

DETERMINANTS OF EFFECTIVE TENDERING MANAGEMENT ON PROJECT PERFORMANCE A CASE OF SELECTED DEPARTMENT IN TRANS NZOIA COUNTY

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Abstract: The purpose of the study was to establish the determinants of effective tendering management on project performance in Trans Nzoia County. The specific objectives of the study included the following; to evaluate the effect of customer satisfaction on project performance on project performance in Trans Nzoia County. The study adopted a descriptive research design where the target population was the procurement, public works, finance and monitoring and evaluation departments because they have been in respectively been involved in the tendering in Trans Nzoia county. The target population of the study consisted of 142 staffs. The methods of data collection was questionnaire interview and observation. Data was analysed using regression analysis model and analysis of variance through the SPSS package. From the finding customer satisfaction have a significant effect on project performance in Trans Nzoia County. The study recommended that The management of procurement in TransNzoia County should provide training to the employees to enable learn on ways of making themselves more productive in order in provision quality delivery within the set deadlines. The management of procurement of procurement and tender process in TransNzoia County should be transparent and accountable in their process to facilitate organizational performance. The organisation should be flexible in the operations to build strong relationship with their partners for shared ownership and achievement of goals and reduction of customer complaints for high performance. The organization should ensures adequate communication with stakeholder's prior during and after tender/project process in keeping them updated with current issues in procurement. The organisation should manage issues and conflicts between various stakeholders by well-set technical teams by make inquiries of resource that projects require and encourage the customer feedback assessments to find out the grievances of their customers for proper provision of services.

Keywords: tendering management, project performance, procurement, public works, finance, provision of services.

1. INTRODUCTION

Many tendering jobs are awarded based on previous success stories; the county government uses this database of renowned performers in the tender awarding. Trans Nzoia county has had some development activities most of which have been granted on a tender basis. The performance of which has been evaluated before during and after the project has completed. There are recorded success stories and failures in the tendering awarded. Notwithstanding tender opportunities

is part of the phenomenon of tendering, often viewed as a consequence of a significant push by governments as well as individual employers in industrialized nations to develop a more flexible labor market and to reduce labor costs (Golden and Appelbaum, 1992, cited in Rogers, 2000). An alternative view, however, is that the tendering opportunity in itself is actively engaged in promoting its growth and preventing regulation (Gono, 1997, cited in Rogers, 2000). Globally, procurement departments are under pressure to reduce costs while maintaining timeliness and quality. Inconsistent procurement policies can result in the cancellation of projects, cost overruns and delays, staff dissatisfaction and litigation. Procurement policies must reflect the needs of the organization in question. After policies have been established, selecting the right electronic tendering tools and techniques through careful analysis can help you meet your procurement challenges (MERX, 2009). Currently, economic environment, organizations of all types and sizes that were once merely encouraged to improve procurement processes and reduce costs have now been mandated to do this. Procurement and tendering are at the forefront for every organization that is looking to improve efficiency, which can be a difficult challenge with various levels of management focusing on solving their own business problems. Procurement departments are often required to make this happen with fewer resources available to them (Govert & Telgen, 2002).

The current legal framework of public procurement within the European Union aims to introduce a discipline of regulation in the relevant markets and in particular, to ensure that undertakings from across the Single market and beyond have the opportunity to compete for public contracts by removing legal and administrative barriers to participation in a cross-border tender. This is achieved by ensuring equal treatment and by abolishing any scope for discriminatory purchasing through enhanced levels of transparency and accountability. Bovis (2012) indicated that prior to the adoption of procurement rules on European level, market access was not sufficiently realized due to Member States' protecting measures and preferential purchasing practices (Govert & Telgen, 2002). Moreover, the resulting distortion of competition prevented an efficient spending of tax payer's money. According to José M. Peiró et al. (2010), a permanent tendering of employment is a valuable extrinsic reward in the labor market, characterized by its increased flexibility and its associated higher job temporality. Nonpermanent employees report more perceived job insecurity than do their permanent counterparts (Parker et al., 2002). If employees take advantage of this stability in their jobs, then they could also feel less relatively deprived, and their satisfaction will suffer less damage and consequently affecting their performance. In recent years and times, management or governance of tendering processes within government has come to the forth. Reality has finally dawned on government that there are few suppliers in the country and they know each other, so it is easy for them to take advantage of systems (weaknesses), and there is a need to invite international suppliers to bid (WEBSTER, 2008). Given the size and amount that government spends, it is important that leaders in government must recognize that tendering is a management function that is central to operations. Therefore it should be treated at a senior management level.

