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ABSTRACT

The study endeavored to explore competitive tendering process and county service delivery in Turkana County, Kenya. The specific objectives were tender advertisement and tender dispute resolution respectively. The study was guided by the resource-based theory and principal-agent theory. This study used descriptive research design. The target population for this study was 89 respondents who comprised of procurement officers, finance officers, administration officers and suppliers from Turkana County. The study adopted a census method to incorporate all the targeted respondents. The research instruments were both semi-structured and structured questionnaires. Primary data was collected by the researcher by dropping and picking them after two weeks. Data analysis was carried out with the help of Statistical Package for Social Sciences (SPSS) version 28. The findings were presented in form of tables and graphs using descriptive statistical tools (Mean and Standard Deviation). The study findings revealed a statistically significant effect among variables. Tender advertisement explained 45.3% at $r=.815$ and tender dispute resolution 21.4%, $r=.797$ of Service delivery in Turkana County government. This study will be significant to the devolved units of governance, national governments, and other organizations interested in the operations of the two governments. The research will contribute to the knowledge on competitive tendering process and other procurement topics in county as well as national governments in Kenya and globally and for growing the existing literature for future scholarly work.

Key Words: Competitive Tendering Process, County Service Delivery, Tender Advertisement, Tender Dispute Resolution

Background of the Study

A supply chain is a system of organizations, people, technology, activities, information and resources involved in moving a product or service from supplier to customer. A supply chain is a network of retailers, distributors, transporters, storage facilities, and suppliers that participate in the production, delivery and sale of a product to the consumer (Mutambaki & Kabui, 2023). These activities are associated with the flow and transformation of goods from the raw materials stage to the end user, as well as the associated information and funds flows. Supply chain activities transform natural resources, raw materials and components into a finished product that is delivered to the end customer. In simple terms, a supply chain is the link between a firm or business and its suppliers and customers. The supply chain, which is also referred to as the logistics network, consists of suppliers, manufacturing centers, warehouses, distribution centers, and retail outlets, as well as raw materials, work-in-process inventory, and finished products that flow between the facilities (Sinnar, 2018).

Supply chain management (SCM) is the oversight of materials, information, and finances distributed from supplier to consumer. The supply chain also includes all the necessary stops between the supplier and the consumer. Supply chain management involves coordinating this flow of materials within a company and to the end consumer (Mutambaki & Kabui, 2023). The Council of Supply Chain Management Professionals defines supply chain management as follows: "Supply chain management encompasses the planning and management of all activities involved in sourcing and procurement, conversion, and all logistics management activities". Importantly, it also includes coordination and collaboration with channel partners, which can be suppliers, intermediaries, third-party service providers, and customers. In essence, supply chain management integrates supply and demand management within and across companies. Supply chain management is an integrating function with primary responsibility for linking major business functions and business processes within and across companies into a cohesive and high-performing business model (Sinnar, 2018).

It includes all of the logistics management activities noted above, as well as manufacturing operations, and it drives coordination of processes and activities with and across marketing, sales, product design, and finance and information technology. SCM is also called the art of management of providing the right product, at the right time, right place and at the right cost to the customer (Mutambaki & Kabui, 2023). Supply chain management can be divided into three main flows: The Product flow includes moving goods from supplier to consumer, as well as dealing with customer service needs. The Information flow includes order information and delivery status. The Financial flow includes payment schedules, credit terms, and additional arrangements. Supply chain management is a set of approaches utilized to efficiently integrate suppliers, manufacturers, warehouses, and stores, so that Supply chain management (SCM) is the oversight of materials, information, and finances distributed from supplier to consumer. The supply chain also includes all the necessary stops between the supplier and the consumer (Sinnar, 2018).

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Kabui, 2023). The Financial flow includes payment schedules, credit terms, and additional arrangements. • Supply chain management is a set of approaches utilized to efficiently integrate suppliers, manufacturers, warehouses, and stores, so that merchandise is produced and distributed at the right quantities, to the right locations, and at the right time, in order to minimize system-wide costs while satisfying service level requirements. Merchandise is produced and distributed at the right quantities, to the right locations, and at the right time, in order to minimize system-wide costs while satisfying service level requirements (Sinnar, 2018).

Statement of the Problem

In Kenya, the devolved system of government was meant to play a significant role in spurring economic growth and development as per the Kenya constitution 2010. Moreover, the enactment of the Public Procurement and Asset Disposal Act (2015) in January 2016 promoted openness, full disclosure and attainment of value for money in devolved county governments' expenditure.

