



**INFLUENCE OF SUPPLIER EVALUATION BASED ON
TECHNICAL CAPACITY ON THE QUALITY OF
CONSULTANCY SERVICES IN MINISTRY OF INTERIOR
AND COORDINATION OF NATIONAL GOVERNMENT**

Esther Maina 

Department of Business, St. Paul's University, Kenya
mbanrb579720@spu.ac.ke

Mary Kibuine, PhD

Department of Business, St. Paul's University, Kenya
mkibuine@spu.ac.ke

Julius Kahuthia, PhD

Department of Business, St. Paul's University, Kenya
jkahuthia@spu.ac.ke

Abstract

The Ministry of Interior and Coordination of National Government has been involved in the procurement of consultancy services. However, there has been a concern about the quality of consultancy services procured by the Ministry of Interior and Coordination of National Government. Majority of the services procured do not meet the expectations in the procurement operations ranging from supplier's failure to meet lead times, delivery of inappropriate quality supplies and even at times failing to fulfill the orders all together therefore the study seeks to assess supplier evaluation criteria and quality of consultancy services in the ministry of interior and coordination of national government, Kenya. Specifically, the study seeks to assess the influence of technical capacity evaluation criteria on the quality of consultancy services in the Ministry of Interior and Coordination of National Government. The study was guided by

transaction cost economics theory, goal-setting theory and grey theory. The study was anchored on descriptive research design. The unit of analysis was procurement department at the Ministry of interior and coordination of national government in Nairobi County. The unit of observation was 80 staff in the procurement departments at the Ministry of interior and coordination of national government headquarters in Nairobi. Questionnaires were used as the instruments for collection of primary data. For analysis, descriptive statistics involved the use of, measures of central tendencies (mean) and measures of dispersion (standard deviation). Inferential statistic involved the use of correlation analysis to establish the nature of the relationship between independent and dependent variable. The study provided the government with useful information for review of criteria for supplier evaluation in the search for the best supplier in order to enhance procurement performance in the public sector. From the findings the study concluded that there is a positive association between technical capacity evaluation criteria and quality of consultancy services in Ministry of Interior and Coordination of National Government.

Keywords: Consultancy Services, Quality of Consultancy Services and Technical Capacity Evaluation Criteria

INTRODUCTION

Humphreys (2016) defines supplier evaluation as a quantitative and qualitative examination of suppliers in order to assure the availability of a portfolio of best-in-class products. Buyers should carefully pick and analyze their suppliers in order to maintain efficient and trustworthy sources of supply. One reason for supplier evaluation, is the consideration of product development process, which means that as the product development cycle shortens, suppliers are required to shorten their delivery cycles as well or else competent ones are sought to weed out those that do not meet the criteria set by firms (Handfield, 2019).

In South Africa supplier evaluation criteria include thorough assessment of procedures with the goal of arriving at the best option from a long range of possibilities. Finally, the quality of goods produced at the conclusion of a production cycle influences the supplier(s) chosen (Chartered Institute of Purchasing and Supply (CIPS, 2018). Organizations are under continual pressure to discover methods help to save material and lower production costs by using strategic supplier evaluation and assessment procedures.

The Rwanda Public Procurement Act (RPPA, 2009) and Procedure 2010 serve as a guide for public procurement entities, providing guidelines on supplier evaluation to ensure judicious, economical and efficient use of state resources, as well as ensuring that public

procurement is conducted in an open, transparent, and nondiscriminatory manner. Tenderers and other suppliers must meet a number of criteria, including professional and technical qualifications and competence, financial resources, equipment and other physical facilities, managerial capability, reliability, experience in the procurement object, and reputation; and personnel to carry out the procurement contract, according to the Act 2005. Despite this, government ministries and other public entities have never achieved the goal of supplier evaluation (PPRA, 2009)

Prior performance is a crucial factor that public institutions in Kenya assess before selecting a supplier. "Contracts should be granted to the lowest assessed bidder" in view of conformity with specifications, technical acceptability, and compliance with delivery dates, as well as local maintenance and availability of spare parts, according to the Public Procurement and Disposal Act (PPDA, 2015). For most Kenyan public institutions subject to technical assessment committee judgments, quality and dependability are also determining factors in supplier evaluation

