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**THE INFLUENCE OF TENDERING PRACTICES ON SUPPLIER PERCEPTION ON SERVICE QUALITY IN
GOVERNMENT MINISTRIES: A CASE OF MINISTRY OF INTERIOR AND CO-ORDINATION OF NATIONAL
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ABSTRACT

The main objective of this research was to examine the influence of tendering practices on supplier perception on service quality in government ministries, a case of Ministry of Interior and Co-ordination of National Government, Kakamega County. This study adopted a descriptive survey research design. The study population involved the suppliers of the Ministry of Interior and Co-ordination of National Government in Kakamega County. Stratified and simple random sampling was used to determine the sample size of the respondents. The sample size for this population was 196 prequalified suppliers and 6 purposively sample staff. This gave a total of 202 respondents. Data was collected by a questionnaire and analyzed with the help of a Statistical Package for Social Sciences (SPSS version 24). Both descriptive and inferential statistics were used in analysis of the data. Descriptive statistics used percentages, frequencies, measures of central tendencies (mean) and measures of dispersion (standard deviation). Data was presented in tables. The reliability of the research instrument was ascertained by using the Cronchbach Alpha Coefficient. It was envisaged that the research findings would contribute to formulation of contract management policies by the Government and procurement professionals. It was found that respondents agreed that suppliers understood and followed tender rules and processes and were followed strictly by the Ministry. The study recommended that procurement officers need to ensure that during supplier appraisal they pay attention to financial stability, acquire supplier with long-term potential, supplier to meet price and quality set out, selected suppliers must deliver required materials on time and suppliers must meet the capacity to operate their transactions online.

Key Words: *Tendering Processes, Supplier Perception, Service Quality*

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INTRODUCTION

Many public institutions continue applying the old unproductive methods of procurement. There have been many complaints both by the public and the suppliers on the way things are done in both the public and private sector when it comes to procurement and service delivery. The government loses a lot of money due to incomplete projects or poor quality products and services offered. Most investigations point to shoddy procurement and contracting processes. Kenya is one of the countries where procurement is a fundamental function that impacts on effective or ineffective service delivery. There is no part of the National and County government service delivery that does not depend on procurement and yet the area remains a neglected field. It is expected that compliance to law, better risk assessment and cost effective procurement (Saleemi, 2010) will lead to improved and effective performance of public sector in Kenya. Service quality is considered to be one of the organization's management top competitive priorities that are important for the organization's growth. Parasuraman, Zeithaml, and Berry (1988) post that service quality and customer perception are related concepts, but they are not exactly the same thing. Perceptions about service quality are based on long term, cognitive evaluations of an organization's service delivery (Musaba, Musaba & Hoabeb 2014). Suppliers must experience a service before they can be satisfied or dissatisfied with the outcome and they may evaluate the levels of satisfaction or dissatisfaction, and then use the information to update the perceptions of service quality. A study by the World Bank (Government of Kenya, 2001) found that improvement in the procurement system had a direct impact on the overall economic conditions and reduced loss of resources.

According to Musaba, Musaba and Hoabeb, (2014) service quality is defined as global judgment or attitude relating to the overall excellence or superiority of the service. On the other hand,

service quality can be regarded as an assessment of how well a delivered service conforms to the client's expectations, needs and wants. Reputation is defined as a perception of past actions and future behavior is viewed not in isolation, but rather in the context of what others are doing in the marketplace (CIMA, 2007).

Bello and Bello (2017) did a study on the relationship between employees' empowerment in Nigeria, service quality and customer satisfaction used questionnaires to collect data and multiple regression analysis of the data. It was found that employee empowerment had a positive and significant influence on service quality. Services quality and customer satisfaction were found to be positively correlated.

Beshir and Zelalem (2020) examined the direct effect of e-banking service quality and how dimensions influence customer satisfaction and loyalty in Commercial Bank of Ethiopia (CBE) in Bahir Dar. Efficiency, reliability, responsiveness, easiness, product portfolio, privacy and cost, were the dimensions derived from servqual. It was concluded that these dimension directly influenced satisfaction and loyalty indirectly.