However, devolved systems of government have been experiencing major impediments in the execution of public procurement principles. It is self-evident that the current economic crisis places a premium on governments cutting spending and increasing savings. With public procurement typically accounting for 10 to 20% of a country's GDP and 65 to 70% of public sector budgets, governments face the challenge of maximizing value while rigorously reducing government spending. On the other hand, while the call for a more cohesive interface between the public and private sectors is currently resonating, public procurement has been plagued by scandals, mismanagement, and possibly corruption (Lodhia & Burritt, 2016). As a result, non-competitive public procurement creates numerous opportunities for both public and private actors to divert public funds for private gain (Adusei & Awunyo-Vitor, 2015; Akaninyene & Mark, 2015). This demonstrates a lack of integrity, as the majority of government entities' spending is vulnerable to providing fewer services with increased spending.

Although some studies have been carried out on public procurement principles, such as Odhiambo and Kamau (2019) who established that although less advanced countries have taken steps to change their public procurement systems, the process is still shrouded by a high degree of secrecy, inefficiency, corruption and undercutting which has resulted to a huge amount of resources into wastage (Hagén & Zeed, 2020). However, although Turkana County has adopted competitive tendering, none of the studies seem to address the influence of competitive tendering process on county service delivery in Turkana County, Kenya. The primary goal of this study sought to fill the gaps identified by being anchored on the study objectives (tender advertisement, tender evaluation, tender awarding, and tender dispute resolution with the dependent variable being county service delivery in Turkana County).

Objectives of the Study

The general objective was to establish the relationship between competitive tendering process and service delivery in Turkana County government, Kenya.

The study was based on the following specific objectives;

1. To examine the effect of tender advertisement on service delivery in Turkana County government, Kenya.
2. To assess the tender dispute resolution on service delivery in Turkana County government, Kenya.

LITERATURE REVIEW

Theoretical Framework

Resource-Based Theory

Initially introduced in 1959 and developed by Penrose, the aim of the resource-based theory is principally on the need for businesses and firms to achieve competitive advantage through the use of assessable physical and non-physical resources deposited in their organization (Tuvi & Noor, 2021). It is strategically based on the application of methods applicable in supporting the will of an organization to attain competitive power (Goh & Loosemore, 2017). It is obvious that tendering is

fundamental to contract award and challenges continues to arise from the process (Qazi, Asim & Manzoor, 2021). It is the philosophical belief of this theory that competitive advantage of the contractors must be achieved when applying or putting to use all resources of the organization (Mahoney, 2019). This requires the continuous improvement of the skills set of the organization's staff in order to properly plan for tendering process. However, without such, it could easily result into unsuccessful tendering by the contractor. This is related to this study in the variable of tender advertisement of the contractors in tendering process as this study sought to establish those tendering success factors, analyze them and provide improvement measures in order for the firms to achieve competitive advantage through successful tendering process.

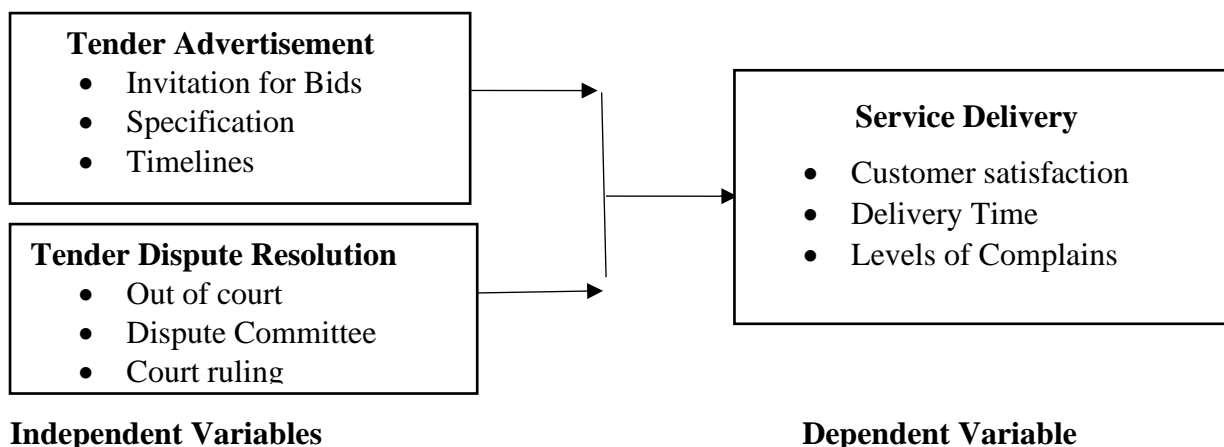
Principal-Agent Theory

The Principal-Agent (in any case called Agency Theory) was proposed by Jensen and Meckling in 1976 and is one of the central theoretical foundations for portraying and examining policy management. The speculation draws out the association between a „principal“ who has focuses on that are express and „an agent“ who is requested with the execution of activities prepared towards achieving those objectives. Head expert speculation is dependent upon stream of information between the head and the expert similarly as power positions. The issue arises with the chiefs of specialist's inclinations by the head so the specialist's advantages are composed with the vitals' destinations (Leruth and Paul, 2008). The speculation arranges that two vital endeavors have first to be overseen by the head to pick and control their delegates. The chief errand includes the decision of the best experts similarly as making inspirations to get the best results from them. The resulting undertaking demands that the central screens assuming their representative's execution is as agreed (Gailmard, 2012).

