

**FACTORS AFFECTING TENDERING PROCESS IN THE PUBLIC SECTOR
IN KENYA: A CASE STUDY OF KEN GEN**

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**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF
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AFRICA.**

AUGUST, 2021

DECLARATION

Signature.....Date.....

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This research project has been submitted for examination with my approval as
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Signature.....Date.....

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DEDICATION

This research project is dedicated to my parents, friends and all those who supported me financially, moral support during this period.

ACKNOWLEDGEMENT

I would like to acknowledge the effort of my supervisor Mr. Johnson Muteke who has sacrificed his time to guide me in order to carry the research project successfully. Much appreciation goes to the administrators at Management University of Africa for giving permission to access their resource centers for the purpose of carrying out studies. My greatest appreciation is also extended to the management of Ken Gen for the great support in the whole exercise of undertaking the research.

ABSTRACT

The purpose of the study was to determine factors affecting tendering process in the public sector in Kenya a case study of Ken Gen. The specific objectives were to determine the effect of supplier relationship on tendering process in the public sector in Kenya, to find out the effect of ethical behavior on tendering process in the public sector in Kenya and to establish the effect of government regulation on tendering process in the public sector in Kenya. The study will be of benefit to the management of Ken Gen, the public authority government of Kenya and other views; the target population was 190 employees of Ken Gen from which a sample size of 57 respondents was taken using stratified random sampling technique. The instruments of data collection were questionnaires. Data was analyzed using qualitative and quantitative techniques. Qualitative data was presented in the form of descriptive notes while quantitative data was presented in form of tables and figures. The study results revealed that 69.6% (mean=3.46) of the respondents were of the view that relationship with suppliers can take different structures going from straightforward evaluation to concentrated relationship, 63.4% (mean=3.17) were of the view that supplier relationship has turned into a basic tendering process attributable to cutthroat pressing factors, hazard relief, cost effectiveness just as growing great organizations with key suppliers, 64.2% (mean=3.21) were of the view that the nature of organizations with advisors can profoundly affect the quality and degree of tendering process 51% (mean=2.55) of the respondents were of the view that ethical behavior is significant openly tendering process as it includes the use of public cash, and is dependent upon public study, 67.4% (mean=3.37) were of the view that ethical codes contain a couple of general standards or key qualities, 50.6 % (mean=2.53) of the respondents were of the view that tendering cycle is a region that has for quite some time been perceived as being especially defenseless against misrepresentation and debasement and 55.6% (mean=3.03) of the respondents were of the view that guidelines are rules or strategies set to the side by a public sector, office or the public authority in doing the tendering system, 62.8% (mean=3.14) were of the view that the public procurement framework in Kenya has developed from a rough system without any guidelines to a precise legitimately managed procurement system, 62.2% (mean=3.11) of the respondents were of the view that management offices require public sectors to supply information on their labor for different purposes, like information consistence, or capability to execute certain agreements. The researcher recommended that the organization should not simply speak with suppliers when an procurement need emerges; they ought to likewise reach them to talk about their future necessities and to decide how best to fulfill those requirements by cooperating in a group to fortify the tendering system in the public sector, public authorities ought to consistently act ethically and decently, remembering for their business endeavors. Capable ethical support receptiveness and responsibility in a tendering interaction and gives suppliers certainty to partake in the public authority commercial center and administrative construction ought to make straightforwardness between open sectors, people and organizations with which they lead business, in addition to other things.

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LIST OF ABBREVIATION

CPV	Common Tendering Vocabulary
DPSM	Diploma in Purchasing and Supplies Management
EDI	Electronic Data Interchange
ERP	Enterprise Resource Planning
GOK	Government of Kenya
KIM	Management University of Africa
MRP	Material Resource Planning
PPD	Public Procurement Directorate
RFP	Requests for Project
RFT	Requests for Tender

OPERATIONAL DEFINITION OF TERMS

Ethical Behavior	Ethical with regards to tendering process concerns standards of conduct which ensure that individuals and public sectors are trusted and respected by those with whom they deal with.
Government Regulation	Government regulations are set by the government in order to enable smooth running organization in the country.
Supplier Relationship	Supplier relationship is the discipline of strategically planning for, and managing, all interactions with third party organizations that supply goods and/ or services to a public sector in order to maximize the value of the tendering process.

CHAPTER ONE

INTRODUCTION OF THE STUDY

1.0 Introduction

The chapter set laid down the structures and the substance that acted as the backbone of the entire study. It consists of: background of the study, statement of the problem, the study objectives, research questions, significance, limitations and scope of the study.

1.1 Background of the Study

Tendering is viewed as a typical method of acquiring building and development industry administrations. It has subsequently been characterized as the rundown of cycles to create, show and oversee tender reports by the customer or expert (Knowles, 2007). While tendering for public development centers around the method involved with choosing a reasonable worker for hire to execute a public undertaking by calling for tenders, frequently accomplished by conveying tender drawings and a bill of amounts or a detail to get costs as evaluations. It notwithstanding, likewise remembers activities to perform tendering by intrigued project workers for request to win the agreement by reacting to tenders with their capacities and abilities arrangement.

Tendering is the securing of merchandise, administrations or works from an external outer source. It is positive that the merchandise, administrations or works are proper and that they are obtained at the most ideal expense to address the issues of the buyer as far as quality and amount, time, and sector. Enterprises and public bodies regularly characterize measures planned to advance reasonable and open contest for their business while limiting openness to misrepresentation and intrigue in the public sector (Render, 2006).

According to Woods (2008), tendering has its own standards and accentuation. Procurement exchanges which are led through formal tendering frameworks are typically done as such on account of their somewhat high worth. The overall guideline concerns a foreordained breaking point above which the exchange ought to be dependent upon the more tough tendering rules. Likewise with numerous different parts of public sector change in Kenya, tendering exercises and their control has as of late been declined down from a unified game plan to the individual associations themselves. All the related best work on tendering necessities stay in powers.

A tender is a conventional proposal to complete some work at an expressed time and condition. Elegance (2008), tendering is a strategy that when potential providers are welcome to make a firm and unequivocal proposal of the cost and terms. On acknowledgment of the offer the offer will be the premise of an ensuing agreement. In open tendering providers are welcome to vie for an agreement promoted in the press. The least tender by and large being acknowledged albeit the publicist regular express that in open they not will undoubtedly acknowledge the most reduced tender, likewise expresses that in open tendering standard tender reports are used the tender archive ought to be serious among the tenderizers to occur based on complete, impartial and target terms. Open tendering is the sort of tender that is available to all invested individuals typical.

Tender solicitation reports; additionally alluded to as solicitations to tender, Requests for Tender (RFT), Requests for Project (RFP) etc layout what is required, that is, the thing that the mentioning public sector's necessities are. These reports additionally layout the specific necessities, models, and directions that are to be followed. Future tenders are for the most part generally promoted to offer freedoms to various providers support rivalry and give a more prominent pool of offers to choose from. Intrigued providers will then, at that point set up a tender; the records that layout the offer that they are making, and will incorporate estimating, plans just as their qualification for the undertaking or tendering. They will layout their benefit over rivals; give data on capabilities, abilities and experience. Further they need to exhibit how their bid offers the best incentive for cash that is needed in the public sector (John, 2005).

As an outcome of the size of the tender interaction most of RFTs are distributed by the public authority sector, however organizations in the framework and utilities sectors may likewise distribute RFTs. RFTs might be dispersed to expected bidders through a tender help, permitting organizations to get and look through live tenders from a scope of public and public sources. These cautions are most normally sent every day and can be sifted somewhere around geological region, or by business sector. Some tendering administrations even gap kinds of business finely in their own specific manner, by CPV (Common Tendering Vocabulary) codes. This empowers a business to discover RFTs explicit to what that business can supply. The nearest

identical to a RFT in the standard public sectors a solicitation for project (RFP), which, since public cash isn't included commonly has a less unbending construction in the public sectors (Sherry, 2008).

1.2 Statement of the Problem

The tendering system in Kenya has been described by a few embarrassments credited to helpless treatment of procurement data in this manner prompting high corruption (Thai, 2009). This results to the straightforward activities to upgrade intensity and diminished expenses. This is huge since 60% of government use is spent through open acquirement. Regardless of an expansion in information in the tendering process in open substances as per Public acquisition and Disposal Act (2005), very little has been done to break down the variables influencing tendering in open sector. Albeit in 2013, the GOK started executing reforms to address shortcoming in the utilization of public assets and frail establishments of administration.