The quality of consultancy service remains one of the greatest challenges facing public institutions across the world. In UK quality of consultancy service is measured in terms of accessibility, competence, integrity, reliability, responsiveness and safety. Just like other states in Europe, accountability issue remains one of the greatest challenges affecting service delivery in UK. In Australia bureaucracy remain one of hindrances to quality service delivery. In an effort to enhance the quality of service deliver. Public institutions are required to have a clear accountability system, where there is a distinct division between those who control the agency, the paid staff or bureaucrats and the users or clients which combine to restrict the scope and nature of their activities

In most African state the quality of consultancy service delivery is very poor. In an effort to enhance the quality-of-service delivery nearly all African countries privatization of delivery of some services has gained momentum. Privatization effectively includes contracting government functions out of the public sector or selling state assets. The government of Kenya was concerned with the poor performance and service delivery of State-owned corporations which have been ranked as the most inefficient public institutions in service delivery, employing staff through nepotism, unfair promotions to flawed procurement procedures (World Bank report 2019).

Ministry of Interior and Coordination of National Government is one of critical Ministry for the functioning of Kenya government however just like other Ministries, the auditor general has raised various procurement issues. For example, in 2020 the auditor general indicated there were unaccounted finances. The report stated that although the state department for interior

provided copies of payment vouchers from Mandera County Commissioner amounting to Kshs.67, 598,164 paid to four contractors for construction of IDP's housing units at Rhamu. The payment vouchers were not supported by contract documents, Bills of Quantities (BQs), invoices and certificates of work done to confirm that the funds were utilized prudently and for the intended purposes, (Auditor General Report, 2020).

Statement of the Problem

The Ministry of Interior and Coordination of National Government has been involved in the procurement of consultancy services. However, there has been concern about the quality of consultancy services procured by the Ministry of Interior and Coordination of National Government. Majority of the services procured do not meet the expectation in the procurement operations ranging from supplier's failure to meet lead times, delivery of inappropriate quality supplies and even at times failing to fulfill the orders all together. For example, an examination of an evaluation report for tender number NPS/002/2014-2015 for the provision of comprehensive group life insurance cover for National Police and Prisons services revealed that the lowest evaluated bidder submitted a bid totaling Kshs 629,019,316.00 while the contract was awarded to another bidder for Kshs.1,747, 209,700.00. However, examination of minutes of a meeting held on 30th June 2015 in which the renewal of the group life insurance cover was discussed, members were in agreement that renewal and payment must be based on satisfaction of the customer (Auditor General Report, 2014/2015). In addition, the National Police Service procured consultancy services for comprehensive medical cover for a period of two years commencing 1 October, 2017 to 30th September, 2019 therefore the study to determine supplier evaluation criteria and quality of consultancy services in the Ministry of Interior & Coordination of National Government, Kenya.

LITERATURE REVIEW

Theoretical Review

The Goal-Setting Theory

Edwin Locke (1968) introduced the goal-setting theory. The notion originated with Kurt Lewin's early work on degrees of ambition and has mostly been refined by Edwin Locke, who pioneered goal-setting research. According to the findings, there is an inductive link between goal setting and increased organizational performance. A goal is the purpose of an activity or job that a person intends to do or gain (Locke & Latham, 2002). Goal setting is the deliberate process of creating performance levels in order to achieve desired goals.

According to Northouse (2013), goal setting theory is a process in which leaders choose certain suppliers who are most suited to the organization's demands and working environment so that they can best direct the suppliers via their procurement roles in obtaining their daily job activities (goals). The hypothesis implies that leaders are adaptable and may alter their styles as circumstances dictate (Shahin & Mahbod, 2007). The theory provides two contingency factors that regulate the leader behavior- outcome link in the supplier evaluation process, such as environment and follower traits.

The follower-task structure, authority system, and work group have no influence on the environment. If follower results are to be maximized, environmental circumstances influence the sort of leader conduct necessary (Antonakis, 2014). This theory is relevant to the study since the efforts of supplier evaluation and assessment teams in an organization are to achieve procurement performance in the organization, which necessitates setting realistic targets. According to the notion, procurement objectives should be realistic, guiding the selection process toward achieving these aims/goals. Goals that are specific and explicit lead to increased productivity and improved performance. Goals that are unambiguous, quantifiable, and explicit, as well as a deadline for accomplishment, help to minimize misunderstanding (Budworth, 2014).