In countries such as South Africa, tendering process is central to national government. The goods and services bought by national government in South Africa represent a large amount of public money, and it is very important that national government put in place measure to manage how these goods and services are acquired. In the main government acquire goods and services through tender system and the focus of the study was tendering process in national government in South Africa. The amount of public resources that national government uses in the tendering process is huge and is approximately over 20% of GDP, which has direct implication for service delivery and job creation as well as redressing past discrimination by empowering designated groups of peoples to receive preference in tendering (Ngobeni, 2011). In Kenya, tendering and procurement Process is governed by the Public Procurement and Asset Disposal Act 2015. The Act provides procedures for efficient public procurement and for assets disposal by public entities (AGPO, 2016). The report further indicates that the legislation came into effect on 7 January 2016, repealing the previous Public Procurement and Disposal Act of 2005, and all state organs and public entities within Kenya are required to comply with this law in regard to planning and undertaking procurement, inventory management, asset disposal and contract management, except where the provisions of the Public Private Partnership Act, 2013 already apply to procurement and disposal of assets, or where procurement and disposal of assets takes place under bilateral or multilateral agreements between the Government of Kenya and any other foreign government or multilateral agency.

The 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 (AGPO, 2016). In view of the above shortcomings it was found necessary to have a law to govern the procurement system in the public sector and to establish the necessary institutions to ensure that all procurement entities

observe the provisions of the law for the purpose of attaining the objectives of an open tender system in the sector. Consequently the establishment of the Exchequer and Audit (Public Procurement) Regulations 2001 which created the Public Procurement Directorate (PPD) and the Public Procurement Complaints, Review and Appeals Board (PPCRAB) (Gathu, 2015).

Tendering can be defined as a competitive process of bidding for the delivery of goods or services under the terms of a contract. It therefore involves preparing a written tender to demonstrate ones capability, as a potential supplier, of meeting the purchasing body's requirements (Hallwood, 2012). As in any public procurement, the usual process should be a competitive process, in that there will be a tender to gather competitive bids to select an awardee among a number of candidates. The key benefits of the tendering process include among others No Nepotism: Tenders or bids are evaluated on the basis of certain predetermined criteria, such as price, quality and value for money. It also encourages Competition: The process of tendering helps promote a competitive market (Batoev & Schlosser, 2013). Despite this benefits, tendering jobs are often considered risky especially in with security; insecure employees appear less loyal to their companies, more concerned about their careers, and less willing to go the extra mile at work. A focus on employment relations at work and the cultural and individual factors influence how people will respond and perform. Trans Nzoia County has had many tendering jobs executed within the county. A number of this tendering jobs have been performed well while others not well as compared to a permanent job where individuals assigned to duties have been performing moderately well. Therefore this research study sought to evaluate the effect of customer satisfaction on project performance in Trans Nzoia County.

2. EFFECT OF CUSTOMER SATISFACTION ON PROJECT PERFORMANCE IN TRANS NZOIA COUNTY

Customer satisfaction is defined as an "evaluation of the perceived discrepancy between prior expectations and the actual performance of the product" (Tse and Wilton, 1988, Oliver 1999). Satisfaction of customers with products and services of a company is considered as most important factor leading toward competitiveness and success (Hennig-Thurau and Klee, 1997). Customer satisfaction is actually how customer evaluates the ongoing performance (Gustafsson, Johnson and Roos, 2005). According to Kim, Park and Jeong (2004) customer satisfaction is customer's reaction to the state of satisfaction, and customer's judgment of satisfaction level. Customer satisfaction is very important to project performance as according to Deng et al., (2009) the ability of a service provider to create high degree of satisfaction is crucial for product differentiation and developing strong relationship with customers. Customer satisfaction makes the customers loyal a given project manager. Previous researchers have found that satisfaction of the customers can help the brands to build long and profitable relationships with their customers (Eshghi, Haughton and Topi, 2007). Though it is costly to generate satisfied and loyal customers but that would prove profitable in a long run for a firm (Anderson, Fornell and Mazvancheryl, 2004). Therefore a firm should concentrate on the improvement of service quality and charge appropriate fair price in order to satisfy their customers which would ultimately help the firm to retain its customers (Gustafsson, Johnson and Roos, 2005).