The reforms included the development of anti-corruption strategies to work with the battle against corruption and the enactment of the Public Officer Ethics Act 2013, the Ant-Corruption and Economic Crime Act, the Financial Management Act 2014, and the Public Procurement and Disposal Act 2005. The point was to make the procurement cycle more straightforward, guarantee responsibility and lessen wastage of public assets among others. Right now, there are frail oversight organizations; absence of straightforwardness, helpless linkages among acquirements and uses, postponements and shortcomings, helpless records the board, administration, wild defilement, Political interests. Bottom-up approach to the development of institutional components for considering responsible the homegrown execution of worldwide administrative dynamic. It is against the background that the researcher determines the effects of supplier relationship, ethical behavior, and government regulation, on tendering process in the public sector in Kenya.

1.3 Objectives of the Study

1.3.1 General Objective

The main objective of the study was to establish factors affecting tendering process in the public sector in Kenya.

1.3.2 Specific Objectives

- i. To determine the effect of supplier relationship on tendering process in the public sector in Kenya.
- ii. To find out the effect of ethical behavior on tendering process in the public sector in Kenya.
- iii. To establish the effect of government regulation on tendering process in the public sector in Kenya.

1.4 Research Questions

- i. To what extent does supplier relationship affect tendering process in the public sector in Kenya?
- ii. How does ethical behavior affect tendering process in the public sector in Kenya?
- iii. To what extent does government regulation affect tendering process in the public sector in Kenya?

1.5 Significance of the Study

The study findings will be of great importance to the management of Ken Gen in improving the effectiveness of tendering process. This will be achieved by identifying and implementing the factors that contribute to the success of tendering process.

The study will be of great significant to the government of Kenya as it will enable the provision of a good and well structure regulatory system that will enhance tendering process in the public sector in Kenya.

Other researchers will benefit from this study as it will provide a basic for future reference in their studies as they will be able to build on this study to conduct a more comprehensive and conclusive study.

1.6 Limitations of the Study

Some respondents wouldn't help out the researcher as a result of absence of interest in the study. To overcome this limitation the researcher presented the letter of presentation from Management University of Africa as a proof that the research is for academic purposes as it were.

Some respondents were not willing to provide the data required completely because of the dread of being denounced by the administrators for giving out data that they consider private. To overcome this limitation the researcher explained to them that the research was only for academic purposes and that the information acquired would be made confidential.

1.7 Scope of the Study

The study was confined to the factors affecting tendering process in the public sector in Kenya with specific reference to Ken Gen which is located along Kolobot road in Nairobi County. The study targeted 190 employees' top management, middle management and support staff and the sample size of 57 respondents. The study was conducted between the months of May 2021 to July 2021.

1.8 Summary

This chapter included the background of the study that give an overview of what tendering process in the public sector is all about. The research will benefit the management of Ken Gen in improving the effectiveness of tendering process. At the same time it will help the government of Kenya as it will enable the provision of a good and well structure regulatory system that will enhance tendering process in the public sector in Kenya. This project will form their basis as a guideline by which reference will be made to come up with a presentable research studies. Supplier relationship, ethical behavior and government regulation were seen as the factors affecting tendering process in the public sector in Kenya and lack of cooperation and confidentiality were seen as challenges to successful research undertakings.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter reviews existing literature related to the current study. It comprises the review of theoretical studies and the conceptual framework.

2.1 Theoretical Review

The study relied on the contingency theory in tendering process. This theory was discussed in the section that follows..

2.1.1 The Contingency Theory

Contingency theory is a class of social theory that asserts that there is no most ideal approach to put together an organization, to lead an organization, or to decide. All things being equal, the ideal game-plan is unexpected (subject to) the interior and outside circumstance. A few contingency approaches were grown simultaneously in the last part of the 1960s. Truly, contingency theory has tried to plan expansive speculations about the proper designs that are regularly connected with or best fit the utilization of various innovations. The point of view began with crafted by Joan Woodward (1958), who contended that advancements straightforwardly decide contrasts in such authoritative characteristics as length of control, centralization of power, and the formalization of rules and systems.

Mohsini and Davidson (1986) use contingency theory to look at the impacts of design and climate on execution, estimated using the idea of contention. Ireland (1983:25) demonstrates that he has used contingency theory to recognize administrative activities influencing project execution. Kelly and Fleming (1986) and Brandon (1987) have endeavored to take this further and fabricate models of the obtainment framework. This theory is applicable to the study since the study analyzed the parts of length of time used in offering, moral practices in offering, utilization of ICT in offering and record the board in offering and what it means for adequacy of tendering in a conventional design.

2.2 Empirical Review

2.2.1 Effect of supplier relationship on tendering process in the public sector in Kenya

As indicated by Park (2010), public sectors have zeroed in additional on the supplier relationship the executives framework. Merchants are increasingly depending on suppliers to bring down costs, work on quality, and foster new items or administrations quicker than their rivals do. Supplier relationship is an interaction that contains the design of how to create and keep up with the organizations with suppliers. In any case, the creator has called attention to that as of not long ago, researchers of this field have just stressed on explicit subjects of supplier relationship, like supplier choice, supplier improvement, or supplier hazard the board. These subjects are once in a while managed a comprehensive methodology.

As indicated by Tan (2009), by assessing tendering measure in the public sector the association expect distinguishing suppliers with remarkable execution or formative necessities, further developing supplier correspondence, decreasing danger and dealing with the organization dependent on study of revealed information. Supplier relationship conveys an upper hand by tackling ability and thoughts from key inventory accomplices and makes an interpretation of this into item and administration contributions. One instrument for observing execution and distinguishing regions for development is the joint, two-way execution scorecard. A fair scorecard incorporates a combination of quantitative and subjective measures, including how key members see the nature of the relationship. These KPIs are divided among client and supplier and inspected mutually, mirroring the way that the relationship is two-way and shared, and that solid presentation on the two sides is needed for it to be fruitful.

Advanced public sectors direct 360 degree scorecards, where vital suppliers are likewise studied for input on their presentation, the consequences of which are incorporated into the scorecard. An act of driving public sector is to follow explicit supplier relationship reserve funds created at an individual supplier level and furthermore at an amassed supplier relationship program level, through the current acquisition advantage estimation frameworks. Part of the test in estimating the effect of supplier relationship is that there are numerous ways supplier relationship can add

to tendering measure. These incorporate expense reserve funds (e.g., most preferred client evaluating, joint endeavors to further develop configuration, assembling, and administration conveyance for more noteworthy productivity); gradual income openings (e.g., acquiring early or restrictive admittance to creative supplier innovation; joint endeavors to foster imaginative items, highlights, bundling, and so forth staying away from stock-outs through joint interest anticipating); and further developed administration of hazard (Tan, 2009).

The nature of organizations with researchers can profoundly affect the quality and degree of tendering measure. For best outcomes, common trust and open correspondence are required. The more your advisors think concerning what's truly going on and the more you can advise them, the better their odds of getting to the core of the issues and conceiving on track arrangements. Concerning programming suppliers, they are regularly depicted as sales reps without doubt or hindrance. With regards to assessing merchants, the work is to search for and evaluate the characteristics that can make for a positive common relationship right through a fruitful execution. Like any remaining parts of the production network, this is about more than just making a buy. It is tied in with having a reasonable relationship with somebody who can assume a critical part in your drawn out production network accomplishment just as encouraging the tendering process in the public sector (Albano, 2006).

Supplier relationship is the discipline of deliberately making arrangements for, and dealing with, all collaborations with outsider organizations that supply products as well as administrations to a public sector to augment the worth of those connections. It involves making nearer, more community organizations with key suppliers to uncover and acknowledge new esteem and lessen hazard. Herrmann (2001), characterized supplier relationship as an interaction associated with overseeing favored suppliers and discovering new ones while decreasing tendering measure costs, making acquirement unsurprising and repeatable, pooling purchaser experience and extricating the advantages of supplier connections. Supplier relationship affects execution of firms however larger part of the studies has focused on evolved nations. Different studies have additionally inspected the different components of supplier relationship.

