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## Does Tendering Processing Enhance Organizational Performance? Analysis of Kenya Wildlife Service

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### **Abstract:**

*This study sought to analyze the effect of tendering process in enhancing performance at Kenya Wildlife Service. The study specifically sought to identify the tendering methods used by the Kenya Wildlife Service, determine the effects of applying these tendering methods on the organization performance and to establish the challenges faced while implementing them. The researcher used a case study as it allowed an in-depth investigation with regard to the subject of the study. Cause and effect relationships of variables were done quantitatively using a multiple regression analysis. Primary data was collected by use of questionnaires. The target population was 338 employees from various departments where 101 were sampled. The instrument was piloted to 20 special selected members of procurement department in Kenya Wildlife Service which were then excluded from the main study. Data was analyzed by using both qualitative and quantitative statistics. The findings of the study showed that tendering methods adopted includes open tenders to encourage competition, selective tenders for fair pricing, restricted tenders for specialized works and services only, open tenders for transparency of operations, serial tenders to avoid work disruption and negotiated tenders for specialized major jobs which ensures the organization improves its performance by selecting the right contractor who can add value to the organization. Despite this improvements Kenya wildlife service still faces resistance to change by managers and staffs, and challenges of political interference directing procurement to their interests. The study recommends the adoption of flexible tendering process through appropriate research that is more sustainable and advises strict adherence to procurement actions that are ethical and legal.*

**Keywords:** Procurement process, supply chain, competitive strategy

### **1. Introduction**

One of the most important elements of managing supply is ensuring that qualified suppliers are selected and that they perform consistently at the designed levels. Such suppliers make a direct contribution to the firm's success. Tendering is the process of making an offer, bid or proposal or expressing interest in response to an invitation or request for tender (PPDA 2005). Tendering is the purchasing procedure whereby potential suppliers are invited to make a firm and unequivocal offer of the price and terms which an acceptance shall be the basis of the subsequent contract Lysons (2003).

Public procurement is a significant function in government operations and is directed by an act of parliament and public procurement regulations that lay down rules and regulations to be followed by all those involved in it. The Law and the Regulations include The Public Procurement and Disposal Act (PPDA) which became effective from 1st January 2007; and The Public Procurement and Disposal Regulations, 2006. The Regulations are meant to assist in the application and implementation of the PPDA. Section 27 of the PPDA 2005 emphasizes on the need for procuring entities to comply with the act, the regulations and any directions of the Authority with respect to procurements.

The regulations place the responsibility on the accounting officer of a public entity and quotes: "The accounting officer of a public entity shall be primarily responsible for ensuring that the public entity fulfills its obligations under subsection". Section 38 (1) & (2) talks about the inappropriate influence on evaluations after the deadline for the submission of tenders, proposals or quotations and states "A person who contravenes subsection (1) is guilty of an offence and is liable on conviction-(a) if the person is an individual, to a fine not exceeding four million shillings or to imprisonment for a term not exceeding three years or to both; or (b) if the person is a corporation, to a fine not exceeding ten million shillings."

Organizational performance encompasses three specific areas of firm outcomes: financial performance that is profits, return on assets, and return on investment; market performance that is sales, and market share; and shareholder return that is total shareholder return, and economic value added. Organizational effectiveness is broader and captures organizational performance plus the plethora of

internal performance outcomes normally associated with more efficient or effective operations and other external measures that relate to considerations that are broader than those simply associated with economic valuation which can be either by shareholders, managers or customers, and others such as reputation.

The Kenya Wildlife Service otherwise known by the initials KWS, is a Kenyan state corporation that was established in 1990 to conserve and manage Kenya's wildlife. It is established under an Act of Parliament Cap 376 (The Wildlife Conservation and Management Act) with the mandate to conserve and manage wildlife in Kenya, and to enforce related laws and regulations. It manages the biodiversity of the country, protecting and conserving the flora and fauna. Kws manages most of the National parks and reserves in Kenya, the most popular exception being the Maasai Mara National Reserve, which is managed by county Government.