Empirical Review

Technical Capacity on the Quality of Consultancy Services

Suppliers' need competent technical ability to provide high quality product or service, ensure future improvements in performance and promote successful development efforts. According Hofmann (2019), this is very important when the firm's strategy included development of a new product or technology or access to proprietary technology. These technical criteria insist company to shift into the global market place (Thompson, 2018). This factor has been measured on the basis of the importance of the following technical dimensions: compliance with quantity, compliance with due date, compliance with packaging standard, production planning systems of suppliers, and maintenance activities of suppliers, plant layout and material. The production facilities and ability of the supplier to increase its capacity should also be taken into account to Judge the best one.

The technical assessment should determine the supplier's ability to deliver on the buying firm's criteria in terms of technological know-how. An evaluation of labor capacity, quality of service, delivery efficiency, and delivery speed are all essential parameters in this phase (Tech-Evals, 2016). When conducting assessment tests to predetermine technical competence among a variety of possibilities, the company should be very proactive (Jens,

2017). The labor force capacity parameter should be backed up by extensive background checks on the accuracy of the reported individual capabilities. As a verification approach to verify individual capabilities, a clear delineation and cross check on personal profiles should be carried out in accordance with existing databases of professional organizations (Belton & Steward, 2017).

Operational capacity is one of the main considerations when selecting a supplier. The whole process of operational capacity analysis is to recognize the available capacity for the organization which consist of available inventory holding capacity, labour capacity and machinery capacity (Feldsine, 2021). Other important key factors when evaluating supplier is their technology and technical capability. To achieve higher efficiency in an organization, implementation of the related technical function is important, which involve the capability to execute new product development, procedure and technological advancement. The prospective supplier must have all the required equipment, tools and ability to meet the requirements. Evaluating supplier technical capability is based on standards for compliance, invention, innovation, technical equipment and scientific capabilities. Purchasing officers can also asses through documented past performance records and active participation in industry events, (Eisele, 2021)

Thanga and Kwasira (2016) conducted a survey of the county government of Nakuru, Kenya, to investigate the impact of technical capacity of special interest group suppliers on the performance of public procurement bodies. The research was conducted using a descriptive research approach. The target population included 114 employees working in procurement departments at the head office, 11 sub county offices, and user departments, from whom a sample of 54 was chosen using stratified random selection. The questionnaire was then used to gather data. The link between variables was evaluated using Pearson correlation. The research found that technical, financial, and production capacity assessments were given just a small amount of attention, and as a result, they had little influence on procurement performance. The importance of quality conformity in selection was highlighted, which resulted in increased purchase efficiency.

Chematany (2014) performed research on the impact of technical capacity on performance in Kenyan civil society groups. The association between technical capability and organizational performance metrics was investigated in this research. Closed-ended questions were asked in a structured survey using pen and paper. To test the null hypothesis, the findings were examined using factor analysis (rotated) and Chi-square. According to the results of the research, there was no significant difference in performance levels between firms that used a goal model and those that did not. The influence of capacity development and management

assistance on employee performance: the moderating function of supplier retention was investigated by Sajjad (2015). A convenience sampling strategy was used to acquire data. Data was collected using a self-administered questionnaire. Capacity development had a favorable and substantial influence on supplier performance, according to the findings. Managerial assistance, on the other hand, had no effect on supplier performance. Employee retention, on the other hand, reduced the favorable effect of capacity development and management assistance on employee performance.

Quality Consultancy Services

Supplier quality is defined as the capability of a supplier to produce goods or services that fulfil customers' requirements. It is the assurance of reducing risk, complying with regulations, improve the reliability of their products or services and determine their organizational process. A supplier's service or quality must be in line with pre- established requirements. This is usually achieved through the proper implementation of supplier quality management systems. This allows companies to monitor supply chains, audit materials, conduct inspections and services regularly, (Yeow & Loong, 2017). The supplier should monitor supply chains to ensure quality standards to achieve a proactive and collaborative approach. One way to ascertain a supplier's quality is to engage a cross-functional team of representatives from different departments of the company (Zhang, 2016).