2.2.2 Effect of ethical behavior on tendering process in the public sector in Kenya

Small (2012), expressed that ethics are the moral standards or qualities that guide authorities in all parts of their work. Moral conduct envelops the ideas of genuineness, uprightness, honor, steadiness, decency, trust, regard and consistency. Moral conduct incorporates staying away from irreconcilable situations, and not using a person's position. Moral conduct is significant openly tendering process as it includes the consumption of public cash, and is dependent upon public study. Public authorities ought to consistently act morally and reasonably, remembering for their business endeavors. Moral conduct upholds transparency and responsibility in a tendering cycle and gives providers certainty to take part in the public authority commercial center. Moral conduct can likewise diminish the expense of overseeing chances related with fraud, burglary, corruption, and other ill-advised conduct; and upgrade trust in the tendering system in the public sector.

Richard (2010), characterizes moral practice as exercises that incorporate however not restricted to cost releasing damaged evaluating, deficient parts, bid gear and item replacement. He expressed that, moral practices influence finishing straightforwardness and non-spreading requested correspondence is taboo by guidelines administering public acquisition. He clarified that no individual who isn't authoritatively associated with the assessment and correlations. An individual who repudiates such conditions is at fault for an offense and is at risk to conviction. He tracked down that moral practices falls into at least one of the accompanying classifications, bid management, correlative tendering, bid documentation and subcontracting that is valuable in tendering process in the public sectors.

Aketch (2010), expressed that ethics with regards to tendering process concerns guidelines of lead which guarantee that people and public sectors are trusted and regarded by those with whom they bargain. The public sector or foundation ought to be viewed as a decent client. Helpless relations with providers can make long haul hurt the standing and validity of the public sector/foundation. Subsequently the accompanying direction is furnished to help people stood up to with decisions during the typical course of their work. The public sector/establishment should guarantee administrative consistence and respectability in the treatment of public assets. The direction beneath is expected to secure the public sector/organization and its staff

from charges of bias and negligence. Thus don't curve or disrupt the norms, follow strategy, in case endorsement is required, get it first, don't permit an irreconcilable situation to influence or seem to influence choices, don't use the public sector's/organization's assets for private advantage, be impartial, record the purposes behind choices.

The present status of ethics in tendering process relies intensely upon codes of ethics held by the significant expert affiliations. Enrollment in these gatherings is deliberate, implying that one isn't needed to have a place with such a relationship to rehearse strategic execution. Individuals consent to keep a code of ethics that is composed for the whole gathering. A few codes of ethics are written in wordings that deny a rundown of specific exercises; different codes of ethics embrace a bunch of moral standards which ought to be followed. Regardless of whether written in certain or negative terms, the vast majority of the expert relationship's in the public sector have a code of ethics (Bowen, 2006).

Most codes of ethics give no requirement observing or response for their encroachment, leaving them feeble other than a periodic denial of affiliation participation. These issues with codes of ethics are not new and they are not restricted to the field of production network. Kruckeberg (2010), of production network contends that assuming researchers are moral, no requirement is required for the codes of ethics. A basic ethics articulation is all that is fundamental since honest goal is a more rigid rule than code of ethics that is useful in the tendering system in the public sectors.

Corruption fundamentally refers to tendering, giving, getting or requesting of anything of significant worth to impact of the public authority in the acquirement or removal process or in agreement execution. This enormously influences adequacy of tendering process rehearses in the public sector, as it leads into picking the erroneous provider, for example, during the tendering system. Subsequently, this may later outcome into the public sector either over spending or in any event, confronting the instances of conveyance delays. It is accordingly significant for the public sector looking forward at being effective in tendering cycle to think about ways on the most proficient method to get rid of defilement. This ways can include things like putting

severe process or rather discipline on those engaged with defilement acts (Griffins, 2012).

Most codes of ethics give no requirement checking or plan of action for their encroachment, leaving them barren other than an intermittent renouncement of affiliation participation. These issues with codes of ethics are not new and they are not restricted to the field of advertising. Kruckeberg (2010), of advertising contends that assuming professionals are moral, no authorization is required for the codes of ethics. A basic ethics explanation is all that is fundamental since sincere goal is a more tough rule than code of ethics.

Summer (2012), expressed that the reason for dishonest conduct isn't really the person's absence of good guidelines in the tendering system in the public sectors. Study has shown that the activities of chiefs, the moral environment in the public sector and the shortfall of an organization strategy on the matter are generally contributing components towards deceptive conduct. Exploitative conduct of buyers and other work force engaged with acquisition can hence be forestalled or restricted by carrying out specific process. The researcher centers around ethics, acquirement or buying ethics, and exploitative conduct among buyers by and large, just as ,metal explicitly on the circumstance in south Africa, and makes suggestions for building up sets of principles, different strategies and arrangements for advancing the circumstance of the buyer in the public sector.

Ethics codes contain a couple of general standards or key qualities (Long, 2014). Public sector codes regularly incorporate moral backing, trustworthiness, respectability, skill, and unwaveringness. Such qualities should be perceived and deciphered before they can be applied to explicit circumstances, notwithstanding, in advancing such standards, public sector industry bodies whose moral position proposes that professionals ought to be focused on 'serving the customer's advantage' through principled backing and privacy, while at the same time serving an indistinct 'public interest', hazard overlooking the potential for struggle between these qualities. The subsequent results might reflect expert disarray concerning which moral way to take. Confronted with possibly conflicting qualities, and given the nonexclusive idea of codes, advertising researchers basically stay allowed to support the worth which best serves their vocation and business possibilities.

It is significant for any organization looking forward at leading its acquirement rehearses well to think about the issue of moral issues. One of these moral issues is to keep away from degenerate practices. Defilement refers to tendering, giving, getting or requesting of anything of significant worth to impact of the public authority in the obtainment or removal process or in agreement execution. Corruption and defilement dangers can occur along the whole Trend of public obtainment. A definitive objective of public acquisition is to fulfill the public interest. Like any administration activity ought to be. In this sense, great acquirement ought to fulfill the requirements of individuals, ought to be reasonable for organizations, should save and keep away from wastage of public assets (Thai, 2014).

It is significant for any foundation looking forward at directing its tendering cycle rehearses well to think about the issue of moral issues. One of these moral issues is to stay away from degenerate practices. Defilement refers to tendering, giving, getting or requesting of anything of significant worth to impact of the private authority in the tendering system or removal process or in agreement execution. Corruption and defilement dangers can occur along the whole Trend of private tendering process. A definitive objective of private tendering process is to fulfill the private interest. Like any administration activity ought to be. In this sense, great tendering cycle ought to fulfill the necessities of individuals, ought to be reasonable for organizations, should save and keep away from wastage of private assets (Thai, 2014).

Trend (2008), characterizes ethics as the arrangement of good standard or qualities directing our practices. In a business setting moral conduct is the utilization of perceived social standards including equity and decency all through a business relationship. While interfacing with providers, a moral purchaser treats them in, nice, fair, and fitting way. In this way being moral means following a code saw as reasonable by these with the calling just as local sector. Initial a purchaser should submit his or ' her consideration and energies for the associations advantage instead of individual advancement at the costs of the association. Moral purchaser doesn't acknowledge outside presents or favors that disregard their firm ethics strategy. Moral purchasers are additionally not enticed or affected by the unscrupulous acts of salesmen and don't have individual monetary plan with providers. Second, a purchaser should act morally towards providers or expected providers. This implies maintain the

moral guidelines set out by his or calling. A code or articulation of expert moral normally formalizes the arrangement of moral guidelines.

In tendering process, corruption is one of the deceptive issues denied by the public tendering process act. This is on the grounds that, tendering process as expressed in the public tendering process act should be straightforward (straightforwardness should be worked on during tendering interaction) to guarantee value to all gatherings associated with tendering process. These gatherings include both the purchasers and the providers. As a rule, purchasers fundamentally normally refers to the purchasing firms, that is whether the public substances or public elements, while the providers typically refers to the organizations providing items to the purchasing firms. These organizations can either be the public elements or public elements. Consequently according to this viewpoint, most firm associated with corruption acts during directing out tendering process typically end up in issues, as this normally lead them into directing out the tendering system with the providers who have nothing but bad standing, or rather the providers who have poor past execution (Lysons, 2006).