Studies have been conducted and have shown that instead of satisfying requirements for goods, works, systems, and services in a timely manner (Vaidya, Sajeev & Callender, 2006), the Kenya procurement system had proved to be long, cumbersome and time consuming. This procurement system had several deficiencies that contributed to huge losses in public funds (Mose, 2012). It has also proved to be costly for both buyer and supplier or organizations, besides being regarded as a perpetrator of corruption. However, (Wittig, 2003; Callender & Schapper, 2003) noted that a good procurement system has to meet the basic principles of good governance: transparency, accountability, and integrity but did not provide findings on the process. This paper was out of empirical study aimed at identifying the gap in tendering process at Kenya Wildlife Services in relation to performance. The addressed research questions were: what tendering methods are used at Kenya Wildlife Services? How do they affect organizational performance? What are the challenges faced in implementing these processes?

## 2. Literature

### 2.1. Procurement in Kenya

In Kenya, the procurement laws provide for quantitative as well as qualitative information through several chapters and sections to provide literature on the tendering types and process. The law guiding Kenyan Public entities choice of Procurement Procedures is in the Public Procurement and Disposal Act 2005 (PPDA, 2005). It requires Public entities to use open tendering as the choice of procurement procedures and only use an alternative procurement procedure in times of urgent need (Jodie, 2004).

The Act of parliament came into operation on 1st January, 2007 after years of misuse of Public funds by procurement entities. It aims to promote economic growth and efficiency while sustaining high levels of integrity and fairness in procurement procedures, to increase transparency, and accountability and to increase public confidence in public procedures (Public Procurement and Disposal Act 2005). Gordon, S.P., (1996), points out that tendering process objective may be broad and specific. A classic definition is the competitive and procedural systematic procedure of selecting the best suppliers for the cheapest price. Kibera and Waruingi (2005), in their study on factors affecting tendering process found out those factors like ethical practices, training, ICT use and record management is the key factors that affect tendering process.

According to Odhiambo & Kamau (2003), Kenya's development partners in the west argued that the absence of a sound public procurement law was responsible for runaway corruption in the sector. Tendering is based on the principles competitiveness, fairness and accessibility, transparency, openness and probity (World Bank, 2000). Internationally, all Public entities are subjected to open tendering by law so as to prevent fraud, waste, unethical practices or local protectionism (global trade negotiation 18th Dec.2006). It is with this perception that the supplies should provide better services to enhance the performance of the tendering process by better displaying these services by having good supplier, good prices good quality, and quick delivery of goods. Most consumers are sensitive to quality than quantity and that is the reason as to why corporations should look for the most competitive and reliable source to supply them with the quality goods/services their consumers demand.

In order to develop a uniform government procurement practice that can be compared across various public organization, it has become necessary develop formal government procurement codes that contain formal procurement rules and regulations across a number of countries both developed and developing. For the poor developing countries, government procurement regulations and procedures have been one of the reform areas (Thai, 2001; OECD, 2007) since early 2000. By 2003 for instance, all East African Countries, Uganda, Kenya, and Tanzania had enacted government procurement codes as Acts of Parliament and have been implemented since (OECD Development Centre, 2003).

### 2.2. Tendering Process

Tendering is a procurement procedure whereby potential suppliers are invited to make a firm and unequivocal 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 (Lysons and Farrington, 2006).

#### 2.2.1. Prequalification

Open tender may sometimes be costly to administer as it requires to review all bids with fairness and equally in order to select the winning bids. In cases where the procurement requirement is large but simple, this may mean dealing with large bids. It is better to first identify potential bidders on the basis of compliance criteria to determine their qualification and then to conduct the tender on a short list of prequalified bidders having demonstrated their capacity and intention to respond. This procedure permits reducing the number of bids to be evaluated technically and financially as this is a complex and costly task without reducing the level of competition as the prequalification stage is open to all competitors but simply seeks to evaluate the technical and financial capabilities of competitors.