Quality is one of the major considerations of procurement during supplier selection. The specified requirement is needed to produce a good quality of the final products. Achieving a good quality product, the whole operation requires labour, material and equipment. If the quality does not meet the requirements, it will affect the result of the finishing products. The supplier's delivery reliability is also part of the consideration. For instance, should the supplier is not able to fulfil the quoted delivery time, the interruption will occur during production due to a shortage of material. In addition, when placing an order with a supplier, delivery time should be fast, simple and efficient, (Precoro, 2019).

Sila (2014) conducted a study on the quality in supply chains: an empirical analysis. Six hypotheses related to supply chain quality management have been developed through literature review and tested using survey data from US manufacturing companies. The results also showed that although companies included their major customers in their quality initiatives, they did not include their major suppliers. However, according to the literature, companies must focus their efforts to improve the quality of the products they receive from their suppliers so that they can pass it on to their customers.

Conceptual Framework

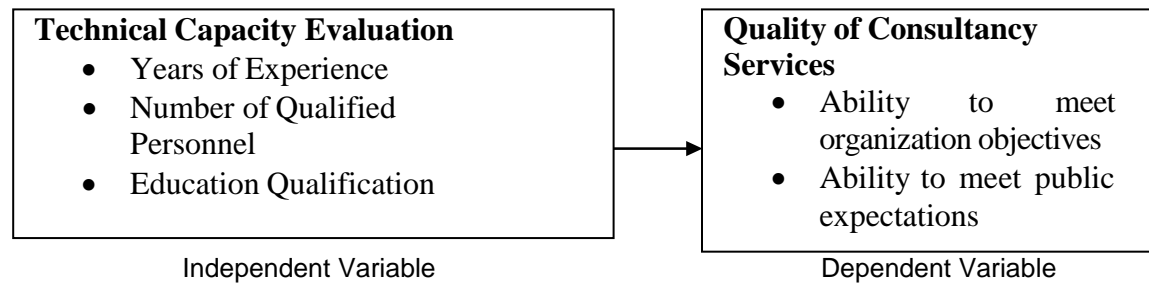


Figure 1: Conceptual Framework

RESEARCH METHODOLOGY

The study adopted descriptive research design. The unit of analysis was procurement department at the Ministry of interior and coordination of national government in Nairobi County. The unit of observation was 80 staff in the procurement departments at the Ministry of interior and coordination of national government headquarters in Nairobi. The procurement heads of department were targeted because they are directly involved in the supplier evaluation process and the procurement functions at the Ministry of interior and coordination of national government. Primary data was used in the analysis. The study used semi structured questionnaires to collect primary data. Furthermore, the researcher sought permission from the county government to collect data from county officials. Questionnaires were used to obtain the main data. The respondents were issued the surveys in the form of a questionnaire-forwarding letter with an introduction letter from the institution. The researcher tracked down respondents who had asked to be removed from the survey and retrieve the completed instruments. A pilot test was undertaken at the Ministry of Finance, with procurement officials being given eight questions to answer. This accounted for 10 percent of the target population (Kothari 2004). The questionnaires that were piloted were not used in the main research. The questionnaires in this study were validated through application of content validity. For the purposes of content validity expert opinion were also utilized in assessing and improving validity status of the instrument, (Heale & Twycross, 2015). Opinions from the supervisor as a research expert were considered adequate. Descriptive and inferential statistics were generated using the Statistical Package for Social Sciences (SPSS) version 25. Measures of central tendency (mean) and measures of dispersion were used in descriptive statistics (standard deviation). Inferential statistic involved the use of correlation analysis to establish the nature of the relationship between independent and dependent variables. Further, multiple regression analysis was adopted to analyze the extent to which each independent variables contributes to independent variable.

DATA ANALYSIS AND FINDINGS

Response Rate and Demographic Profile

Questionnaires were sent out to 80 respondents out of which 73 were fully completed representing a 77 percent response rate.

Table 1: Duration the Respondents have been working in the Organization

Age	Frequency	Percent
Less than 5 Years	13	18
6-10 Years	29	40
11 – 20 years	16	22
Above 20 years	15	20
Total	73	100

It was established that 18 percent of the respondents had been working in the Ministry of Interior and Coordination of National Government for less than 5 years, 40 percent of the respondents indicated that have been working in the Ministry of Interior and Coordination of National Government for 6-10 years, 22 percent have been working in the Ministry of Interior and Coordination of National Government for 11-20 years while 20 percent have been working in the Ministry of Interior and Coordination of National Government for more than 20 years. This implies that majority of the respondents from the sampled population have been working in the Ministry of Interior and Coordination of National Government for 6-10 years. Thus, they were well conversant with the issues the study sought to find.