Villiers (2009), expressed that moral qualities and honesty as a fundamental worth just as law and order, are key components of each equitable society. Public authorities in their day by day execution of their capacities and the board of public financing, discard optional abilities. These qualities should not just secure the residents against discretionary utilization of this public force, yet in addition the public position itself against any ill-advised utilization of this force by its public authorities. The public authorities themselves should be ensured against any maltreatment or redirection of law or authority for the public position or its authority bodies to protect the obtainment interaction in the public sectors.

Tendering process is a region that has for quite some time been perceived as being especially powerless against extortion and defilement. This is valid in the public sector, where the normal issue is payoffs to the agreement official. It is additionally obvious in open sector tendering process where the extortion can be started by either the public contracting official or the public provider. The World Bank has assessed that generally \$1.5 trillion out in the open agreement grants are affected by defilement. Tendering process extortion is frequently connected with cartels. In Japan, for instance, the dingo has manipulated the offers on tendering process in the public

sector for a long time. The interaction is unlawful however is continued without risk of punishment. Tendering process extortion is a genuine worry in cutting edge and non-industrial countries, innate danger of fraud and corruption in the best of conditions (Sherry, 2008).

2.2.3 Effect of government regulation on tendering process in the public sector in Kenya

Regulations are rules or methods set to the side by a public sector, division or the public authority in doing the tendering system. It is a conscious game plan to direct choice and accomplishes objective result. The term might apply to government, public sectors and people. As indicated by Thompson (2014), public sectors can restrict or even bar section by requiring licenses and grant. Additionally severe public sectors are ordered by unofficial laws to follow tendering measures as they are set. The substance of the regulations incorporate a reason proclamation, illustrating why the public sector is giving the strategy and what is wanted impact of the arrangement ought to be viable date which shows when the approach comes into power.

As indicated by Handfield (2008), good tendering is a decent device to carry out opens sector guideline in all spaces and ought to be an instrument for good governance and consequently good government. In this sense, good acquisition will add to the public authority's authenticity and validity. Unexpectedly, degenerate tendering will build neediness and imbalance by redirecting assets from the consideration of social requirements; it will create terrible decisions, empowering contest in pay off instead of in quality or cost. For organizations, degenerate obtainment will give an unjustifiable and hazardous upper hand and will make a kind of market-passage cost or non-levy boundary, basically for those organizations who don't wish, or can't stand to pay off their direction in.

Government department require public sectors to supply information on their labor for different purposes, like information consistence, or skill to execute certain agreements. While giving this information, public sectors need to prompt foster inventories of their staff by different class characterizations, which have been used for their own inside labor arranging. The public authority likewise has a unique quarter needed as to deny gatherings of the population, named booked, ranks clans.

Government offices screen the public sector's satisfaction of their commitments with respect to tendering measure (Saiyadain, 2013).

Thompson (2014), expressed that regulations allude to the lawful working system inside a country. It covers the setting of laws as well as resolutions that deny or permits the nation or establishment, opportunity to do the exercises they were set up for. Positive laws are those that help the firm to lead business without limitations or those laws that secure the activity of the firm. These incorporate such laws as arrangement of awards by government and giving concessions. Negative laws allude to those laws that place limitations on the exercises on the firm. These incorporate a wide range of licenses, import regulations, duties and the lowest pay permitted by law laws. Governments worldwide have perceived the significance and effect of regulations on their economies. Regulations lead to set up of least norms, which have huge supportive of serious impacts like expanding contest, addressing issues like item similarity and purchaser wellbeing.

The objectives of regulations might change broadly as per the public sector and the setting where they are made. Extensively, regulations are commonly organized to stay away from some adverse consequences that have been seen in the public sector, or to look for some sure advantage. Corporate buying regulations give a genuine illustration of how open sectors endeavor to keep away from adverse consequences on the tendering system. Numerous public sectors have regulations that all buys over a specific worth should be performed through a buying cycle, as in government substances they use the public acquisition and removal Act, 2005 and Regulation, 2006 which goes about as regulations to administer public spending. The guideline definition measure regularly incorporates an endeavor to questionnaire whatever number spaces of likely guideline sway as could reasonably be expected, to diminish the possibilities that a given guideline will have surprising results. Due to the idea of some complex versatile systems like social orders and governments, it may not be feasible to questionnaire all potential effects of a given guideline (Birkland, 2001).

Award (2010), expressed that governance regulations are intended to further develop activities of the economy. Government will contrast in the accentuation they provide for specific objectives and the manners by which they attempt to accomplish the viable tendering measure in the public sectors. These distinctions will mirror the

monetary conditions of the time, the degree to which the instruments it has and its needs. Anyway notwithstanding these distinctions there is by all accounts wide concession to the primary points which include: an undeniable degree of business, a generally steady value level, and an acceptable equilibrium of installments position and a consistent pace of monetary development. Other major financial targets an governance might have are all the more even appropriated of pay and abundance and cleaner climate. The structure of monetary approach ought to decide the objectives then the objective must be chosen. Targets are the factors through which the public authority endeavors to accomplish its objectives. The following errand is to close the instruments of strategy to be used in quest for destinations. These instruments depend on some accessible scope of measures for instance; the public authority may conclude that its goal is to diminish joblessness. For this reason it might look to impact (target) total interest. To do this it may decide to use the instruments of tax assessment and government spending.

Gibson (2005), shows that governance for performance has certain critical provisions and segments which incorporate approach joining, shared business destinations, models, compromise rules and markers, data and motivating forces for pragmatic performance of the development projects in Kenya. Strategy reconciliation includes the coordination of unofficial laws and the relating and corresponding positions and drives of other governance entertainers. Moreover, data and motivating forces for functional performance of regulations is needed for accomplishment of supportability. Strategy making on performance has, generally, depended on performance regulations or the remedy of specific arrangements.

Lyson (2006), expressed that the public authority sets the standards that oversee the tendering system in the public sector. The public authority looks for all the more socially satisfactory destinations some of them being to accomplish acknowledged norm of value, to shield people structure others and from themselves not neglecting to balance out the economy against pay and value level vacillation. Government intercessions typically include both direct expense of organization and circuitous expense related with interface with the value system. Strategy attempts to center everybody in a public sector to a shared objective need by making an interpretation of corporate system into quantifiable targets all through the different capacity and levels of the public sector.

The public procurement system in Kenya has developed from an unrefined system without any regulations to an efficient lawfully controlled obtainment system. Taking into account these weaknesses, it was discovered important to have a law to administer the obtainment system in the in the public sector and to set up the vital organizations to guarantee that all acquisition elements noticed the arrangements of the law to accomplish the targets of an open delicate system. Therefore, there was foundation of Exchequer and Audit Public Procurement Regulations of 2001 which made the Public Procurement Directorate (PPD). Somewhere in the range of 2001 and 2014, the Public Procurement and Disposal Bill was drafted and altered a few times. In the wake of being consented to by the president, it became Public Procurement and Disposal Act 2005. The demonstration contains decides that are intended to adequately to guarantee that the procurement interaction is reasonable and just and furthermore to help with guaranteeing the proficiency of e-installment systems in open sectors (Bukhala, 2007).

2.3 Summary of the Gaps

According to Park (2010), public sectors have zeroed in additional on the supplier relationship the board framework. Merchants are increasingly depending on suppliers to bring down costs, work on quality, and foster new items or administrations quicker than their rivals do. Supplier relationship is a cycle that contains the construction of how to create and keep up with the associations with suppliers. In any case, the creator has conducted attention to that as of not long ago, researchers of this field have just accentuated on explicit subjects of supplier relationship, like supplier determination, supplier advancement, or supplier hazard the board. These subjects are once in a while managed an all encompassing methodology. This is extremely evident however the creator neglected to show what supplier relationship means for tendering measure in the public sector in Kenya. Therefore a study was conducted to fill in the gaps left.