Regulation deal with prequalification procedure as follows: prequalification or expression of interest is advertised inviting interested candidates to submit application to be prequalified; the standard tender document for pre-qualification of procurement candidates issued by PPOA shall be used; the tender document shall include an outline of that procurement requirement including the nature and quantity of goods, works or services and the location and time table for delivery and performance of the resultant contract; the criteria for pre-qualification must be disclosed; all information necessary for the candidate to prepare and submit application to be prequalified must be given; the processing of prequalification tender including the opening and evaluation must be the same as that of open tender; candidates shall be given not less than 14days to prepare and submit prequalification tenders; the evaluation report shall also indicated reasons why other candidates where not qualified; bid document for the procurement shall be issued directly to all prequalified candidates and then proceed in the normal way.

#### 2.2.2. Invitation to Tenders

The content of the invitation to tender notice should be sufficient to inform all the bidders the procurement requirement key specification and condition of execution so as to allow the bidders making an informed decision in order to be responsive and competitive (PPOA, 2009). According to the (Public Procurement and Disposal Act, 2005) the procuring entity shall prepare an invitation to tender that shall set out the following:

The name, address and contact of the procuring entity; the tender number assigned to the procurement proceeding by the procuring entity; brief description of goods works and services being procured including the time limit for the delivery or completion; an explanation of how to obtain the tender document including the amount of any fees; explanation of where and when tenders must be submitted and when tenders shall be opened; statement that those submitting tender or their representatives may attend the opening of tenders. Section 54 (2) of the Act requires that tenders have advertised at least twice in a newspaper of general nationwide circulation which has been regularly published for at least two years before the date of issue of the advertisement and not a periodical (PPDA, 2005).

#### 2.2.3. Submission and Receipt of Tenders

Tenders shall normally be submitted in writing directly or by mail or if expressly permitted by telex telegram or facsimile, when electronic submission is used the entity must confirm promptly by letter or any of the electronic means allowed the content of the telex, telegram or facsimile prevails when there is a difference or conflict between that content and any documentation received after the time limit. Receipt of tenders, the suppliers cannot be penalized if a tender is received after the time specified because of delay due solely to mishandling on the part of the entity. Bidders shall submit their tender in accordance with the instructions given in the tender document. The submission and receipt of tenders is strictly regulated in order to ensure fairness and equal treatment of all the bidders as well as securing the bids to avoid any collusion (PPOA, 2009). A tender must be in writing and must be signed and it must be sealed in an envelope, the envelope should be sealed and must bear the number assigned to the procurement proceedings (procurement Act 2005).

A tender must be submitted before the deadline for submitting tenders and any tender received after that deadline shall be returned unopened. The procuring entity shall ensure that the place where tender must be submitted is open and accessibility and shall provide, in that place a tender box that complies with the prescribed requirement. If a tender that is delivered by post is inadvertently opened the fact of that opening shall be recorded on the envelope by the person who opened the tender and then the tender shall be placed in the tender box (PPOA2009).

#### 2.2.4. Opening and Changes to Tender

Before the deadline for submitting tenders a person who submitted a tender may change or withdraw in accordance with the following. Change or withdraw must be in writing. The change or withdrawal must be submitted before deadline for submitting tenders and in accordance to the procedure for submitting tenders. After the deadline for submitting tenders a person who submitted a tender shall not change the substance to the tender. The tender opening process requires that an opening panel of at least 2 persons should be constituted, one of these people must be an officer of the department or agency with knowledge of probity and confidential list, it is normal practice to have a tender box that can be secured available until tender close and only tender received on time shall be considered for evaluation. The date and time for receipt of tenders should be at a predetermined place time and day as required by the code and the opening of tenders should record in order to opening relevant tender summary (PPOA, 2009). Tenders must be received and opened under conditions guaranteeing the transparency and regularity of such procedure and consistent with the national treatment and non-discrimination provision of the general procurement authority. Information on the opening of tenders shall remain at the disposal of the competent authorities of the respective party so that it may be used to provide information or contest the act under the bid challenge or dispute settlement mechanisms ([http /www.capitals](http://www.capitals), 2010). On the date arranged for the opening of tenders appointed officers from the purchasing department and an external department will attend (Lyon 2003).The procuring entity is responsible for ensuring that bids can be received at all times issuing receipt and maintaining and adequate record that may be audited , immediately after the deadline for submitting tenders, the tenderer opening committee should open all tenders received ,bidders ,or their representative ,may be permitted to attend the opening.