An issue might arise when the head and the expert have conflicting targets or when check of what the expert is truly doing is exorbitant or hard for the head. For the present circumstance asymmetric information presents a moral danger issue and an issue of threatening decision (Ballwieser, Bamberg, Beckmann, Bester, Blickle, Ewert & Gaynor, 2012). The issue of association is dominantly obvious on the public help transport demand side, that beginnings from the truth that people included such like government authorities, occupants and undertaking laborers or suppliers have interests that are unique in nature (Kamara, Ofori-Owusu & Sesay, 2012). Whipple and Roh (2010) joins the Principal-Agent theory to base up and top down models of organization. In the base up model, the occupant is the definitive head, while the expert is the administrator who address the inhabitant in powerful. In the top down model, public substances go about as subject matter experts and execute commitments while addressing the public expert for the present circumstance the head. Subsequently, heads of public substances who execute limits including movement of organizations are experts of occupants and government authorities

Conceptual Framework

This shows the relationship between the variables in the study and how they relate. It helps to point out the relationships proposed and also tests the significance of the relationships between the variables. The independent variable were competitive tendering (Tender advertisement and tender dispute resolution) and the dependent variable was County service delivery in Turkana County, Kenya. The relationship among the variables was presented as shown in the figure below:



Tender Advertisement

E-tender advertisement refers to the process of publicizing a tender opportunity using electronic means, such as email, online portals, and social media platforms (Ibem & Laryea, 2017). E-tender advertisement enables organizations to reach a wider pool of potential suppliers and contractors in a more cost-effective and efficient manner compared to traditional print media advertising. It also allows for more transparency and fairness in the tendering process, as all interested parties have equal access to the tender documents and requirements. It is conceptualized that an E-tender advertisement is a crucial step in the procurement process as it initiates the competition among potential suppliers and sets the stage for the submission and evaluation of tenders. Public entities (PEs) are authorized for direct advertisement (Ibem & Laryea, 2017). PEs are involved in the preparation of Invitation Tenders and, in some cases, for Tender Notice with the help of online templates provided through the secure dashboard (Mutambaki & Kabui, 2023).

The documents contain descriptions of goods, services, schedules, works, and terms. Most bidders and inviters call for cooperation to prospective opportunities arising from the various tendering platform, where interested inviters and bidders desire to use tendering documents to exchange bidding requirements. According to (Dello & Yoshida, 2017), e-tender documents are encrypted in various digitized-tender platforms based on Request for project (RFP), Request for quotation (RFQ), Expression of interest (EOI), Request for tender (RFT), Advanced tender notice (AND), Request for Information (RFI), and Sale tender (ST).

The exchange of documents is usually heterogeneous and requires a manual process. First, some documents cannot be supported by an automated tender due to inflexibility and the computer's inability to interpret them precisely. For instance, electronic mail attached to Microsoft Word, drawings, and scanned PDFs is only effective for comprehension by humans. Secondly, tendering documents are available from various sources that are not consistently significant in concept as they are developed in various contexts on the basis of the nature and size of the company (Mutambaki & Kabui, 2023).

Further, they are only familiar, helpful, and well-understood in their specific company's automated tender platform. The system is considered to originate from Europe, where it enjoys significant popularity amongst European countries. According to Joarder & Rahman (2015), the South Korean government implemented an online tendering system in 1997 exceeding 430,000 products. The automated-tender platform modified the traditional tender system, which was considered complicated, encouraged corruption, lacked accountability, and disregarded transparency. The system's initial setup injection was US\$ 27 million, has been accruing benefits through savings of approximately US\$ 45 billion yearly, and is considered among the most successful e-tendering systems globally (Joarder & Rahman, 2015). This system has boosted public trust, enhanced transparency, and allows cross-organization comparison in the tendering process.

E-tender advertisement is gradually gaining popularity in Kenya. It is embedded in an electronic tender management system where business people can discover tender opportunities, be guided on responding, and amicably create winning tender responses (Rotich & Okello, 2015). This system has been entirely digitized to enable accessibility from anywhere at any time. The system is designed to assist SMEs in minimizing errors associated with bidding that normally occurs in manual tendering processes, minimizing the total cost of finding business opportunities and shortening the time taken to prepare tender responses (Rotich, Bernard & Waruguru, 2015).