Richard (2010), characterizes ethical practice as exercises that incorporate however not restricted to cost releasing flawed valuing, damaged parts, bid gear and item replacement. He expressed that, ethical practices influence finish straightforwardness and non-spreading requested correspondence is prohibited by guidelines overseeing public procurement. He clarified that no individual who isn't authoritatively engaged with the assessment and studys. An individual who repudiates such conditions is at

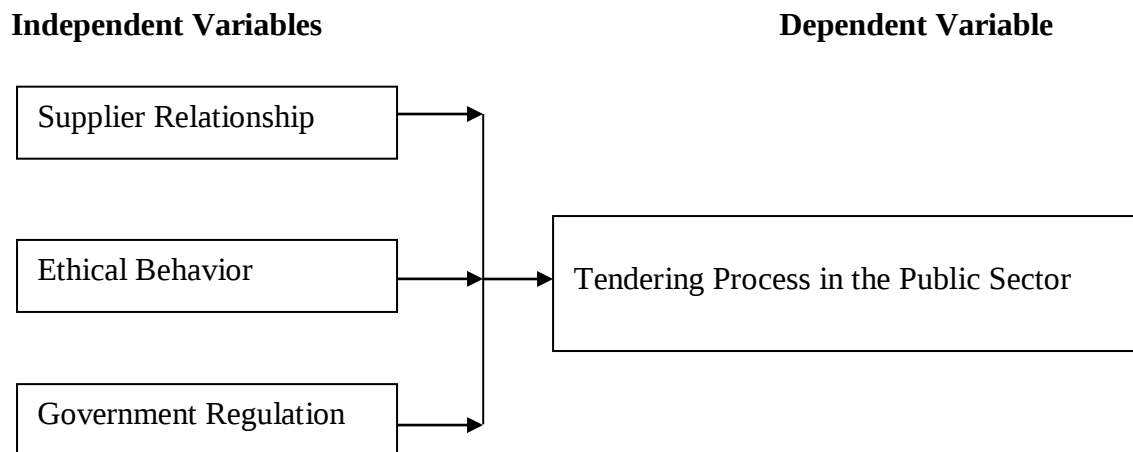
fault for an offense and is responsible to conviction. He tracked down that ethical practices falls into at least one of the accompanying classifications, bid management, reciprocal tendering, bid documentation and subcontracting that is valuable in tendering measure in the public sectors. This is extremely evident however the creator neglected to show what ethical conduct means for tendering measure in the public sector in Kenya. Therefore a study was conducted to fill in the gaps left.

According to Handfield (2008), good tendering is a decent apparatus to execute public sector guideline in all spaces and ought to be an instrument for good administration and accordingly good government. In this sense, good procurement will add to the public authority's authenticity and validity. In actuality, degenerate obtainment will expand neediness and imbalance by redirecting assets from the consideration of social requirements; it will induce terrible decisions, empowering rivalry in pay off instead of in quality or cost. For organizations, degenerate obtainment will give an unjustifiable and dangerous upper hand and will make a kind of market-passage cost or non-duty hindrance, basically for those organizations who don't wish, or can't bear to pay off their direction in. This is extremely obvious however the creator neglected to demonstrate what unofficial law means for tendering measure in the public sector in Kenya. Therefore a study was conducted to fill in the gaps left.

2.4 Conceptual Framework

Conceptual framework is explained as diagrammatical illustration of the relationship between independent variables and dependent variable. The study independent variables were: supplier relationship, ethical behavior and government regulation which were assumed to affect tendering process in the public sector. This illustration was represented in figure 2.1

Figure 2.1 Conceptual Framework



2.5 Operationalization of Variables

Table 2.1 Operationalization of Variables

Variables	Indicators
Supplier Relationship	Organizational Structure Governance Joint Activities
Ethical Behavior	Moral Sensitivity Moral Judgment Moral Motivation
Government Regulation	• Regulator • Target • Command

2.6 Chapter Summary

The section presents theories related with the study; likewise the part audited writing identified with the free factors which included supplier relationship, ethical direct and informal law and their effect on offering measure. The part conceptualizes the independent and dependent variable and operationalized the factors.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter provides a detailed description of the selected research design. It describes research methodologies, such as, what was done and how it was done. This covered the target population, research design, data collection procedures, sample and sampling techniques, instruments, pilot study, data analysis and presentation, ethical consideration and finally the chapter summary.

3.1 Research Design

The study was conducted through a descriptive research design. Descriptive research describes the state as they are in an organization. The researcher can do little to control the factors (Huberman, 2007).

3.2 Target Population

The target population refers to a gathering of individuals or study subjects who are comparable in at least one different ways and which frames the subject of the study in a specific (Mugenda, 1999). The number of inhabitants in interest in the study comprised of the representatives and functional supervisors. The study targeted the representatives and operational managers of the organization. The objective population along these lines was 200 respondents working in the human resource department and made out of 20 operational managers and 170employees. The target population is shown in table 3.1

Table 3.1 Target Population

Target Group	Target Population
Operational Manager	20
Employees	170
Total	190

Source: (Ken Gen Human Resource Department, 2021)

3.3 Sample and Sampling Procedures

Kothari (2004) define a sample as part of the target population that has been procedural selected to address tit. Examining is the process of systematically selecting representative elements of a population. The small samples do not reproduce alien characteristics of the accessible population adequately. To get an representative sample, the study used Mugenda and Mugenda (2003) sampling technique where percentage of 30% for a population of 100-1000, 10% for a population of 1000-10000, 1% for a population more than 10000 and 100% for a population less than100.

Table 3.2 Sample Frame of the Respondents

Category	Target Population	Procedures	Sample Size
Operational Manger	20	20*30%	6
Employees	170	170*30%	51
Total	190		60

Sample size of 57 respondents was chosen for the study. The study used stratified sampling to select the company directors and operational managers while random sampling was used to select the employees.

3.4 Data Collection Instruments

This refers to the tools to be used for gathering information and how these instruments were created. The information assortment instrument that was used to accumulate information from the chose respondents was questionnaire. Decision of this instrument was directed by the possibility of information to be assembled, time open and objectives of the study.

The study used fundamental information which was gathered through self-coordinated questionnaires. The coordinated questionnaires were used to assemble information. The questionnaires involved both open and closed ended questions expected to get unequivocal responses for subjective and quantitative study individually. The questionnaires were coordinated through "drop and pick later" procedure. They were directed to representatives.

Adequate time was offered to the respondent to reaction questions, and the respondent used semi-coordinated questionnaires to avoid confusion or wrong arrangement. The

questionnaire used a five-point Likert scale to be explicit strongly agree (SA), agree (A), neutral (N), disagree (D) and strongly disagree (SD) which was delegated scores of between 5 and 1. This permitted the expert to make inductions subject to connections created using the responses. The researcher decided to use questionnaires to assemble a huge load of information over an outstandingly short period of time.

3.5 Pilot Study

Pilot studies are limited scale, starter contemplates which expect to examine whether essential parts of a primary report – normally a randomized controlled preliminary (RCT) were achievable (Kothari, 2007). The instruments were pilot-tested away from the target population to evaluate and review the questions before managing it on the sample.

3.5.1 Validity

Validity is the criteria for how effective the design is in employing methods of measurements that captured the data to address the research questions. To ascertain content and face validity, the questionnaires and interviews were introduced to the supervisor in the University for Scrutiny and advice. The contents and impressions of the instruments were improved based on the supervisors' advice and comments (Diem, 2002).

3.5.2 Reliability Test

Diem (2002) noticed reliability quality test as the measure of how much a research instrument yields predictable results after repeated trials. It ensures that the instrument produces comparative information when used by an independent researcher. The researcher used test re-tests strategy to decide the reliability. The principle motivation behind the test-retest is to check of appropriateness and the clearness of the questions on the instruments planned, importance of the data being looked for, the language used and the substance legitimacy of the instruments from the reactions given. As shown by Mugenda and Mugenda (2003), the reliability of an instrument is the proportion of how much a research instrument yields unsurprising results or information after rehashed preliminaries. The study embraced a coefficient of 0.7 as the cutoff point according to Kombo and Tromp (2006).

3.6 Data Collection Procedure

Questionnaires were hand-delivered and collected after a few days. The types of questions included both open and closed ended questions. Closed ended questions were used to guarantee that the appropriate responses given were significant. The researcher needed to stage the questions obviously to clarify measurements along which respondents were analyzed. In open ended questions, the respondents were offered opportunity to communicate their sentiments on the provided spaces to pertinent clarifications. This technique was considered successful to the study in that; it created confidentiality. The presence of the researcher was not needed as the questionnaires were self-administered (Kothari, 2004).