Technical Capacity Evaluation Criteria

The respondents were asked to indicate their level of agreement on the influence of technical capacity evaluation criteria and quality of consultancy services in Ministry of Interior and Coordination of National Government.

Table 2: Technical Capacity Evaluation Criteria Services

Statement	S	A	A	U	D	SD	Mean	Std.
	%	%	%	%	%			
The organization consider the technical capacity of suppliers	47	34	13	6	0		4.210	0.908
Suppliers with good technical skills tend to offer quality consultancy services	50	31	15	5	0		4.258	0.886
The organization consider the year of experience when selecting suppliers of consultancy services	44	53	3	0	0		4.403	0.557

Suppliers with adequate number of qualified of personnel tend to offer quality consultancy services	37	44	16	3	0	4.145	0.807
The competency level of suppliers determines the quality of consultancy services	35	45	5	0	0	4.452	0.592
The education level of suppliers determines the quality of consultancy services	44	50	6	0	0	4.371	0.607

Table 2...

According to the findings majority of the respondents (81%) agreed that the organization consider the technical capacity of suppliers with a mean of 4.210 and a standard deviation of 0.908. The study findings conquer with those of Rajeh, Tookey, and Rotimi, (2015) who found that in selecting suppliers' technical capacity is considered, the firm which has submitted the best technically acceptable proposal is the first to be invited for negotiation. If an agreement is reached, then the consultant whose technical proposal is ranked the best shall be considered for the contract. Majority of the respondents (81%) also agreed that suppliers with good technical skills tend to offer quality consultancy services with a mean of 4.258 and a standard deviation of 0.886. Majority of the respondents also (97%) agreed that the organization consider the year of experience when selecting suppliers of consultancy services with a mean of 4.403 and a standard deviation of 0.557. In addition, majority of the respondents (81%) agreed that suppliers with adequate number of qualified of personnel tend to offer quality consultancy services with a mean of 4.145 and a standard deviation of 0.807. The study findings agree with those of Khoso, (2017) who found that the selection of potential and capable suppliers during the tendering phase of procurement involves precise decision, and its selection is subjected to capability regarding technical, commercial, economic, social and managerial characteristics. Huang (2011) found that the suppliers with technical competency is related to a specific experience, its technical and managerial staff, adequate and desire equipment which helps them to offer high quality consultancy services.

Further majority of the respondents (80%) agreed that majority the competency level of suppliers determine the quality of consultancy services with a mean of 4.452 and a standard deviation of 0.592. Majority of respondents (94%) also agreed that the education level of suppliers determine the quality of consultancy services with a mean of 4.371 and a standard deviation of 0.607. The study findings are in line with those of Ondeige, (2015) which noted that a supplier must have the technical knowledge required to identify, assess, and mitigate risks to meeting the development schedule. For consultancy services suppliers should be able to provide technical assistance. Evaluation of suppliers based on technical capacity involves an audit of suppliers to assess their ability to satisfy the critical items from the technical requirement.

Quality of Consultancy Services

The respondents were asked to indicate their level of agreement on the influence of technical capacity evaluation criteria and quality of consultancy services in Ministry of Interior and Coordination of National Government.

Table 3: Quality of Consultancy Services

Statement	S	A	A	U	D	SD	Mean	Std.
	%	%	%	%	%	%		
Services procured meet the set quality standard	37	34	10	16	3		3.855	1.185
The organization gets value for money of services procured	55	34	8	3	0		4.403	0.778
Services are delivered within the set timelines	44	46	7	3	0		4.307	0.738
The organization is satisfied with the quality of consultancy services	55	33	7	5	0		4.387	0.869

According to the findings majority of the respondents (71%) agreed that the services procured meet the set quality standard with a mean of 3.855 and a standard deviation of 1.185. Majority of the respondents (89%) also agreed that the organization gets value for money of services procured with a mean of 4.403 and a standard deviation of 0.778. They further agreed (90%) that the services are delivered within the set timelines with a mean of 4.307 and a standard deviation of 0.738. Majority of the respondents (88%) also agreed that the organization is satisfied with the quality of consultancy services with a mean 4.387 and a standard deviation of 0.869.