In Kenya, public institutions loose hundreds of millions of tax payer's money through cancelled contracts, unfinished projects due to poor service or product delivery. Suppliers complain of delays, lack of information on the status of their requests for goods and poor quality of goods and services. The government of Kenya spends between 10%–30% of GDP on procurement alone. Out of that, 5% goes to waste due to lack of proper management (Auditor general, 2015). Private sector is not an exception to this. This study, therefore, seeks to assess the influence of supplier perception on service quality in Government Ministries a case of Ministry of Interior and Co-ordination of National Government Kakamega County.

Objectives of the Study

The main objective of the study was to assess the influence of tendering practices on supplier

perception on service quality in government ministries. The study was guided by the following research hypotheses;

- **H01:** Tendering practice has no influence on supplier perception on service quality in government ministries

LITERATURE REVIEW

Theoretical Review on Servqual Theory

The theory that was used was the servqual model which measures the gap between expected service and perceived service and our problem was finding out if it was applicable in measuring service quality in national government ministries, from this model, data was collected on the expectations and perceptions of suppliers that will give results to our research questions on how suppliers perceive service quality and what dimensions consumers are satisfied with. Thereafter, solutions to the problems are obtained and necessary improvements made.

The Servqual model was used as main concept to assess service quality and customer satisfaction. This means that customer satisfaction could be measured using the various service quality dimensions. This was because it was important to be aware of how customers perceive service quality in government ministries and the factors that affect these perceptions. The Servqual model has apparently not been used to measure service quality and customer satisfaction in the in government ministries, it was necessary for us to close this research gap. This also enabled us to assess the applicability of the Servqual model in this context. The study also identified the dimensions of service quality in government ministries they are satisfied with from the established dimensions by Parasuraman *et al.*, (1988). These questions were answered using quantifiable data collected from respondents and enabled us come out with findings and conclusions on how customers perceive service quality and what dimensions bring satisfaction to them.

Empirical Review

In a comparative study between clients and contractors on competitive tendering, Byung (2015) found no difference between the them in terms of their opinion. According to Nyabane (2013), various procurement contracting are being used in Kenya in the building aviation transport and construction sectors.

In his study Bakari (2015), found that procurement practices used by government significantly influenced service delivery. This study used a target population of 351 staff. A sample of 175 respondents was obtained using stratified random sampling. The design was descriptive. Data was primarily collected using questionnaires. Both quantitative and qualitative data analysis were used. Correlation and multivariate regression analysis were used to establish the relationship between the independent and dependent variables. 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 & Farrington, 2006). Tendering is based on the principles competitiveness, fairness and accessibility, transparency, openness and probity (World Bank, 2008).

Njoki (2018) assessed how competitive procurement practices influenced on service delivery in public Hospitals in Nakuru by establishing placing bids, supplier evaluation criteria, capacity and use technology in the bidding process. Using a census of 5, 63 and 12 procurement officers, head of departments from user departments and medical officers respectively. Used both quantitative and qualitative data questionnaires for data collection. Descriptive and inferential statics were used for data analysis. It was found that bid placing, evaluation criteria, supplier capacity and technology R of 0.758, 0.477, 0.478 and

0.649 respectively hence had a positive correlation with service delivery.

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). Tendering language in Botswana is very similar to that employed by the World Bank. The Botswana Ministry of Finance is the ministry responsible for government procurement of consulting work. Although in the past the rules concerning procurement were very complicated and open to conflicting interpretations, in 2001 these rules were simplified and consolidated under one law: the Public Procurement and Asset Disposal Act (No 10 of 2001). Under this law, the Central Tender Board was renamed the Public 11 Procurement and Asset Disposal Board. The District Tender Boards were reconstituted as Procurement and Asset Disposal Committees operating within the District administrations but answerable to the central PP&ADB in the capital, Gaborone (GOK, 2004). The main aim of the Botswana procurement policy is to ensure that the system is not corrupt. Nevertheless, a system of granting of preferences is permitted in the Botswana tendering system. As race is downplayed as a factor in Botswana society, such preferences do not depend on race, disability or gender (Jodie, 2004). In Botswana the system of preference is based on whether the consultancy or contracting company is owned by Botswana citizens. Only in the case of disasters or calamities are certain other preferences permitted: Section 66 of the Act makes provision for preferences to be made to "specific, disadvantaged women's communities and regions and areas subject to occasional calamities." The Botswana government draws a distinction between contractors and consultants. In order to qualify for the preferences, consultants and contractors are required to register on separate service provider databases, and to obtain a registration number (World bank, 2008). The Botswana government recognizes 3 categories of tenders: restricted tender - i.e.