3.7 Data Analysis and Presentation

Data analysis is the process of creating order, structure and meaning to the mass of information collected (Mugenda, 1999). The data collected was analyzed using descriptive statistics. Engaging statistics is the discipline of quantitatively describing the main features of a collection of data which provides simple summaries about the sample and about the observations that have been made. The descriptive statistics included frequencies tables and rates. Charts and graphs were additionally used to present the information.

3.8 Ethical Considerations

These are the observed set of conduct when carrying out a research project in order to determine the unacceptable and acceptable code of behaviors.

3.8.1 Informed Consent

Informed consent incorporates a deliberate agree to participate in research. Getting consent included exhorting the part about their advantages, the objective of the assessment, the cycles to be gone through, and the inferred risks and benefits of participating in the study. To ensure that the study agrees to the moral issues relating research undertaking, an approval to coordinate the study was searched for from the individual researchers. A letter of introductions was obtained from the university to fill in as confirmation of the inspiration driving the study.

3.8.2 Confidentiality

Confidentiality is the condition wherein the researcher knows the necessity of a research objective, yet finds a way ways to shield that personality from being

uncovered to others. This outfits the respondent with the strength to offer responses unafraid. A total honest of the large number of activities concerning the assessment was disclosed to the researchers and this expounds the study assumption which was exceptionally for learning purposes.

3.8.3 Privacy

Privacy for research respondent is a thought in research codes and ethics which gives that a person in any assessment subject has the advantage to security while participating in a study. This outfits them with the insistence that their own view was not uncovered. An unquestionable level of mystery and security was and the revelations of the assessment were simply submitted to the Management University of Africa and Nairobi County Government.

3.8.4 Anonymity

Anonymity of data makes sure that the information recorded can never be connected to the respondent who gave it. In regard for the witnesses and to safeguard them from abuse coming about due to the data they give for the research; data was presented in such a way that did not link to people who gave it excepts by the researcher who may have need to look for clarification during the analysis of data.

3.9 Chapter Summary

The chapter presents the research design, target population, sample and sampling procedures, research instrument, pilot study, data collection procedures, data analysis and presentation and finally ethical consideration.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS

4.0 Introduction

In this chapter, the researcher carried out an analysis of data using both quantitative and qualitative methods. The analysis and interpretation of data is done by the help of analyzed instruments like diagrams, pie outlines and through judgment because of the observation made.

4.1 Presentation of Research Findings

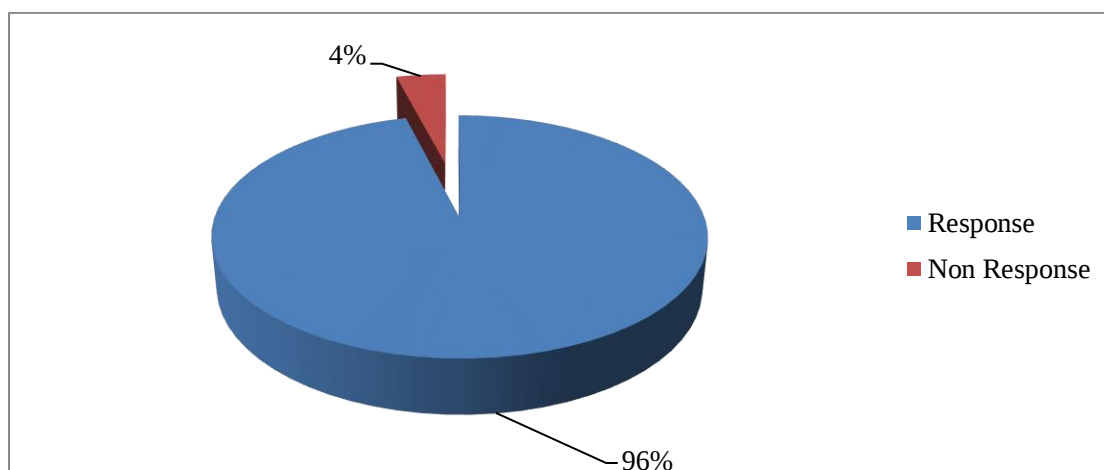
4.1.1 Response Rate

Table 4.1 Response Rate

Category	Frequency	Percentage
Response	55	96
Non Response	2	4
Total	57	100

Source: Author (2021)

Figure 4.1 Response Rate



Source: Author (2021)

Table 4.1 and figure 4.1 indicate the response rate of the respondents. Out of 57 questionnaires distributed only 55 questionnaires represented by 96% were filled in and returned for analysis while 2 questionnaires represented by 4% were never returned.

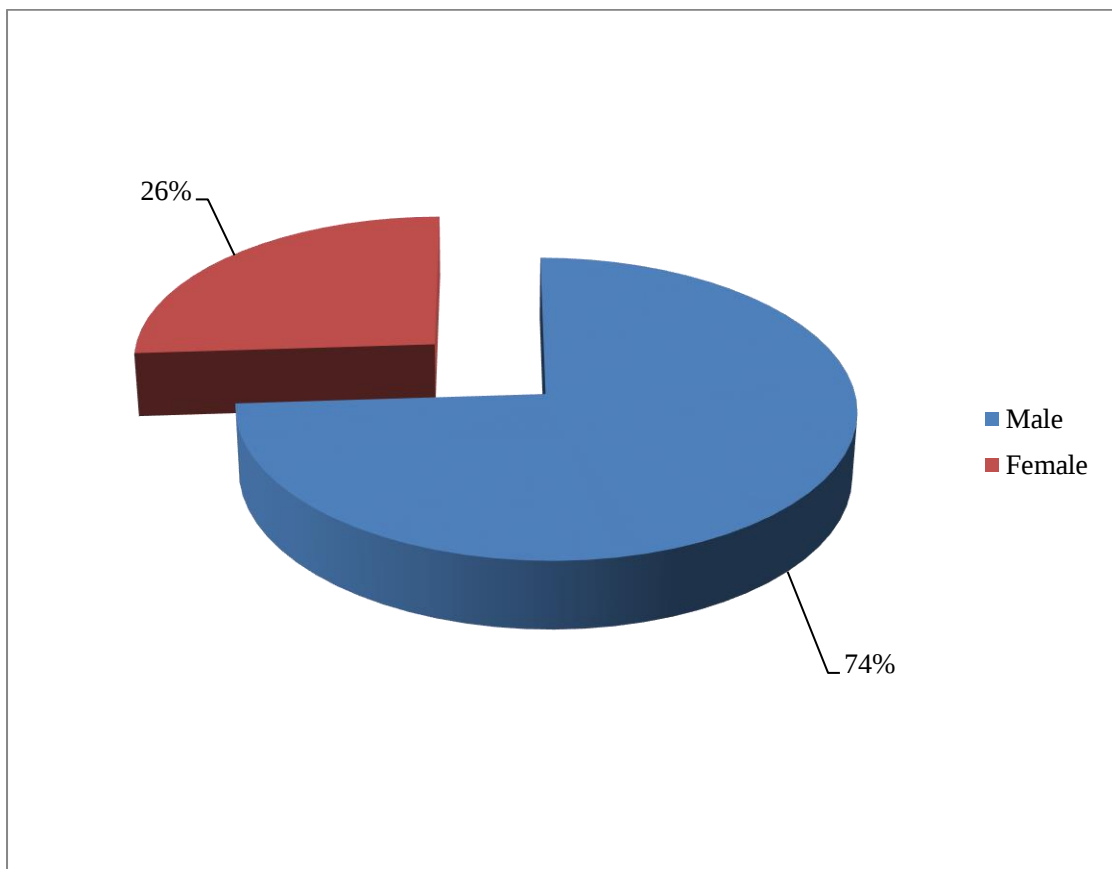
4.1.2 Gender

Table 4.2 Gender

Category	Frequency	Percentage
Male	41	74
Female	14	26
Total	55	100

Source: Author (2021)

Figure 4.2 Gender



Source: Author (2021)

Table 4.2 and figure 4.2 indicate the response rate of the respondents in terms of gender. Based on the study findings 74% of the respondents were male while 26% of the respondents were female. Although this was an imbalance gender distribution had no effect on the quality of the outcome.