The findings agree with Frankenhuis, (2019) who argue that quality levels of the procurement item should be a very important factor in supplier selection. Product quality should consistently meet specified requirements since it can directly affect the quality of the finished goods.

Correlation between technical capacity evaluation criteria and quality of consultancy services

The study conducted a correlation analysis between technical capacity evaluation criteria and quality of consultancy services in Ministry of Interior and Coordination of National Government.

Table 4: Correlation between technical capacity evaluation criteria and quality of consultancy services

Quality Consultancy Services	Technical Capacity Evaluation	
	Pearson Correlation	.562**
	Sig. (2-tailed)	.000
	N	73

*. Correlation is significant at the 0.05 level (2-tailed).

Correlation of technical capacity evaluation criteria and quality of consultancy services showed that there was a positive and statistically significant relationship between technical capacity evaluation criteria and quality of consultancy services in Ministry of Interior and Coordination of National Government ($r = 0.562$; $p < 0.05$). The findings concurs with the findings of Sajjad (2015) who while conducting a study on the influence of capacity development and management assistance on organization performance, found that technical capacity had a favorable and substantial positive relationship with supplier performance .

Table 5: Regression Coefficients on Technical capacity evaluation criteria

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.309	1.143		2.894	.005
Technical capacity evaluation criteria	.377	.175	.200	2.156	.035

Dependent Variable: Quality of Consultancy Services

From the findings a unit increase in technical capacity evaluation criteria leads to 0.377 units in quality of consultancy services

$$Y = 3.309 + 0.377X_1 + e$$

Concerning technical capacity, a buyer should evaluate supplier's equipment with attention paid to the following points: the availability of full range of capacity required to produce a product, mechanisms to overcome shortage of machinery, evidence of good housekeeping, adoption of approaches such as computer aided designs and computer aided manufacturing, satisfaction on safety provisions and modernity and well maintenance of machines. According to Rajeh, Tookey, & Rotimi, (2015) technical capacity or experience criteria are essential for effectiveness of consultancy services. Many projects fail because the successful bidder lacks the skills and experience required to manage the challenges and complexities of the particular

project. Failure can also occur if the successful bidder does not have experience and capacity in all of the required areas of the contract cycle and as such it affects the quality of the consultancy services.

CONCLUSION AND RECOMMENDATIONS

From the findings, this study concluded that the organization under study considers the technical capacity of suppliers and technical skills were perceived to offer quality consultancy services. The number of year of experience, competency and level of education were also a factors of consideration when selecting suppliers of consultancy services. There was a positive relationship between technical capacity evaluation criteria and quality of consultancy services in Ministry of Interior and Coordination of National Government. The findings disagree with the findings of Thanga and Kwasira (2016) who found that technical capacity had little influence on procurement performance, thus the importance of quality conformity in selection was highlighted, which resulted in increased purchase efficiency. The study also concurs with the findings of Sajjad (2015) who while conducting a study on the influence of capacity development and management assistance on organization performance, found that technical capacity had a favorable and substantial influence on supplier performance thus suppliers with good technical capacity supplied quality goods. The goal of supplier evaluation is to ensure quality of products and service; therefore the ministry of interior and coordination of national government, should conduct effective evaluation during the bidding process in order to get value for money.

LIMITATIONS OF THE STUDY

One of the major limitations that the study faced was the reluctance of the respondents. Another limitation was bureaucracy at the Ministry of Interior & Coordination of National Government management in authorizing data collection in their institutions. To address the apathy and bureaucracy the researcher issued an introduction letter from the university authorizing data collection as that of academic in nature.

REFERENCES

- Antonakis, S. (2014). An integrated model of goal-focused coaching: an evidence- based framework for teaching and practice. *International Coaching Psychology Review*, 7 (2): 146–165 (151).
- Belton, R., & Steward, T, (2017) Current developments in delivering customized care: a scoping review. *BMC Health Services Research*, 21(1), 1-29.
- Budworth, T., (2014). *Reflective Learning: An essential tool for the self-development of health and safety practitioners*. Routledge.
- Chematany, W. (2021). Influence Of Labour Outsourcing On Organizational Performance In The Banking Sector In Kenya. *International Journal Of Social Sciences Management And Entrepreneurship (IJSSME)*, 4(2).