Tender Dispute Resolution

Construction projects frequently encounter disputes that can disrupt timelines and strain relationships. Once this occurs, disputes require more money, time, and resources of the project team to find a resolution. Construction disputes can emerge due to different causes, ranging from design issues and contractual breaches to delays and unforeseen circumstances (Mutambaki & Kabui, 2023). These disputes can lead to financial losses, project delays, and strained relationships among stakeholders. Identifying the root cause is essential for achieving an effective resolution. Contractual clarity is a cornerstone for dispute prevention. Detailed and well-drafted contracts specifying project scope, timelines, and responsibilities help mitigate conflicts. Lee *et al* (2021) identified contract-

related issues as a primary cause of construction disputes. As per their research contractual issues significantly contribute to disputes among parties (Lee *et al.*, 2021). However, if disputes arise, it requires resolution (Sinnar, 2018).

The traditional litigation route is often time-consuming and costly, making Alternative Dispute Resolution (ADR) an increasingly preferred approach. When disputes emerge, alternative dispute resolution (ADR) mechanisms, such as mediation and arbitration, offer efficient and cost-effective alternatives to litigation. Mediation fosters open communication, allowing parties to collaboratively resolve with the guidance of a neutral third party (Mutambaki & Kabui, 2023). Arbitration provides a more formal setting, with decisions made by an arbitrator or panel, avoiding the complexities of court proceedings. Negotiation, Expert determination, and adjudication are other popular ADR mechanisms in the construction industry. The benefits of ADR in construction disputes are manifold. Time and cost savings are paramount, as ADR processes are generally quicker and less expensive than traditional litigation. Confidentiality is another advantage, allowing parties to resolve disputes without the public scrutiny associated with court proceedings (Sinnar, 2018).

On the other hand, a primary contributor to project failures is the adversarial relationship among project parties. Disputes can result in damaged relationships which can negatively impact project performance (El-Sayegh *et al.*, 2020). Therefore, it is important to find mechanisms to address the disputes when they emerge. Considering these facts, this paper focuses on exploring current ADR techniques that can help in finding fast resolutions for construction project disputes. Further, by identifying the advantages and disadvantages of each ADR mechanism, project leaders can choose the most relevant ADR mechanism for their disputes with minimum negative impact on project performance. Therefore, this study aims to explore the current ADR mechanisms that can help in finding a fast resolution that can minimize cost overrun, time overrun, and quality issues that can impact negatively successful project completion.

The purpose of this scientific paper is to comprehensively explore and analyze the efficacy, applications, and implications of Alternative Dispute Resolution (ADR) mechanisms. By investigating the various forms of ADR, such as mediation and arbitration, the paper aims to provide a better understanding of how these mechanisms contribute to the construction project dispute resolution. Additionally, the study will assess the advantages and limitations of ADR compared to traditional litigation, shedding light on its potential role in fostering efficient and cost-effective dispute resolution. Below mentioned are the objectives outlined for this study. To identify the Alternative Dispute Resolution mechanisms in construction projects (Sinnar, 2018).

To identify the pros and cons of each ADR mechanism. To identify the factors that affect in choosing the best ADR mechanism for construction disputes. 2.0 Construction Disputes Due to the dynamic and complex nature of construction projects, disputes are inevitable. Most construction projects end up with disputes that need more time, money, and resources to resolve. The nature of construction projects where there are different stakeholders involved creates fertile grounds for disputes. These conflicts may arise from design discrepancies, contractual ambiguities, or external factors such as environmental changes (Sinnar, 2018).

Changes to the original scope of work and delayed payments are other causes of disputes that can adversely affect the project progress (Adham, 2022). According to Cheung & Yiu (2006), there are three primary elements that contribute to conflicts. Those are Contract Provisions, Triggering Events, and Conflict itself (Cheung & Yiu 2006). These three elements are called as dispute triangle for construction projects. Understanding the root causes is vital for project leaders to effectively manage disputes by taking preventative measures and resolutions. Financial implications, project delays, and strained relationships among stakeholders can negatively impact project progress. Therefore, Alternative Dispute Resolution (ADR) mechanisms emerge as a reliable solution in addressing construction disputes. Mediation and arbitration, among others, offer streamlined alternatives to traditional litigation. The efficacy of these mechanisms, their adaptability to the construction environment, and their role in preserving relationships create ADR as a vital mechanism for construction dispute resolution. When there are disputes occur in construction projects, there are different ways to find resolutions. These resolution strategies can be broadly

classified into two categories, that are resolution by agreement and resolution through a binding decision by a third party (Uher, 2008). Negotiation and mediation fall under the agreement-based methods, fostering resolution through mutual understanding. On the other hand, the binding decision methods involve litigation, expert determination, and arbitration.