It is a common phenomenon that the services a brand offers and the price it charges actually determine the level of satisfaction among its customers, than any other measure (Turel et al. 2006). Customer's involvement is also important as when buyer consider the product important and invests time to seek information then it ultimately enhances the satisfaction level (Russell-Bennett, McColl- Kennedy and Coote, 2007). This satisfaction may influence the concerned company by repurchase, purchase of more products, positive word of mouth and willingness of customer to pay more for the particular brand. Any business is likely to lose market share, customers and investors if it fails to satisfy customers as effectively and efficiently as its competitors is doing (Anderson, Fornell, and Mazvancheryl, 2004).

Customer satisfaction is a critical concept for customer success professionals to understand as it's actually about more than a money-back guarantee. Customer satisfaction can be viewed as a measurement used to quantify the degree to which a customer is satisfied with a product, service, or experience. In practice, this could be executed using many different survey design tactics, such as differing questions, survey response scales, and collection methods. Sometimes, we collect these measures right after a transaction or other times at a fixed date in the customer relationship. Sometimes we use a five-point Likert scale. Customer satisfaction is simply the absence of customer frustration. The dissonance theory presumes that a person who expects a high value product and receives low value product would recognize disparity and experience a cognitive dissonance (Project Management Insitute., 2011). According to this theory, the existence of

dissonance produces pressures for its reduction, and can be achieved by adjusting the perceived disparity. The theory states "post exposure ratings are primarily a function of the expectation level because the task of recognizing disconfirmation is believed to be psychologically uncomfortable. Hence consumers are posited to perceptually distort expectation-discrepant performance so as to coincide with their prior expectation level" (Tavokol, 2011).

Earlier research provided empirical evidences about the positive impact of customer satisfaction on individual performance (Igarria & Tan, 1997). For instance, Guimaraes and Igarria (2009) discovered that end user satisfaction has significant relationship on end-user job performance in server/client. In addition, Hou (2012) found that user satisfaction has strong direct influence on user's performance in business intelligence systems context. Moreover, DeLone and McLean (2007) mentioned the possible influence of user satisfaction on user's performance. Content refers to the degree of which a system user experiences the availability and the accuracy of the needed information in the system and the level of effort required to get it (Gathu, 2015). In e-procurement system discipline, in addition to the re-designing of the procurement process, content organization is another essential factor for successful e-procurement system implementation (Smeltzer, 2001). The principle concept of e-procurement system is to involve the end-user during the tendering process through a multi-supplier e-catalogue which reduces procedure replication like re-entry of data in the supply chain for requested products or services. Therefore, the provision of product information is crucial in tendering as a whole. Project Performance is defined as the extent to which the product development process has been undertaken as well as performance of the delivered system from the view point of the users" (Jiang, J., 2004) Taking the notion of project performance by Nidumolu (1996), Jiang, Klein (2004) suggested that the project performance should be studied from the perspective of product performance as well as process performance. Performance has been described as "the degree of achievement of certain effort or undertaking". It relates to the prescribed goals or objectives which form the project parameters (Chitkara, 2005).

Projects are the principal means by which we change our world (Pinto, 201). Project management and project portfolio management have developed significantly, from an operational discipline in the mid-1900s to being viewed as a primary contributor to achieving an organisation's strategy in the early 21st century (Srivannaboon, 2005). This acknowledgement of their strategic importance was accompanied by renewed focus on project success, but such success was found to be elusive.