#### 2.2.5. Evaluation of Tenders

The tender will be checked for compliance and if compliant, the evaluated against the criteria specified in the tender document. (Lysons, 2003). Following the opening of tender evaluation should be under taken and a tender evaluation recommendation report

prepared by the evaluation committee with input from the project manager, approval to accept a tender is based on the tender evaluation and recommendation to analysis of the strength and weakness of the submitted tenders. According to (Albert, 1989) states that as tenders arrive in the office, they should be logged in, date stamped and filled in a safe or secure place until the expiration of the tender period. The evaluation is done by ad hoc committee who will ensure that no risk of late adjustment to prices. Tenders should be assessed on the value for money they offer, the authority that is the optimum balance of the whole life costs and the benefit that meet the customer's requirement.

#### 2.2.6. Award of Contract

Entities are legally obliged to award contracts to the tenderer who has been determined to be fully capable of undertaking the contract and who is either the lowest tenderer or the tender which in terms of specific evaluation criteria set forth in the notices or tender documentation is determined to be the most advantageous (public procurement and asset Disposal act 2015).The foregoing requirement do not need to be followed if the procuring entity decides it is in the public interest not to issue the contract , the entity must directly communicate to suppliers or publish a notice of the award of the contract in the appropriate publication within 72 days after the award of the contract(public procurement act 2005). Adjudication and contract award is the responsibility of the tender committee as provided in the first schedule thresholds matrix of the regulations. The secretary of the tender committee shall prepare the agenda which shall be unused by the tender committee during the adjudication and contract award (PPOA, 2009). Award of contract is a formal agreement between the successful tenderer and the relevant agency. The person submitting the successful tender and the procuring entity shall enter into a written contract based on the tender document.

#### 2.2.7. Notification of Contract Award

Before expiry of the valid period of bids ,the procuring entity must notify the person who submitted the successful tender that his/her tender has been accepted, at the same as the person submitting the successful tender is notified , the procuring entity must notify all the persons submitting tenders that their tenders were not successful(procurement Act, 2005) According to (Albert, 1989) the referred tenderer can be notified of their preferred status no letter of intent or letter of appointment shall be issued to the preferred tenderer until formal notice has been provided by the minister .All unsuccessful tenderers should be provided with the contract details of a nominated preventative of the procurement who can provide feedback , all feedback provided should be positive and relate to the tenderers own submissions so as to assist the tenderer with future tenders.

The notification of the contract award does not change the validity period for a tender or a tender security .The successful bidder must reply in writing within 14 days that he has accepted the award .If the bidder refuses to accept the award ,it's security shall be forfeited, the next qualified bidder shall then be considered for the contract award(PPOA, 2009).When a contract has been awarded the successful tenderer will be advised in writing of the outcome , unsuccessful tenderers are also advised and offered a debriefing interview(http /tool kit)

#### 2.2.8. Debriefing

The central unit on procurement (CUP) has pointed out that debriefing candidates not selected for a bid list and unsuccessful tenderers is recommended in the treasury's public purchasing policy. There are benefits to debriefing: Debriefing can be costly; it is often done verbally rather than by written communication. The treasury recommends that Government department should balance the resource costs against likely benefits. The benefits accruing to a purchasing organization from adopting a policy of responding to requests from unsuccessful tenderers for debriefing information include establishing a reputation as fair honest, open and ethical client; providing unsuccessful tenderers with some benefits for the time and money spent on preparing their tenders. This is likely to be most value to smaller and newer suppliers, it will help all tenders to be more competitive in the future.