Service Delivery

Service is defined as an activity or a product that solves a user's problem or can be useful to users in county service is defined as an activity or a product that solves a user's problem or can be useful to users in their day-to-day events. Elsewhere, Carlson and O'Cass (2010) depicted service delivery as the relationship between policy makers, service providers and poor people. Service delivery encompasses services and their supporting systems that are typically regarded as a state responsibility. These include social services (primary education and basic health services), infrastructure (water, sanitation, roads and bridges) and county services that promote personal security (Alford, 2009). It is hard and difficult task to measure services rendered. However, Mugambi (2008) avers that to be effective, services are related to attributes such as; timely and available at space and time scales needed by the user; They also need to be reliable and dependable; Usable that is, presented in a format users can fully understand; Useful implying that user needs are responded to appropriately; credible so that the user can confidently use it in decision-making and it should also be flexible and responsive to the changing user needs. The determinants of service quality by order of importance include reliability, responsiveness (willingness to help customers and prompt service assurance), and the ability to convey trust, empathy and individualized attention to customers.

Many scholars in the field of purchasing and procurement have expounded the concept of supplier quality management. Lo, Sculli and Yeung (2006) define SQM as all the efforts engaged by organization to ensure good performance though managing quality from suppliers. Handfield, et al (2000) says that maintaining quality in the supply portfolio is key to the achievement of an organization's marketing objectives. Masella and Rangone (2000) agree and assert that modern day consumers are not only interested in the selling or manufacturing company but also the suppliers. They demand quality from the suppliers as well as sustainable production methods.

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Management of 24 resources at an individual or entity level should lead to visible results in the form of either tangible goods or services (Kraaijenbrink, Spender & Groen, 2010). For government agencies, this becomes evident in service delivery whose impact manifests in improvement in the economic development, general standard of living, poverty reduction, mitigation of inequalities in income distribution, and improvement in the general well-being of its citizens (Kusumasari, Alam & Siddiqui, 2010). Service delivery involves the actual production or provision of goods and services to the community. This needs to be conducted in accordance with plans and within the allocated budgetary funds (Bozeman & Su, 2015). According to Denhardt and Denhardt (2015), public service is undergoing transformations of which a key element has been the reconsidering of public service delivery. This is mostly motivated by economic pressures and by increasing expectations from citizens that have been enabled by the renewed sense of managerial possibility, which has emerged internationally.

Empirical Review

Tender Advertisement

According to Obodo, Xie, Cobbinah & Yari (2021) bidding is a procurement procedure whereby potential suppliers are invited to make an offer on the price and terms in which they will supply specified goods, services, or works which on acceptance shall be the basis of a subsequent contract. In a study by Rene (2019) found that one of the most concerning reasons is the practice of a contractor intentionally submitting an artificially low bid in anticipation of making their profit through change orders and claims. Some bidders carefully review the bid documents searching for mistakes and ambiguity in areas that could lead to change orders and claims during the project (Sinnar, 2018).

Some factor directly affects bidding decision and should be considered in the decision process. While considering an opportunity for the company, the bidding team usually focuses on the following features: alignment of the opportunity to the organization's objectives and policies, bidder's core business strategy, current work pressure, availability of research, competition, current market conditions, capability to perform the tender, financial conditions of firm, type and size of the project, project location etc. (Lowe & Parvar 2021). When competitive bidding is required, the award of the tender is made to the lowest priced responsible bidder which has complied with the specifications. A bidder is entitled to reasonable notice and opportunity to be heard before a determination of non-responsibility is made (Gildenhuys, 2023).

The study by Ku, Malhotra, and Murnighan (2019) demonstrated that competition can cause bidders to become more aggressive, in what they call "competitive arousal." Similarly, Ariely and Simonson (2023) argue that bidders may enter an auction when the price is relatively low and then become attached not necessarily to the item but to the prospect of winning, leading them to increase their bids many times, perhaps at the last minute, after being outbid.

Tender Dispute Resolution

The top management should provide direction for the organization is going. The organization's objectives should be well spelt out and cascaded downwards to the junior officers for implementation. The top management of the Turkana county government ought to come up with good leadership committed and willing to implement the public procurement principle as provided in the PPADA 2015 (Andika, Iravo & Ismael, 2021). Thus, procuring entities' accounting officers should develop strategic values of counties and integrate public procurement principles with the organization's strategy and formulation for a competitive advantage. With such support from the top management, the dissemination and acceptance throughout the county of public procurement principles values would be much more quickly.