The erstwhile definition of project success as compliance with schedule, cost and quality requirements, the so-called iron triangle (Atkinson, 1999), has limitations and there is little agreement in research on what constitutes project success (Shenhar, Dvir, Levy, & Maltz, Project success: a multidimensional strategic concept, 2002). The definition of project success has changed and matured during the past 40 years. Key questions when defining it relate to how much of the project lifecycle, the product lifecycle and the organisational lifecycle are included. Can the project be a success if the product fails to satisfy key stakeholders, or is the project a success if the organisation fails? The study focuses specifically on time-critical projects, where the strategic performance of the organisation is at risk if projects are not completed in time. From project management perspective, it is all about meeting or exceeding stake holders' needs and expectations from a project. It invariably involves placing consideration on three major project elements i.e. time, cost and quality. (Project Management Institute, 2004). It has been pointed out that, in today's highly competitive and uncertain business environment, the client who is the major stakeholder, want speedier delivery of their project with early start of construction work, certainty of performance in term of cost, quality and time, value for money for their investment, minimal exposure to risk and early confirmation of design and price or cost (Shrestha, 2013). Although many tend to focus on the elements of cost, quality and time, all others are also important parameters of project performance.

Performance measurement is an effective tool to assess the performance of a project and assist organizations in understanding of project successes and failures in the past and how this understanding can be used to plan for future improvements and developments. Although project comparison is considered an important measure of project performance, little research is available in this field. Project performance based on comparison can develop new strategies to make significant improvements in decreasing project duration, reducing project cost, and meeting project scope. KPIs are a type of performance measurement used to evaluate the success of an organization or project. The three basic constraints in project management are time, cost, and scope, which are often used to measure the performance of projects. Lindhard and Larsen (2015) conducted research on the key process factors that affect project performance, indicating that cost and time are directly measurable, unlike scope and quality, which are subjective and therefore complex to measure.

Lech (2013) found that over time, it matters less whether a project has met its timelines and constraints. In most cases, it is completely irrelevant after approximately one year. In contrast, after project completion, the impact on customer and customer satisfaction becomes more relevant.

On the part of project managers involved in tendering, reporting project performance is a key function of successful project management. The project team and stakeholders must be kept well-informed on project status at regular intervals throughout the project as well as when any changes are made to the project. There are many project characteristics which can be included in the Project Performance Report. Some of these include analysis of project performance to date, risk and issue status, work completed during current reporting period/next reporting period, significant accomplishments, forecasts, variance analysis, and project changes. While there's no standard format, the project manager should meet with the project sponsor and key stakeholders in order to agree to a format and what will be included in the performance report. They should also agree on how often the report will be distributed. These agreements should be documented in the Project Communications Management Plan. The Project Performance Report should always be distributed to the meeting participants in advance of any meetings to allow time to review the content. Project success and failure is related to stakeholders' perceptions of the value created by the project and the nature of their relationship with the project team. The project's success, or failure, is strongly influenced by both the expectations and perceptions of its stakeholders, and the capability and willingness of project managers to effectively manage these relationships within the organization's political environment (Derek, Walker, & Bourne, 2008). Yun, Choi, Oliveira, and Mulva (2016) developed performance metrics for phase-based capital project benchmarking and created a summary of KPIs, which is shown in table 8. This table shows that cost, schedule, and quality are the most frequently used KPIs for measuring the performance of projects (scope is considered part of quality).

Successful project management depends on balancing the conflicting requirements of managing within the constraints of time, cost and quality to deliver the defined strategic benefits to the performing organization through a temporary organizational structure. At the same time the needs and expectations of the project's stakeholders must be managed within an environment of uncertainty and ambiguity. When projects fail, the performing organization is affected because some aspect of its strategic objectives will not be delivered as planned, scarce resources will be wasted and individuals and groups such as stakeholders who had expected some benefit from the outcome of the project will be negatively impacted (Bourne & Walker, 2005). This section explores definitions of project success (and failure) in the context of the extended definition of a project and the causes of project failure. A model of project success that integrates the many causes of project failure found in the literature is developed. Research into project failure has attempted to quantify its impact on organizations.

Prevailing research have established that there exists quite a connotation amongst various factors and procurement performance. However, the experiential and theoretical literature reveal that the present studies on factors affecting procurement performance in the private sector does not quite represent the developing economies in Africa and more so Kenya. A lot of studies on the factors affecting procurement are actually more in many developed and stable economies such as Europe, America, and Canada. A study by Karanja and Kiarie (2015) proposed the development of guidelines and policies to streamline project tendering of the private segment just like in the public sector. Many commentators criticize the existing theories that explain factors that influence and determining effective tendering management on project performance. There is no accurate measurement of tendering performance because there are numerous processes that result into purchasing performance as it not a remote function. A study by Kiage (2013) on the way allocation of resources, planning, managing contracts and the competence of the personnel affects purchasing performance; fails to conclusively measure performance. Uniform procurement measurement systems provide a challenge because procurement is not a standardized process and because of issues such as policies, responsibilities, procedures, and organization then it varies extensively from an organization to the other.