- CIPS, (2018). Developing a chance-constrained free reliability hull model for supplier evaluation', *International Journal of Logistics Systems and Management*, Vol. 12, No. 4, pp.375–394.
- Eisele, M. (2021). Identifying Critical Thresholds for Resilient Regional Food Flows: A Case Study From the US Upper Midwest. *Frontiers in Sustainable Food Systems*, 5, 684159.
- Feldsine, S. A. (2021). Validation of Analytical Methods for the Assessment of Hazards in Food. In *Food Safety and Preservation* (pp. 59-90). Academic Press.
- Frankenhuis, W. (2019). The strengths of people in poverty. *Current Directions in Psychological Science*, 29(1), 16-21.
- Handfield, P. (2019). Supply chain coordination: Perspectives, empirical studies and research directions, *International Journal of production Economics*, vol.11, 2008
- Heale, H., & Twycross, J. (2021). Construct validation of a new instrument to measure declarative tactical knowledge in basketball. *Perceptual and Motor Skills*, 128(4), 1712-1729.
- Hofmann, E. (2019). Technology adoption by logistics service providers. *International Journal of Physical Distribution & Logistics Management*.
- Humphreys, N. (2016). Strategic supplier selection under sustainability and risk criteria. *International Journal of Production Economics*, 208, 69-82.
- Jens, T. (2017). Framework Agreements and Repeated Purchases: The Basic Economics: A Case Study on the Acquisition of IT Services. *Journal of Public Procurement*, 8(3), 356-378.
- Khoso, A. R. (2017). Extended review of contractor selection in construction projects. *Canadian Journal of Civil Engineering*, 47(7), 771-789.
- Locke, E. A. (1968). Toward a theory of task motivation and incentives. *Organizational behavior and human performance*, 3(2), 157-189.
- Locke, E., & Latham, C. (2002). "An integrated model of goal-focused coaching: an evidence-based framework for teaching and practice". *International Coaching Psychology Review*. 7 (2): 146–165
- Northouse, F. (2013). Effects of goal setting on task performance of persons with mental retardation". *Education & Training in Mental Retardation & Developmental Disabilities*. 37 (1): 40–54.
- Ondeige, K. O. (2015). *Influence of digital banking on customer satisfaction: a case of national bank of Kenya Bungoma County* (Doctoral dissertation, University of Nairobi).
- Pecoro, D. (2019). Supply chain practices and firms' operational performance: an empirical study of Vietnam garment industry. International Conference on Quality Engineering and Management (ICQEM).
- Rajeh, M., Tookey, E., & Rotimi, B. (2015). Estimating transaction costs in the New Zealand construction procurement: A structural equation modelling methodology. *Engineering, Construction and Architectural Management*, 22(2), 242-267.
- Republic of Kenya (2015) Summary of the Report of the Auditor-General on the Financial Statements for National Government for the Year 2014/2015
- Republic of Kenya (2020) Summary of the Report of the Auditor-General on the Financial Statements for National Government for the Year 2019/2020
- Sajjad, I. (2015). The effect of supply chain agility and lean practices on operational performance: a resource-based view and dynamic capabilities perspective. *The TQM Journal*.
- Shahin, J., & Mahbod, T. (2007). Adolescents' psychological functioning at school and in sports: the role of future time perspective and domain-specific and situation-specific self-determined motivation". *Journal of Social and Clinical Psychology*. 34 (8): 643–673.
- Sila, A. K. (2014). Relationship between training and performance: a case study of Kenyan women finance trust eastern Nyanza region, Kenya. *European Journal of Business and Social Sciences*, 3(1), 95-117.
- Tech-Evals, R. J. (2017). *Something From Another* (Doctoral dissertation).
- Thanga, D. & Kwasira, T. (2019). *Challenges Affecting The Implementation Of Preference And Reservation Scheme To Special Groups In Tertiary Institutions* (Doctoral dissertation).
- Thompson, M. (2018). *Cultural theory*. Routledge.
- Yeow, D., & Loong, M. (2021). Blockchain-Based IoT Devices in Supply Chain Management: A Systematic Literature Review. *Sustainability*, 13(24), 13646.

Zang, W. (2016). Blockchain in global supply chains and cross border trade: a critical synthesis of the state-of-the-art, challenges and opportunities. *International Journal of Production Research*, 58(7), 2082-2099.