Holt and Ghobadian (2009), as quoted by Andika, Iravo and Ismael (2021) established that the chief executive officer (CEO) and overall company culture are fundamental drivers for implanting public procurement principles. Also, top management is the most basic category and can be considered imperative for engaging in public procurement principles. Bajpai (2021) noted that top management could help organizations navigate information uncertainty and provide decision guidelines to cascade down in the county governing structure. Therefore, counties with good leadership in terms of management would stick to PPADA regulations and provide a suitable environment for implementation.

Amaya and Ngugi (2018) established that leadership and management support positively influence County service delivery. Organizations with good leadership would motivate and provide ample time to implement organizational goals. Rossi (2020) in his study established that formal controls must first be well-defined, agreed and then cascaded downwards within the organization internally to be effective. An organization with an honest obligation to implement rules and regulations is demonstrated by top management's dedication to ethical county behavior (Krawiec, 2013).

In a related argument, Obanda (2020) in his study observed that procurement personnel required robust institutional support at top management levels to promote integrity, monitor the public procurement process and apply procurement law appropriately. Roberto (2019) in his study argues that top management teams are composed of a stable core and dynamic periphery that changes with the

decision making of the situation. He eluded that for an organization to implement its strategic goals, it must have highly competent personnel in the top management to drive the organization.

In their study, Luke and Shale (2018) revealed that organizational performance could increase if top management provides good leadership. However, a study by Kalubanga (2019) found that managerial support might be a barrier to achieving good organizational performance if the management pursues personal interests and, therefore, the managers' interests.

RESEARCH METHODOLOGY

this study used a cross-sectional survey research design. The target population for this study was 89 respondents who were head of procurement, head of finance, head of administration and suppliers, top level, middle level and lower level management/employees working in the finance/audit and procurement departments plus other closely related departments in Turkana County (Human Resource Documents, 2024). The study used census method because the target population was considered too small for sampling (Mugenda & Mugenda, 2003). The study therefore involved a sample size of 89 respondents who were approached for data collection. The study used a questionnaire as a primary data collection instrument. Data collected was analyzed using regression and correlation. The data was presented in tables, charts, and bar graphs. Descriptive and inferential statistics was used, including mean, standard deviations, regression, correlation and analysis of variance (ANOVA). The correlation was used to establish the relationship among the study variables and tested the hypotheses to be formulated at a 95% confidence level (level of significance, $\alpha = 0.05$). Data processing and analysis finally done using Statistical Package for Social Science (SPSS) version 28. According to Mugenda and Mugenda (2008), linear regression analysis attempts to determine whether a group of variables together predict a given dependent variable and in this way, attempt to increase the accuracy of the estimate.

RESEARCH FINDINGS AND DISCUSSION

The researcher managed to distribute 80 questionnaires to the respondents, 68 of them were dully filled and picked after two weeks; yielding a response of 76.4%. This was considered to be a very reliable response rate for the generalization of study findings is in line with Sharma (2015), states that a response rate of 70% and above is believed to be a reliable response rate. This was less 22 (10%) respondents who were pilot tested.

Descriptive Statistics

In this section, the study presented findings on Likert scale questions on the role of competitive tendering processes and service delivery in Turkana County government, Kenya. The study specifically presented the effect of tender advertisement and tender dispute resolution on service delivery in Turkana County government, Kenya. Respondents were asked to use a 5-point Likert scale where 5 (SA) = Strongly Agree, 4(A) = Agree, 3(UD) = undecided, 2 (D) = Disagree, and 1(SD) = Strongly Disagree. Results obtained were interpreted using means and standard deviations.

Service Delivery in Turkana County Government

The research sought to establish whether county service delivery was affected by tender competitive processes in Turkana County. The respondents' opinions were collected and presented as shown in the table below:

Table 1: Service Delivery

	Frequency	Percent
Yes	55	81
No	13	19
Total	68	100

Source: Research Data 2024

The results in table 4.8 above showed that 81% of the respondents were in agreement that county service delivery is affected by tender competitive processes in Turkana County, Kenya, while 19% did not agree to the statement.

The respondents were then asked to react to the statements in a likert-scale to establish their opinion on service delivery in Turkana county government. The feedback was analyzed and presented as shown in table 2 below:

Table 2: Service Delivery in Turkana County Government, Kenya

Service Delivery N=68	Mean	Std. Deviation
	Customer satisfaction can have effects for better service delivery in Turkana county, Kenya	2.5732
Complaints can have effects for better service delivery in Turkana county, Kenya	3.3601	1.3328
Timeline can have effects for better service delivery in Turkana county, Kenya	3.8325	1.4107
Services are provided within reasonable set time-line for better service delivery in Turkana county, Kenya	4.2789	1.0635

Source: Research Data 2024

Key: 5-SD=Strongly Disagree, 4-D=Disagree, 3-N=Neutral, 2-A=Agree, 1-SA=Strongly Agree

The results in table 2 above showed that the respondents agreed on the statements that customer satisfaction can have effects for better county service delivery in Turkana county, Kenya at means of 2.5732 and a standard deviation of 1.3710 respectively. However, they did not agreed to the statement that less complaints can have effects for better county service delivery in Turkana County, Kenya with means of 3.3601 and a standard deviation of 1.3328, the respondents felt speaking out whenever somethings went wrong is what affect better county service delivery.