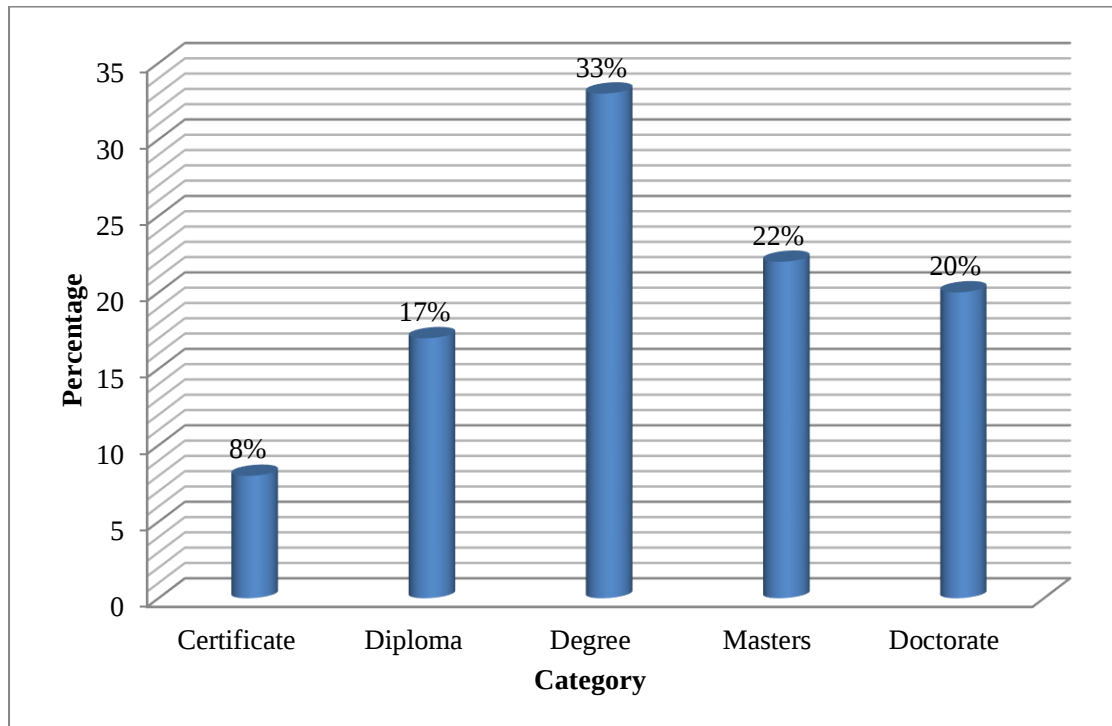
4.1.3 Level of Education

Table 4.3 Level of Education

Category	Frequency	Percentage
Certificate	5	8
Diploma	9	17
Degree	18	33
Masters	12	22
Doctorate	11	20
Total	55	100

Source: Author (2021)

Figure 4.3 Level of Education



Source: Author (2021)

Table 4.3 and figure 4.3 indicate the response rate of the respondents in terms of education level. Based on the study findings 8% of the respondents had attained certificate level of education, 17% had attained diploma level of education, 33% had attained degree level of education, 22% had attained masters level of education while 20% of the respondents had attained doctorate level of education. This indicates that majority of the respondents had attained degree level of education.

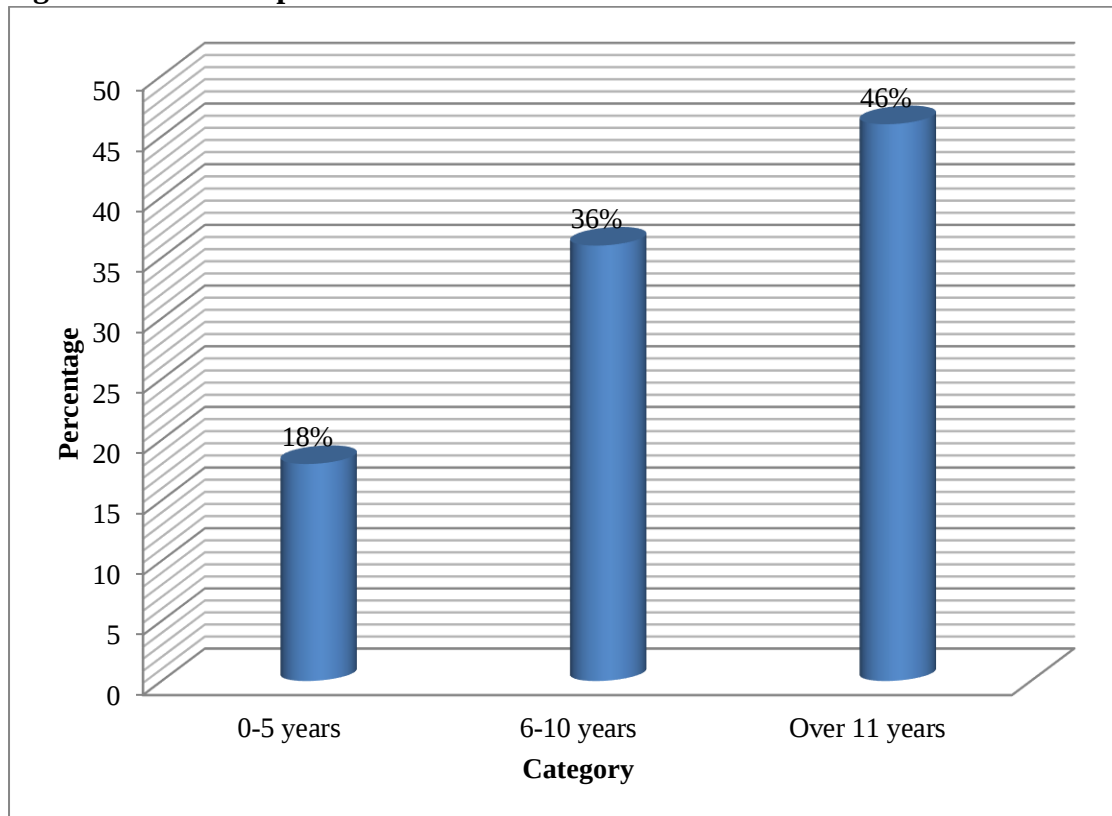
4.1.4 Work Experience

Table 4.4 Work Experience

Category	Frequency	Percentage
0-5 years	10	18
6-10 years	20	36
Over 11 years	25	46
Total	55	100

Source: Author (2021)

Figure 4.4 Work Experience



Source: Author (2021)

Table 4.4 and figure 4.5 indicate the response rate in terms of work experience. Based on the study findings 18% of the respondents had worked in the company for less than 5 years, 36% had worked in the company between 6-10 years while 46% of the respondents had worked in the company for more than 11 years.

4.1.5 Supplier Relationship and Tendering Process

This study sought to determine the effect of supplier relationship on tendering process in the public sector in Kenya; the study results were as follows;

Table 4.5: Supplier Relationship and Tendering Process

Statements		SD	D	N	A	SA	TO	ME	%	SD
							TA	AN	ME	
							L		AN	
Relationship with suppliers can take various structures going from straightforward evaluation to concentrated relationship	F	6	5	9	19	17	55	3.46	69.6	1.04
	%	10	8	17	33	32	100			
Supplier relationship has turned into a basic tendering process inferable from serious pressing factors, hazard alleviation, cost proficiency just as growing great organizations with key suppliers	F	10	10	6	17	12	55	3.17	63.4	1.32
	%	17	17	11	32	23	100			
The nature of relationships with specialists can profoundly affect the quality and degree of tendering process	F	8	5	7	20	15	55	3.21	64.2	1.29
	%	17	8	14	33	28	100			

The study results revealed that 69.6% (mean=3.46) of the respondents were of the view that relationship with suppliers can take numerous structures going from basic appraisal to escalated relationship, 63.4% (mean=3.17) were of the view that supplier relationship has turned into a basic tendering process attributable to serious pressing

factors, hazard moderation, cost proficiency just as growing great associations with key providers, 64.2% (mean=3.21) were of the view that the nature of relationships with experts can profoundly affect the quality and degree of tendering process.