tenders reserved for Botswana citizens only, up to a maximum value of P4 million (four million pula), National competitive bid - i.e. where citizens of other countries may bid but preference may be granted according to the shareholding or composition of the tendering consortium, for contracts of up to a maximum value of P50 million, open competitive bid - i.e. for contracts of over P50 million no reservation or preference is permitted, and international competition is encouraged. (Shash and Abdul-Hadi, 1992) Before being allowed to tender for government contracts in Botswana, a consultant must register on the PP&ADB database of consultants. 12 Before being permitted to register as an independent consultant in Botswana, a foreign national must have worked in Botswana for 1 year. Only consultants and contractors who are registered with the PP and ADB are permitted to tender for restricted tenders and national competitive bids. Open competitive bidding is open to all companies, even those without a presence within Botswana. To register with the PP and ADB, Botswana citizens fill in CTB Form No 6, while foreign nationals fill in CTB Form No 7. All government tenders are published in the Botswana Government Gazette, which comes out once a week on Fridays, although lately the gazette has been appearing on Mondays. All IT tenders are advertised on the Botswana government website as well. Government tenders are also published in the local Botswana newspapers (Jodie, 2004). The law guiding Kenyan Public entities choice of Procurement Procedures in the Public Procurement and Disposal Act 2005 (PPOA, 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 maximize economy and efficiency to promote Integrity and fairness of procurement procedures, to increase transparency, and accountability and to increase public confidence in public procedures (Public

Procurement and Disposal Act 2005). In Beijing, according to the new circular strengthening the bidding and Tendering process dated 17th January, 2012, the establishment of fair, competitive and transparent bidding and tendering process is essential for market oriented reforms. Especially for the construction Industry (Beijing Regulation No 12 of 2011).

In Kenya, the procurement systems had other institutional weaknesses that not only undermined its capacity for carrying out their mandates effectively but also led to a public perception that the public sector was not getting maximum value for money spent on procurement. In 1990s, Lewa (2007) indicates that there was a concern among Kenya's development partners, civil society, and the citizenry about the need to have a sound legislative and institutional framework to govern the public procurement sector in Kenya. Towards the end of 1990s, enactment of legal and institution frameworks which were necessary to streamline the management of public procurement sector in Kenya was a condition for development assistance from western countries, the World Bank and International Monetary Fund. The delay by the then KANU regime to enact a sound legal framework to guide the management of public procurement resulted in the suspension of aid to the country in 2000 by western countries, World Bank and International Monetary Fund. According to Odhiambo and 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.

According to Quatri (2015) SERVQUAL can be looked at in terms of responsiveness, assurance, empathy, tangible and reliability. In many developing countries, the issue of Organizational Service quality is a challenge that needs to be addressed given the low quality of service provision and the pressing needs of the poor (Besley & Ghatak, 2007). Khalid (2010) supports this view when he states that local councils in Malaysia continue to face pressure to improve

their Organizational Performance. The increased level of education of the population has led to a more vocal and more discerning citizenry that expects better services and accountability from government. Moreover, rapid industrialization and urbanization of countries have created a challenging environment for the government (Khalid, 2010). Tamrakar (2010) affirms that in Nepal, organizational Service quality in the public sector has remained lower than what was targeted when Nepal announced delivery of public services to its people through a planned development effort.

In their paper Hensley and Utley (2019) integrated reliability tools and dimension of service quality to analyze the how customers perceive errors to come up with to classify service error through framework. In the developed world however there has been an official and popular support for devolution strengthening as the citizens can clearly see its fruits. For instance the USA is well known for its significant improvements in ensuring contract management practices in its devolved units which has seen an explosion in development of infrastructure for economic sustainability. The rural communities in the USA have grown to enviable levels and most of the devolved units are deemed semi or partially autonomous (Kelegama, 2011). Ever since the introduction of counties in Latin America development planners and academic scholars have underlined the role co-operatives should and do play in stepping-up development.