#### 2.2.9. Post-Tender Negotiation

This is negotiation after the receipt of formal tenders and before the letting of contracts with the supplier contractor submitting the lowest acceptable tenders with the view to obtaining improvement in price, delivery of content in circumstances which do not put other tenderers at disadvantages or affect their confidence or trust in the competitive tendering system. In post tender negotiation, if it is not considered the purchaser will buy, the converse is that it is not unethical for buyers to challenge the prices tendered.

#### 2.2.10. Contracts

The person submitting the successful tender and the procuring entity shall enter into a written contract based on the tender document, the successful tender and any clarifications provided. The written contract shall be entered into within the period specified in the notification but not until at least 14days have elapsed from the date of the notification, no contract shall be deemed formed between the person who submitted the successful tender and the procuring entity until a written contract is signed by the parties. The procuring shall not require, as a condition of awarding a contract that a person who submitted a tender undertake responsibilities not set out in the tender documents. If the bidder submitting the successful tender refuses to enter into a written contract, the procuring entity shall notify the next most qualified bidder. This regulation does not apply if the period during which tenders must remain valid has already expired.

### 2.3. Organization Performance

Supplier performance has an impact on procurement performance. Recent trends are to fewer suppliers; long-term contracts, e-procurement, and continuing improvement in quality, price, and service require closer co-ordination and communication between key procurement partners. Supplier switching for lower prices may not result in the best long-term value. Sharing information and assisting suppliers to improve performance is a necessity for world-class performance. The critical nature of performance-based accountability policies often establishes a culture of mistrust among elected officials and public administrators and can lead to a wide range of dysfunctional and counterproductive behaviors (Meier &Bohte, 2000). Additionally, we may be most likely to see these unintended consequences in more disadvantaged institutions (Meier et al., 2000). Reduction of mistrust means better quality of goods and service because there is freedom for decision making. Lysons and Farrington (2006) asserted that delivery lead times can be reduced through close cooperation with suppliers and possibly by inducing or having suppliers located closer to the factory which reduces costs. They also note that for JIT to be successful lead time must be zero or reduced to the bare minimum. Reducing lead-time can improve competitive advantage due to decreased time to deliver items to customers. An institution that can offer significant shorter and more reliable service delivery times than the others will often be able to increase its corporate image in the face of partners and stakeholders. They say it also alleviates high scups, high inventory and long lead times.

### 2.4. Conceptualization

The conceptual framework stands for the relationship between the tendering processes in improving organization performance.