Previous studies in the developing countries have shown that many organizations have succeeded in improving effective tendering performance by applying tactical purchasing strategies such as sourcing from numerous suppliers, worldwide sourcing as well as involving and developing suppliers. Nonetheless, there does not exist studies that explain how each of the sourcing strategies can support the application of operative procurement practices in the developing world especially the Kenyan hotel industry. This indicates that there lacks a specific study that clearly recommends the best sourcing strategies and development for supporting improved procurement performance in the hotel industry. This study strove to

establish effective tendering management on project performance county projects. Studies by Bemelmans, Voordijk, and Vos (2013) and Jun and Cai (2010) focused more on effective procurement in developed nations with no consideration of the factors affecting procurement performance in developing nations. It's worth noting that they are totally different environments hence findings and recommendations from the developed nations cannot be applied across the board and expect similar solutions. Studies by Kiage (2013), Chimwani, Iravo and Tirimba (2014) and Ngwili and Were (2014) tried to establish the situation of effective tendering practices in Kenya with conclusions that a lot of procurement personnel lack the adequate training and skills to effectively run the procurement department. All these were focused on public entities which are controlled by the procurement Act 2005 and are different on many other levels to privately owned organizations. These studies, therefore, do not offer a practical solution on the factors that affect effective tendering on project performance in public entities. Hussein and Shale (2014) had a study focusing on the effect of sustainable purchasing practices on organizational performance in the manufacturing sector in Kenya.

3. METHODOLOGY

The study adopted descriptive survey targeting the entire procurement, public works, finance and monitoring and evaluation departments with a sample size of 210 employees from entire procurement, public works, finance and monitoring and evaluation departments. Data collection instrument was questionnaire which was dropped and picked by the researcher. Piloting was done to test the validity and reliability of the data collection instrument. Data was analysed using regression analysis and analysis of variance.

4. RESULTS

Customer satisfaction plays a vital role in achieving the laid out goals in the organization. Great customer satisfaction will satisfy both the organization and its target. It helps build and maintain loyalty which in turn helps the organization beat completion. The study sought to evaluate the effect of customer satisfaction on project performance in Trans Nzoia County. The findings that procurement and tender process are supposed to be straight forward and fast to facilitate organizational performance and that the organisation evaluates customer satisfaction through customer feedback assessments. Further the findings revealed that the organization places customers prime in project/ tender process to help brands and build long and profitable relationships as well as monitoring the percent of customer complaints settled on first contact and that the organization builds strong relationship with our partners for shared ownership and achievement of goals. The findings also revealed that the organization value suggestions given by customers and is flexible in the operations.

Table 4.1: Effect of Customer Satisfaction on Project Performance in Trans Nzoia County

Statements		SA	A	N	D	SD
Procurement and tender process are supposed to be straight forward and fast to facilitate organizational performance	%	32.0	42.7	20.4	4.9	0
The organisation evaluates customer satisfaction through customer feedback assessments	%	20.0	16.4	18.0	28.4	17.2
The organization places customers prime in project/ tender process to help brands and build long and profitable relationships as well as monitoring the percent of customer complaints settled on first contact	%	20.2	29.1	19.1	26.2	5.4
Firm should concentrate on the improvement of service quality and charge appropriate fair price in order to satisfy their customers for purposes of customer retention	%	34.5	28.2	23.6	13.7	0
The organization builds strong relationship with our partners for shared ownership and achievement of goals.	%	36.4	40.0	22.7	0.9	0
The organisation value suggestions given by customers and is flexible in the operations	%	26.0	49.0	10.0	10.0	5.0

4.1 Inferential Statistics

4.1.1 Pearson Correlation

The study sought to establish the strength of the relationship between independent and dependent variables of the study. Pearson correlation coefficient was computed at 95 percent confidence interval (error margin of 0.05). Table 4.2 illustrates the findings of the study.