That timelines can have effects for better county service delivery in Turkana County, Kenya was agreed to by majority of the respondents at a mean of 3.8325 and standard deviation of 1.4107. And finally, at a mean of 4.2789 and a standard deviation of 1.0635, the respondents almost unanimously agreed that services are provided within reasonable set time-line for better county service delivery in Turkana County, Kenya. These findings implied that service delivery in Turkana County is at commendable levels in relation to competitive tendering processes. The outcome was in line with the findings of Mutai and Osoro (2021) they observed that some of the factors that contribute to inefficiency in public strategic management as corruption, delayed payments, poor planning, and statutory amendments, insufficient use of strategic evaluation, low public participation, and improper payment procedures negatively affect service delivery of Turkana County Turkana county government, Kenya.

Tender Advertisement and Service Delivery.

Respondents' opinion on whether tender advertisement had effects on service delivery in Turkana County government was sought, analyzed and presented as shown below;

Table 3: Tender Advertisement on Service Delivery

Statement (N=68)	Mean	Std. Deviation
	The County supplier always goes for competitive bidding process for better service delivery in Turkana county, Kenya	3.277
Timeline can have effects for better service delivery in Turkana county, Kenya	3.019	1.375
Specs can have effects for better service delivery in Turkana county, Kenya	3.539	1.037
Widely circulated advertisement can have effects for better service delivery in Turkana county, Kenya	2.772	1.286

Source: Research Data 2024

Key: 5-SD=Strongly Disagree, 4-D=Disagree, 3-N=Neutral, 2-A=Agree, 1-SA=Strongly Agree

The results in table 3 above showed that the respondents agreed to the statement; The County supplier always goes for competitive bidding process for better service delivery in Turkana county, Kenya with means of 3.277 and a standard deviation of 1.402 respectively. However, the respondents were none committal on the statements that; timelines can have effects for better service delivery in Turkana county, Kenya. This implied that the respondents never believed in mere timelines.

Respondents' reactions were mixed on whether specs affect better service delivery in Turkana County, Kenya, with both sides of agree and disagree being almost same at a mean 3.539 and standard deviation of 1.037. And finally, widely circulated tender advertisements can have effects for better service delivery in Turkana County, Kenya as agreed by majority of the respondents. This finding agree with the findings of Nyile *et al.* (2022) who observed that clear description of tender advertisement, enhance effective service delivery of Turkana County government, Kenya.

Tender Dispute Resolution and Service Delivery

The results on tender dispute resolution were as presented below:

Table 4: Tender Dispute Resolution and Service Delivery

Tender Dispute Resolution (N=68)	Mean	Std. Deviation
Out of court dispute resolution mechanisms can affect service delivery in Turkana county, Kenya	2.559	1.106
Court ruling can have effects on service delivery in Turkana county, Kenya	2.767	1.268
Committee resolution can have effects for service delivery in Turkana county, Kenya	2.674	1.293
The procurement department has sufficient skilled and professionally certified staff. for better service delivery in Turkana county, Kenya	2.962	1.219

Source: Research Data 2024

The results in 4 showed that the respondents adopted a near neutral ground to the statements: Out of court dispute resolution mechanisms can affect service delivery in Turkana county, Kenya; Court ruling can have effects on service delivery in Turkana county, Kenya; Committee resolution can have effects for service delivery in Turkana county, Kenya and The procurement department has sufficient skilled and professionally certified staff. for better service delivery in Turkana county, Kenya with means 2.559, 2.767, 2.674 and 2.962 respectively while standard deviations were; 1.106, 1.268, 1.293 and 1.219 respectively. The findings of on this variable revealed that tender dispute resolution affected service delivery in Turkana County, Kenya.

These findings were in line with the findings of Nyile *et al.* (2022) who observed that the characteristic of tender dispute resolution are the best value reaction to sort out non-service delivery of, after Tender dispute resolution, for resolving return on investment. The problem areas giving rise to disputes were mainly related to Turkana county's matters.