4.1.6 Ethical Behavior and Tendering Process

This study sought to find out the effect of ethical behavior on tendering process in the public sector in Kenya; the study results were as follows;

Table 4.6: Ethical Behavior and Tendering Process

Statements		SD	D	N	A	SA	TO TA L	ME AN	% ME AN	SD
Ethical behavior is significant out in the open tendering process as it includes the consumption of public cash, and is dependent upon public examination	F	11	8	7	19	10	55	2.55	51	1.44
	%	18	17	12	35	18	100			
Ethics codes contain a couple of general standards or key qualities	F	11	8	5	18	13	55	3.37	67.4	1.22
	%	18	15	8	34	25	100			
Tendering process is a region that has for quite some time been perceived as being especially powerless against fraud and corruption	F	12	10	8	17	8	55	2.53	50.6	1.34
	%	20	18	17	28	17	100			

The study results revealed that 51% (mean=2.55) of the respondents were of the view that ethics codes contain a couple of general standards or key qualities, 67.4% (mean=3.37) were of the opinion that ethics codes contain a couple of general standards or key qualities, 50.6 % (mean=2.53) of the respondents were of the opinion

that tendering process is a region that has for quite some time been perceived as being especially powerless against fraud and corruption.

4.1.7 Government Regulation and Tendering Process

This study sought to establish the effect of government regulation on tendering process in the public sector in Kenya; the study results were as follows;

Table 4.7: Government Regulation and Tendering Process

Statements		SD	D	N	A	SA	TO TAL	ME AN	% M EA N	SD
Regulations are rules or strategies set to the side by a public area, division or the government in completing the tendering process	F	8	6	5	19	17	55	3.03	55.6	1.13
	%	13	10	8	37	32	100			
The public procurement system in Kenya has evolved from a crude systems without any regulations to a precise lawfully directed procurement system	F	8	10	7	15	15	55	3.14	62.8	1.22
	%	13	20	17	25	25	100			
Government offices require public areas to supply information on their labor for different purposes, like information consistence, or ability to execute certain agreements	F	5	10	10	18	12	55	3.11	62.2	1.28
	%	8	17	17	33	25	100			

The study results revealed that 55.6% (mean=3.03) of the respondents were of the view that regulations are rules or strategies set to the side by a public area, division or

the government in completing the tendering process, 62.8% (mean=3.14) were of the opinion that the public procurement system in Kenya has evolved from a crude systems without any regulations to a precise lawfully directed procurement system, 62.2% (mean=3.11) of the respondents were of the opinion that government offices require public areas to supply information on their labor for different purposes, like information consistence, or ability to execute certain agreements.

4.2 Limitation of the Study

Limitations are aspects of the study that might affect the results negatively (Mugenda and Mugenda, 2003). A major limitation was that some respondents refused to cooperate with the researcher because of lack of interest in the study. To overcome this limitation the researcher introduced the letter of introduction from Management University of Africa as a proof that the study was for academic purposes only. This involved asking the respondents not to reveal their identity on the research instruments and also giving them an opportunity to respond or not to reveal to any questions on the instruments. The respondents were assured that any information they give would be kept private and used for academic research only.

4.3 Chapter Summary

This chapter presented the presentation of the findings on gender, age and level of education, while finding of the specific objectives depended on supplier relationship, ethical behavior and government regulation and finally the limitation of the study which might affect the results negatively.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

5.0 Introduction

This chapter concentrates on the research questions driven from the study. It additionally summaries the findings as indicated by the research questions, recommends the study and conclusion.

5.1 Summary of Findings

The study results revealed that 69.6% (mean=3.46) of the respondents were of the view that relationship with suppliers can take numerous structures going from basic appraisal to escalated relationship, 63.4% (mean=3.17) were of the view that supplier relationship has turned into a basic tendering process attributable to serious pressing factors, hazard moderation, cost proficiency just as growing great associations with key providers, 64.2% (mean=3.21) were of the view that the nature of relationships with experts can profoundly affect the quality and degree of tendering process.

The study results revealed that 51% (mean=2.55) of the respondents were of the view that ethics codes contain a couple of general standards or key qualities, 67.4% (mean=3.37) were of the opinion that ethics codes contain a couple of general standards or key qualities, 50.6 % (mean=2.53) of the respondents were of the opinion that tendering process is a region that has for quite some time been perceived as being especially powerless against fraud and corruption.

The study results revealed that 55.6% (mean=3.03) of the respondents were of the view that regulations are rules or strategies set to the side by a public area, division or the government in completing the tendering process, 62.8% (mean=3.14) were of the opinion that the public procurement system in Kenya has evolved from a crude systems without any regulations to a precise lawfully directed procurement system, 62.2% (mean=3.11) of the respondents were of the opinion that government offices require public areas to supply information on their labor for different purposes, like information consistence, or ability to execute certain agreements.

5.2 Recommendations

5.2.1 Supplier Relationship

The researcher recommended that the organization should not just communicate with suppliers when a procurement need arises; they should also contact them to examine their future necessities and to decide how best to fulfill those requirements by cooperating in a group to reinforce the tendering process in the public sector.

5.2.2 Ethical Behavior

The researcher recommended that public officials should consistently behave ethically and fairly, including in their business undertakings. Professional ethics support transparency and responsibility in an offering interaction and give providers certainty to take part in the government marketplace.

5.2.3 Government Regulation

The researcher recommended that regulatory structure should create transparency between public sectors, individuals and corporations with whom they conduct business, in addition to other things.

5.3 Conclusions

From the study findings majority of the respondents agreed that supplier relationship affects tendering process in the public sector in Kenya. Therefore supplier relationship plays a key role in tendering process in the public sector in Kenya.

From the study findings majority of the respondents were of the view that professional ethics affects tendering process in the public sector in Kenya. Therefore professional ethics play a key role in tendering process in the public sector in Kenya.

From the study findings majority of the respondents were of the opinion that government policy affects tendering process in the public sector in Kenya. Therefore government plays a key role in tendering process in the public sector in Kenya.

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APPENDICES

APPENDIX I: LETTER OF INTRODUCTION

I'm a student of the Management University of Africa. As a partial requirement of the coursework assessment, i am required to submit a research report on: **FACTORS AFFECTING TENDERING PROCESS IN THE PUBLIC SECTOR IN KENYA**: a case study of ken gen. I would highly appreciate if you could kindly complete the questionnaire to assist me collect data. Your information alongside others will help me in my research and will be used strictly for academic purposes and will be treated as confidential, therefore, do not write your name on the questionnaire.

Thank you in advance

Yours faithfully

JUNE KWAMBOKA TUMBO

APPENDIX II: QUESTIONNAIRE

SECTION A: DEMOGRAPHIC INFORMATION

1. What is your gender?

Male ☐

Female ☐

2. What is your highest level of education?

Certificate ☐

Diploma ☐

Degree ☐

Masters ☐

Doctorate ☐

3. How long have you worked in this organization?

0-5 years ☐

6- 10 years ☐

Over 11 years ☐

For each of the statement below, please place a right tick as appropriate.

Note that: SA: Stand for Strongly Agree A: Stand for Agree U: Stand for Undecided D: Stand for Disagree SD: Stand for Strongly Disagree.

SECTION A

Supplier Relationship

Statements	SA	A	U	D	SD
Relationship with suppliers can take multiple forms ranging from simple assessment to intensive relationship					
Supplier relationship has become a critical tendering process owing to competitive pressures, risk mitigation, cost efficiency as well as developing good relationships with key suppliers					
The quality of relationships with consultants can have a profound effect on the quality and extent of tendering process					

SECTION B

Ethical Behavior

Statements	SA	A	U	D	SD
Ethical behavior is important in public tendering process as it involves the expenditure of public money, and is subject to public scrutiny					
Ethics codes contain only a few general principles or key values					
Tendering process is an area that has long been recognized as being particularly vulnerable to fraud and corruption					

SECTION C

Government Regulation

Statements	SA	A	U	D	SD
Regulations are rules or procedures put aside by a public sector, department or the government in carrying out the tendering process					
The public procurement system in Kenya has evolved from a crude system with no regulations to an orderly legally regulated procurement system					
Government departments require public sectors to supply data on their manpower for various purposes, such as data compliance, or competence to execute certain contracts					