Regionally, the problem of poor organizational Service quality due to poor contract management practices or culture is a problem that is faced by many towns in the world, especially in Africa and other developing countries. Humphreys (1998) alluded to the fact that, delivery of services has a direct and immediate effect on the quality of the lives of the people in a given community. Poor services can make it difficult to attract business or industry to an area and it will also limit job opportunities for residents (Humphreys, 1998). Hence, as Besley and Ghatak (2007) indicate,

improving organizational Service quality in the public sector is one of the biggest challenges worldwide.

For instance Gwayi (2010) argues that municipalities in South Africa face serious challenges in implementing strategies to foster organizational Service quality in the public sector that will enhance existing structures in the sphere of local government. He points towards the need for strategies to improve Organizational performance. To date, there are limited studies that have formally investigated the causes of poor organizational Service quality and the strategies that can be implemented to improve the Service quality in local authorities.

METHODOLOGY

This study adopted a descriptive survey research design. The total population of prequalified suppliers for this study was 406 respondents comprising of 400 suppliers and 6 procurement staffs. The study adopted stratified and simple random sampling. Stratified sampling ensured that the three groups of goods; works and service were represented followed by simple random sampling so as to give equal chances of the respondents to participate in the study thus avoiding bias. Purposive sampling was used to get 6 staff procurement officers. In determining the sample size the study used Morgan and Krejcie 1970 table that indicates a sample size for a given population which according to population of 400 the sample size was 196. 6 procurement staff that were sampled purposively. The study used five likert scale questionnaires structured (closed-ended) questions to collect data from respondents. Questionnaires are convenient to administer when handling a large group of respondents and economical to use in terms of time and money. A pilot study was carried out in the County Government of Kakamega, Supply chain department and finance and accounting section to test the tools.

Data analysis was done using both qualitative and quantitative methods. Descriptive data analysis techniques were used to measure central tendencies and dispersion where applicable. It was presented in tables in terms of frequencies and percentages.

FINDINGS

Descriptive Results for Tendering Processes

So as to find the tendering process, the respondents were asked to respond to a number of statements. The study wanted to know whether or not suppliers understood and followed tender rules. Results showed that 50% of the respondents agreed that the suppliers understood and followed tender rules and 25% strongly agreed, 15% disagreed, 5% strongly disagreed while only 5 % felt were undecided. This therefore implied that suppliers understand and follow tender rules. The study also sought to know whether or not tender processes were followed strictly by the Ministry. Findings showed that 60% of the respondents strongly agreed that the tender processes were followed strictly by the Ministry 15% agreed while a similar percentage disagreed on the same issue. Only 10% were undecided. This showed that tender processes were followed strictly by the Ministry.

The researcher further wanted to know if invitation to tender is released on time and bids are given transparently. The findings showed that at least 80 % agreed that the invitation to tender were released on time and bids were given transparently, 5% strongly disagreed, 10% disagreed while 10% were undecided. This meant that, invitation to tender was released on time and bids were given transparently. The study also wanted to ascertain whether or not contracts were entered between the ministry and successful bidders. The majority 65% strongly agreed, 15 % agreed while those who were undecided were 5% that contracts were entered between the ministry and successful bidders. 10% strongly disagreed while 5% disagreed. This implied that contracts

were entered between the ministry and successful bidders.

Lastly, the study asked whether bids were evaluated against set out criteria, 80% either agreed or strongly agreed, 15% strongly disagreed and 5% were undecided this showed that the majority of the respondents were off the view that bids are evaluated against set out criteria. From

the table below, the respondents agreed, 3.996, that suppliers understand and follow tender rules, tender processes were followed strictly by the Ministry, invitation to tender were released on time and bids were transparently given, bids were evaluated against set out criteria and contracts were entered between the ministry and successful bidders influenced perceived quality service.