#### 2.4.1. Conceptual Framework

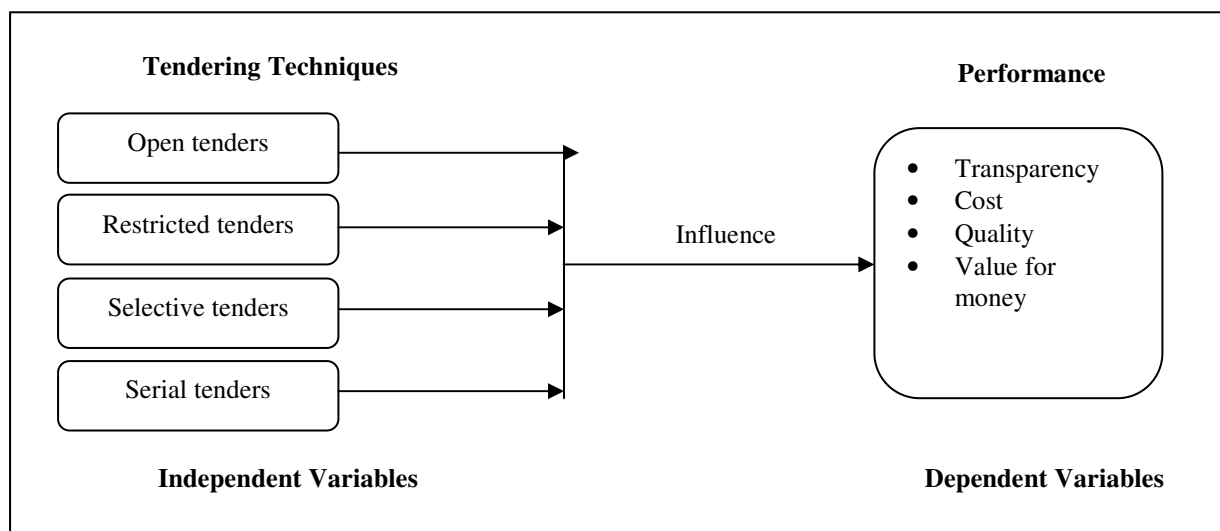


Figure 1: Effect of Procurement Process on Performance

## 3. Methods

### 3.1. Research Design

The study adopted a case study method on KWS headquarters. The researcher used a case study because it allowed an in-depth investigation with regard to the subject of the study. Comparison of variables was done quantitatively using a multiple regression analysis. Views tendering were quantified using five point Likert scales. Primary data was collected by use of questionnaires.

### 3.2. Target Population, Sample Size and Sampling Procedure

The target population was 338 employees from various departments. This study used purposive sampling. This method exposes the researcher to various stakeholders who have different experiences with the issues of the study. The selection criteria were based on the number of employees from different caters per function and in this study they were above 101 respondents drawn from the payroll register and data base for all departments in Kenya wildlife service. The data was collected using a questionnaire which acts as a primary data. Questionnaire is a list of questions in a set form that is developed to address specific objectives, research questions

### 3.3. Data Analysis

Relationship between variables was determined using the following regression model as shown

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + e$$

where:

- Y = Organizational Performance
- a = The Y Intercept,  $b_1$ ,  $b_2$ ,  $b_3$ ,  $b_4$  are the regression coefficient of respective variables;
- $X_1$  = Open Tenders

- $X_2$ = Restricted Tenders
- $X_3$  = Selective Tenders
- $X_4$ = Serial Tenders
- e = is the error term

#### 4. Results

##### 4.1. Methods of Tendering

On a scale of 1 to 5, where (1) very small extent (2) small extent (3) medium extent (4) large extent (5) very large extent, the respondents were asked to indicate the extent they agree with the statements on tendering process and organizational performance. The study established that the methods of tendering adopted by the Kenya wildlife service includes open tenders to encourage competition with a ( $m=4.1$ ,  $stddev=0.7$ ) and open tenders for transparency of operations with a ( $m=4.1$ ,  $stddev=0.72$ ). This shows it is a procurement method fosters effective competition and adds value for money. The finding agrees with the literature review in that it is the transparent process which ensures that only the contractor with the best price and meeting all the technical requirements wins the tender. Restricted tenders for specialized works and services only with a ( $m=3.8$ ,  $stddev=0.91$ ). this indicates that restricted tenders are used by the Kenya wildlife service when the good are complex in nature. The finding concurs with the literature review in that it is applied when: there is no competition for the contract, because of the complex or specialized nature of goods, works or services is limited to prequalified contractors; the time and cost required to examine and evaluate a large number of tender would be inappropriate to the value of the goods, works or services to be procured; there are only few known supplier of the goods, work or services as may be prescribed in the regulation. Selective tender for fair pricing with a ( $m=4.0$ ,  $stddev=0.75$ ) is also applied by the Kenya wildlife service. This shows that the contractors are selected from the list of prequalified firms. The finding agrees with the literature review in that selective tendering has a low cost for production of tender documents since there is a small list of selected firms to tender. Price will be the main determinant for selection, since all other considerations would have been done already making the analysis process simple and faster.