Correlation Analysis

The correlation analysis between the dependent variable (Service delivery in Turkana County government) and independent variables (Tender advertisement and tender dispute resolution), from the collected data, was extracted using the SPSS version 29 and presented in table 5as shown below;

Table 5: Correlation Matrix

	Tender Advertisement	Tender Dispute Resolution	Service Delivery
Tender Advertisement	1		
Tender Dispute Resolution	.659**	1	
Service Delivery	.631**	.591*	1

**Correlation is Significant at the 0.01 level (2-tailed). *Correlation is Significant at the .05 level (2-tailed)

The correlation matrix among the variables in the above table had indicated that the association of the study variables was significant. The correlation results depicted a strong relationship between the dependent variable (Service delivery in Turkana County) and the independent variables at the following coefficients; Tender Advertisement at $r = .631$;

and Tender Dispute Resolution at $r = .591$, at $P < .01$ significance level. According to Muhammed *et al.*, (2022), the correlation matrix results, together with the regression results, were utilized in the measurement of the strength of the relationship among the variables and eventual recommendations and conclusions of the study. This was tandem with the findings of Ongeru and Osoro (2021), who observed that all independent variables were found to have a statistically significant association with the dependent variable at over 0.05 level of confidence.

Regression Analysis

To determine the relationship between the independent variables and the dependent variable and the respective strengths, the regression analysis produced coefficients of determination.

Table 6: Regression coefficient Results

Model	Coefficients ^a			t	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
(Constant)	-.131	.060		4.004	.002
1 Tender Advertisement	.453	.132	.555	5.472	.003
Tender Dispute Resolution	.214	.115	.321	2.657	.001

a. predictors: (constants), Tender advertisement, tender evaluation tender awarding and tender dispute resolution

b. Dependent Variable: service delivery in Turkana County Government, Kenya

A unit change in tender Advertisement would thus lead to a .453 effect on service delivery in Turkana County government, Kenya, *ceteris paribus*; while a unit change in tender evaluation would have an effect of .201 change in service delivery of Turkana County government also a unit change of tender dispute resolution would have an effect of .214 on service delivery of Turkana county government in Kenya. These findings were in line with the findings of Ongeru and Osoro (2021). This implied that among other factors, tender advertisement, and tender dispute resolution were significant determinants in service delivery of Turkana County government, Kenya.

Conclusion

Tender Advertisement and Service Delivery

That from the study findings, the County procurement entities always go for competitive bidding process for better service delivery in Turkana County, Kenya although not convincingly about the effect of timelines for better service delivery in the county. This implied that the respondents never believed in mere timelines but timelines that bring realistic paradigm shift in the way processes run in the county. The findings did not clearly reveal that specs affect better service delivery in Turkana County, Kenya. And finally, widely circulated tender advertisements affect service delivery for the better in Turkana County, Kenya. These findings were supported by the correlation analysis results that established that tender advertisement positively affected service delivery in Turkana County.

Tender Dispute Resolution and Service Delivery

That the study findings revealed that out of court dispute resolution mechanisms affected service delivery in Turkana County, Kenya; Court rulings affected service delivery in Turkana County, Kenya; Committee resolutions positively affected service delivery in Turkana County government, Kenya and that procurement entities had sufficient skilled and professionally certified staff for better service

delivery in Turkana County, Kenya. The findings on this variable revealed that tender dispute resolution affected service delivery in Turkana County, Kenya. However, this was the variable that least affected service delivery compared to the other variables, both in terms of correlation and regression results.

Recommendations

Tender Advertisement and Service Delivery

That competitive tendering process in Turkana County procurement entities always ensure that a competitive bidding process is followed for better service delivery in Turkana County, Kenya. That competitive tendering process works on practical and workable timelines for better service delivery in Turkana County, Kenya. And that the process ensures that specs affect better service delivery in Turkana County, Kenya and finally, that the tender advertisements are widely circulated for better service delivery in Turkana County, Kenya.

Tender Dispute Resolution and Service Delivery

That tender dispute resolution wing of the competitive tendering process is strengthened for better service delivery. That out of court dispute resolution mechanisms be strengthened and brought to the fore since it is cost effective and efficient. That court ruling be respected and ensure that committee resolutions do not violate the legal frameworks to avoid litigations for better service delivery in Turkana county, Kenya. Finally, the procurement department ensures that it has sufficient skilled and professionally certified staff for better service delivery in Turkana County, Kenya.

Areas for further Research

The researcher, after the analysis, interpretation, presentation, conclusions and recommendations decided that this study alone could not exhaust this area of service delivery in county governments. Similar studies should be carried out in order to find out how service delivery ranks in different devolved units and even the national government. That a study should be carried out on other variables since the unexplained variations in the dependent variable, by study independent variables, was substantial. A study focused on the variables not covered by this study is hereby recommended.

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