Table 4.2: Correlation Matrix

		Project Performance
Customer Satisfaction	Pearson Correlation	.912**
	Sig. (2-tailed)	.000
	N	180

As shown on Table 4.2 above, the p-value for customer satisfaction was found to be 0.000 which is less than the significant level of 0.05, ($p < 0.05$). The result indicated that Pearson Correlation coefficient (r-value) of 0.912, which represented a strong, positive relationship between customer satisfaction on project performance in Trans Nzoia County..

4.1.2 Multiple Linear Regression

Multiple linear regressions were computed at 95 percent confidence interval (0.05 margin error) to show the multiple linear relationship between the independent and dependent variables of the study.

4.1.2.1 Coefficient of Determination (R^2)

Table 4.3 shows that the coefficient of correlation (R) is positive 0.527. This means that there is a positive correlation between determinant of effective tendering management on project performance from selected department in Trans Nzoia County. The coefficient of determination (R Square) indicates that 25.9% of project performance from selected department in Trans Nzoia County, is influenced by determinants of effective tendering management. The adjusted R^2 however, indicates that 30.2% of project performance from selected department in Trans Nzoia County is influenced by determinants of effective tendering management leaving 69.8% to be influenced by other factors that were not captured in this study.

Table 4.3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.527 ^a	.259	.302	5.13216

a. Predictors: (Constant), Customer Satisfaction

4.1.2.2 Analysis of Variance

Table 4.4 shows the Analysis of Variance (ANOVA). The p-value is 0.000 which is < 0.05 indicates that the model is statistically significant in predicting how determinants of effective tendering management influence project performance from selected department in Trans Nzoia County. The results also indicate that the independent variables are predictors of the dependent variable with an F test of 37.133

Table 4.4: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	775.798	3	163.612	37.133	.000 ^b
	Residual	1882.304	178	12.905		
	Total	2559.000	180			

4.1.2.3 Regression Coefficients

From the Coefficients table (table 4.5) the regression model can be derived as follows:

$$Y = 42.001 + 0.532X_2$$

The results in table 4.9 indicate that all the independent variables have a significant positive effect on project performance from selected department in Trans Nzoia County. The most influential variable is customer satisfaction with a coefficient of 0.532 (p-value = 0.000). According to this model when all the independent variables values are zero, determinants of effective tendering management on project performance from selected department in Trans Nzoia County will have a score of 42.001.

Table 4.5: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients t		Sig.
	B	Std. Error	Beta		
(Constant)	42.001	2.502		16.233	.000
1 Customer Satisfaction,	.532	.147	.331	2.442	.000

4.1.3 Hypothesis Testing

4.1.3.1 Hypothesis One

Ho₁: Customer satisfaction does not have a significant effect on project performance in Trans Nzoia County.

From Table 4.5 above, customer satisfaction ($\beta = 0.532$) was found to be positively related to project performance in Trans Nzoia County. From t-test analysis, the t -value was found to be 2.442 and the ρ -value 0.000. Statistically, this null hypothesis was rejected because $\rho < 0.05$. Thus, the study accepted the alternative hypothesis and it concluded that customer satisfaction have a significant influence project performance in Trans Nzoia County.

5. CONCLUSION AND RECOMMENDATIONS

The findings also revealed that customer satisfaction ($\beta = 0.532$) was found to be positively related to project performance in Trans Nzoia County. From t-test analysis, the t -value was found to be 2.442 and the ρ -value 0.000. Statistically, this null hypothesis was rejected because $\rho < 0.05$. Thus, the study accepted the alternative hypothesis and it concluded that customer satisfaction have a significant influence project performance in Trans Nzoia County.

The study recommended that The management of procurement in TransNzoia County should provide training to the employees to enable learn on ways of making themselves more productive in order in provision quality delivery within the set deadlines. The management of procurement of procurement and tender process in TransNzoia County should be transparent and accountable in their process to facilitate organizational performance. The organisation should be flexible in the operations to build strong relationship with their partners for shared ownership and achievement of goals and reduction of customer complaints for high performance. The organization should ensures adequate communication with stakeholder's prior during and after tender/project process in keeping them updated with current issues in procurement. The organisation should manage issues and conflicts between various stakeholders by well-set technical teams by make inquiries of resource that projects require and encourage the customer feedback assessments to find out the grievances of their customers for proper provision of services

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