##### 4.2. Effects of Tender Process Application

The study established that the improved performance is reflected mainly through transparency due to the involvement of all in open tenders with a ( $m=4.0$ ,  $stddev=0.9$ ). this shows that open tenders improve performance by ensuring appropriate procedures are followed. The finding concurs with the literature review in that it is very transparent process which ensures that only the contractor with the best price and meeting all technical requirements will win the tender. The cost reduction derived from selection variety is another organizational performance. This occurs when contract negotiation is eliminated. The findings agree with the literature review in that elimination of one contract negotiation saves time and cost.

##### 4.3. Challenges Faced in the Implementation of Tendering Process

The study established that The scores of very small extent and small extent have been taken to represent a variable which had a mean score of 0 to 2.5 on the continuous Likert scale; ( $0 \leq S.E < 2.4$ ). The scores of medium extent have been taken to represent a variable with a mean score of 2.5 to 3.4 on the continuous Likert scale ( $2.5 \leq M.E < 3.4$ ) and the score of both large extent and very large extent have been taken to represent a variable with a mean score of 3.5 to 5.0 on the continuous Likert scale; ( $3.5 \leq L.E < 5.0$ ). A standard deviation of  $>1.0$  implies a significant difference on the tendering of the variable among the respondents. The challenges pointed out by the respondents when implementing tendering process to a large extent includes resistance to change by part of management and staff with a mean of 4.1 and political interference directing procurement to their interest with a mean of 3.6. This shows that there are complexities involved in this process. The findings concur with the literature review in that fear of change connected to difficulties of interpretation, the complexity involved, and the underlying business logic with its clear focus on financial aspects, all contribute to the inertia in reaching adoption of technology (Abbasi and Nilsson, 2012).

##### 4.4. Pearson Correlation Analysis

Pearson Correlation	Organizational performance	Open tenders	Restricted tenders	Selective tenders	Serial tenders
Organizational performance	1.000				
Open tenders	.604	1.000			
Restricted tenders	.527	.725	1.000		
Selective tenders	.713	.456	.632	1.000	
Serial tenders	.516	.743	.478	.484	1.000

Table 1: Pearson Correlation Coefficients Matrix  
\*Correlation is significant at the 0.05 level (2-tailed).

The Karl Pearson's coefficient of correlation (simple correlation) is a measure of the degree of relationship between two variables and is denoted by r. Basically, a Pearson product-moment correlation attempts to draw a line of best fit through the data of two variables, and the Pearson correlation coefficient was conducted to examine the relationship between variables, r, indicates how far away all

these data points are to this line of best fit (how well the data points fit this new model/line of best fit). The Pearson correlation coefficient,  $r$ , can take a range of values from +1 to -1. A value of 0 indicates that there is no association between the two variables. As cited in Wong and Hiew (2005), the correlation coefficient value ( $r$ ) range from 0.10 to 0.29 is considered weak, from 0.30 to 0.49 is considered medium and from 0.50 to 1.0 is considered strong. However, according to Field (2005), correlation coefficient should not go beyond 0.8 to avoid multi co-linearity. The results show that there is strong positive correlation between selective tenders and organizational performance with a value of 0.713, open tenders and organizational performance with a strong positive correlation of 0.604 and restricted tenders and organizational performance with a moderately strong positive correlation value of 0.527.

#### 4.5. Regression Analysis

The regression analysis is concerned with the distribution of the average value of one random variable as the other variables which need not be random are allowed to take different values. a multivariate regression model was applied. The regression model specifically connects the average values of  $y$  for various values of the  $x$ -variables. A regression equation is in no way a mathematical linking two variables but serves as a pointer to questions to be answered. Basically, the regression analysis is used in two distinct ways; (1) as a means of considering data taking into account any other relevant variables by adjustment of the random variable; and (2) to generate mathematical forms to be used to predict the random variable from the other (independent) variables.