Table 1: Descriptive Results of Tendering Processes

Statement	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree	Total	Mean	Std. Deviation
Suppliers understand and follow tender rules	9(5%)	27(15%)	9(5%)	90(50%)	45(25%)	180(100%)	3.6667	1.128
Tender processes are followed strictly by the Ministry	0(0%)	27(15%)	18(10%)	27(15%)	108(60%)	180(100%)	4.1278	1.158
Invitation to tender are released on time and bids are transparently given	9(5%)	18(10%)	9(5%)	81(45%)	63(35%)	180(100%)	3.8778	1.146
Contracts are entered between the ministry and successful bidders	18(10%)	9(5%)	9(5%)	27(15%)	117(65%)	180(100%)	3.9722	1.492
Bids are evaluated against set out criteria	27(15%)	0(0%)	9(5%)	36(20%)	108(60%)	180(100%)	3.9722	1.492
Average							3.996	1.238

Inferential Results on Tendering Practices

The means of tendering practices and supplier perception service quality in government ministries were regressed. The purpose of this analysis was to find the causal relationship between tendering practices and Supplier perception service quality in government ministries. This aided in testing the

hypothesis of the study that posits, H0₁: Tendering practices has no statistical significant effect on Supplier perception service quality in government ministries. This was tested using significance of R square and Regression coefficient at 95.0% confidence level. Results were represented in table 2.

Table 2: Model Summary**Model Summary^c**

Model	Change statistics							
	R	Adjusted R Square	Std. Error of the Estimate	R change	Square F change	df1	Sig. F change	
1	0.510 ^a	0.260	0.76894	0.260	118.737	1	0.000	

a. a. Predictors: (Constant), Tendering practices

b. c. Dependent Variable: Supplier perception service quality in government ministries

Table 3: ANOVA⁰

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	70.206	1	70.206	118.737	0.000 ^b
	Residual	199.850	179	0.591		
	Total	270.056	181			

a. Dependent Variable: Supplier perception service quality in government ministries

b. Predictors: (Constant), Tendering practices

Table 4: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Correlations		
		B	S.E.				Beta	Zero order	Partial
1	(Constant)	1.914	0.167		11.445	0.000			
	Tendering practices	0.541	0.050	0.510	10.89	0.000	0.510	0.510	0.510

a. Dependent Variable: Supplier perception service quality in government ministries

b. Predictors: (Constant), Tendering practices

There was evidence that there is a linear relationship between Tendering practices and Supplier perception service quality in government ministries; the correlation coefficient (R) of 0.510 indicated moderately strong positive linear relationship. This implied that tendering practices has a significant and moderate strong relationship with the supplier perception service quality in government ministries. The coefficient of determination, R-square of 0.260 implied that 26.0% of the variance in supplier perception service quality in government ministries was explained by tendering practices. The significance value was 0.000 which was less than 0.05 thus the model was statistically significant in predicting the effect of tendering practices on Supplier perception service quality in government ministries.

The unstandardized regression coefficient (β) value of Tendering practices was 0.541, correlation

coefficient (β) of 0.510 and with a t-test of 10.89 and significance level of $p = 0.000$, which further confirmed existence of a significant and moderate strong positive linear correlation between Tendering practices and Supplier perception service quality in government ministries At 5% level of significance and 95% level of confidence, tendering practices is significant in predicating the degree of supplier perception service quality in government ministries. The regression equation to estimate the relationship between tendering practices and supplier perception service quality in government ministries was stated as:

$$PSQ = 1.914 + 0.541TP$$

An F-significance value of $p = 0.000$ indicated that there was a probability of 0.00% from the regression model to accept the null hypothesis. The first research hypothesis posited H_{01} : Tendering practices has no significant effect on

supplier perception service quality in government ministries. Thus, the model was significant and therefore the null hypothesis was rejected on the ground that tendering practices had a significant and moderate strong positive linear correlation with supplier perception service quality in government ministries.

Previous studies supported the above findings. Njoki (2018) assessed how competitive procurement practices influenced on service delivery in public Hospitals in Nakuru by establishing placing bids, supplier evaluation criteria, capacity and use technology in the bidding process. Using a census of 5, 63 and 12 procurement officers, head of departments from user departments and medical officers respectively. Used both quantitative and qualitative data questionnaires for data collection. Descriptive and inferential statistics were used for data analysis. It was found that that bid placing, evaluation criteria, supplier capacity and technology R of 0.758, 0.477, 0.478 and 0.649 respectively hence had a positive correlation with service delivery.