Model	R	R Square	Std. Error of the Estimate
1	.931 <sup>a</sup>	.866	.345

Table 2: Regression Model Summary

a. Predictors: (Constant), open tenders, restricted tenders, selective tenders, serial tenders

The model summary is presented in Table 4. The model summary was highly significant ( $p=0.000$ ) showing that the model was functional. The model had an R square value of 0.866 indicating that the percentage of the dependent variable variance that was explained by the independent variables was 86.6%. R is the Multiple-correlation coefficient which shows the relationship between the study variables, from the findings shown in the table above there was a strong positive relationship between the study variables as shown by 0.931.

ANOVA findings (P- value of 0.00) in Table 9 show that there is correlation between the predictor's variables and response variable. An F ratio is calculated to represent the variance between the groups, divided by the variance within the groups. A large F ratio indicates that there is more variability between the groups (caused by the independent variable) than there is within each group, referred to as the error term (Pallant, 2005). Therefore, this is an indication of a better predictor model. A significant F test indicates that we can reject the null hypothesis which states that the population means are equal. The F value of 127.778 indicates that the overall regression model is significant hence it has some explanatory value. This indicates that there is a significant relationship between the predictor variables open tenders, restricted tenders, selective tenders and serial tenders and organizational performance. At 95 percent confidence interval i.e. P-value ( $p=0.00<0.05$ ) it implies that all the independent variables combined do influence the decisions to impact organizational performance.

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	13.801	4	3.450	127.778	.043 <sup>a</sup>
	Residual	2.134	80	.027		
	<b>Total</b>	<b>15.935</b>	<b>84</b>			
a. Predictors: (Constant), open tenders, restricted tenders, selective tenders, serial tenders						
b. Dependent Variable: Organizational performance						

Table 3: Analysis of Variance

Model	Un-standardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1(Constant)	.740	.016			.012	.547
Open tenders	.429	.100	.181		4.29	.000
Restricted	.230	.114	.157		.026	.005
selective	.401	.186	.227		.075	.007
serial tender	.257	.260	.159		.067	.049

a. Dependent Variable: Organizational performance

Table 4: Coefficients of Estimates

The established multiple linear regression equation becomes:

$$Y = .740 + .429 X_1 + .230 X_2 + .401 X_3 + .257 X_4$$

Where:

- $\beta_0 = 0.74$ , shows that if the level of independent variables is held at constant zero, organizational performance would be 0.74.
- $\beta_1 = 0.429$ , shows that one unit change in open tender would results in 0.429 units increase in organizational performance.

- $\beta_2 = 0.040$ , shows that one unit change in restricted tender would results in 0.23units increase in organizational performance.
- $\beta_3 = 0.239$ , shows that one unit change in selective tender would results in 0.239units increase in organizational performance
- $\beta_4 = 0.120$ , shows that one unit change in serial tender would results in 0.120 units increase in organizational performance

### 5. Conclusions and Recommendations

Based on the findings of the study and the forgoing discussions, it is clear that there exist very strong tendering methods, practices and strategies that have led to organizational performance hence conversely impacting on the Kenya wildlife service overall performance and its competitive strength in the challenging business environment.

From the study findings the study concludes that the organization should practice the tendering process and strategies to attract and retain the best suppliers who can contribute and improve its performance and work toward organizational objective.

From the study, findings the study concludes that the tendering process adopted by Kenya wildlife service faced various challenges which hindered the effectiveness of the adoption process. The main challenges included; political interference directing procurement to their interest, resistance to change by part of management and staff, cumbersome laws and procedures and paper work. Therefore, the Kenya wildlife faced diverse challenges that slowed down the SCM practices adoption process. The challenges faced by the Kenya wildlife service in implementing the tendering process include resistance to change by managers and staffs, political interference directing procurement to their interests.

The study therefore recommends that;

Tendering methods need to be embraced to help the management team appreciate the direct impact of these methods and initiatives. Adoption of flexible tendering process through appropriate research will help efficiently and effectively meet the business diverse yet drastic changing needs as well as address challenges arising from a dynamic global business environment. Management should embrace both qualitative and quantitative aspects in their decision making and more sustainable tendering process and supply chain strategies integration across the group will yield synergies.

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