Descriptive Findings for Supplier Perception of Service Quality

From the table, the response was 10% disagreed strongly, 5% disagreed, 5% were undecided, 30% agreed, 50 strongly agreed that contracting practices are easy to adopt and use. From the response were 35% disagreed, 5% were undecided, 25% agreed while 35% strongly agreed tenders are competitive and fairly awarded. From the response were 10% disagreed strongly, 20% disagreed, 10%

were undecided, 30% agreed, while 30 strongly agreed that there is openness and transparency in issuance of Ministry tenders. The majority seemed to indicate that there is openness and transparency. From the table, the response was 10% disagreed strongly, 5% disagreed, 5% were undecided, 30% agreed, 50 strongly agreed that there has been improved delivery of services due to the tendering practices. On whether or not the respondents trust the tendering process to deliver its intended goals, 10% disagreed 15% were undecided, 30% agreed and 45% strongly agreed. The majority trust that the tendering process can deliver its intended goals.

Contracting practices are easy to adopt and use 3.9944, tenders were competitive and fairly awarded 3.5333, there is openness and transparency in issuance of Ministry tenders 3.4278, there has been improved delivery of services due to the tendering practices 4.1611, I trust the tendering process to deliver its intended goals 3.9667. Overall, the respondents agreed that tendering practice influence perception of quality services. On the issue of contracting practices being easy to adopt and use was 3.9944, tenders are competitive and fairly awarded was 3.5333, there is openness and transparency in issuance of Ministry tenders was 3.4278, there was improved delivery of services due to the tendering practices 4.1611, that they trust the tendering process to deliver its intended goals was 3.9667 averaging 3.81666. From the summary table, it was evident that contacting practices positively influence supplier perception on service quality at Ministry of Devolution and Interior as shown in table 5.

Table 5: Descriptive Findings for Supplier Perception of Service Quality

Statement	SD	D	U	A	SA	Total	Mean	Std. Deviation
Contracting practices are easy to adopt and use	18 (10%)	9 (5%)	9 (5%)	54 (30%)	90 (50%)	180 (100%)	3.9944	1.326
Tenders are competitive and fairly awarded	0 (0%)	63 (35%)	9 (5%)	45 (25%)	63 (35%)	180 (100%)	3.5333	1.274
There is openness and transparency in issuance of Ministry tenders	18 (10%)	36 (20%)	18 (10%)	54 (30%)	54 (30%)	180 (100%)	3.4278	1.362
There has been	0	18	27	54	81	180	4.1611	.940

improved delivery of services due to the tendering practices	(0%)	(10%)	(15%)	(30%)	(45%)	(100%)		
I trust the tendering process to deliver its intended goals	18	9	9	54	90	180	3.9944	1.326
	(10%)	(5%)	(5%)	(30%)	(50%)	(100%)		
Average							3.81666	1.18117

Previous studies were supported by the above findings. For instance Gwayi (2010) argues that municipalities in South Africa face serious challenges in implementing strategies to foster organizational Service quality in the public sector that was enhance existing structures in the sphere of local government. He points towards the need for strategies to improve Organizational performance. To date, there are limited studies that have formally investigated the causes of poor organizational Service quality and the strategies that can be implemented to improve the Service quality in local authorities.

CONCLUSIONS AND RECOMMENDATIONS

The study evidenced that there is a linear relationship between tendering practices and supplier perception service quality in government ministries; the correlation coefficient (R) of 0.510 indicated moderately strong positive linear

relationship. The research hypothesis posited H_{01} : Tendering practices has no significant effect on supplier perception service quality in government ministries. Thus, the model was significant and therefore the null hypothesis was rejected on the ground that tendering practices has a significant and moderate strong positive linear correlation with supplier perception service quality in government ministries.

From the results of the study, it was recommended that management of suppliers needed to understand and follow tender rules. The tender processes should be followed strictly, invitation to tender should be released on time and bids transparently given, bids evaluated against set out criteria and contracts are entered between the ministry and successful bidders if the tendering process to enhance perception of quality services by suppliers.

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